

SCHEME OF INSTRUCTION AND SYLLABUS

Bachelor of Business Administration - IBM

From Academic Year: 2025-26 Onwards

BBA-IBM



**FACULTY OF COMMERCE &
MANAGEMENT**

United University
Rawatpur-Jhalwa (Prayagraj)
Uttar Pradesh

University Vision

To establish a value based global university having dynamic learning environment encouraging creativity and innovation, research inspired experiential learning and focusing on topics that are pertinent to the development of the region, the country and the world.

University Mission

- To provide a dynamic, inspiring and varied learning environment with global exposure.
- To position the institution as a premier hub for research and experiential learning.
- To develop into an adaptable University meeting the demands of society and business.
- To incorporate value thinking, integrity, wisdom and passion in professional for their career and life.

Department Vision

To achieve global competence by evolving thought leadership, innovative and creative solution, making socially responsible business leaders through flexible, value based, management education driven by high quality research and collaboration.

Department Mission

1. To nurture responsive ethical leaders sensitive to environment and society.
2. To encourage critical thinking and continuous improvement.
3. To inculcate a culture of innovation and entrepreneurship.
4. To create and disseminate knowledge through applied and inter-disciplinary research and practices in emerging areas of management.

Program Educational Objectives (Undergraduate)

PEO 1: To develop students professionally to handle business issues.

PEO 2: To develop students to be a better team worker.

PEO 3: To bridge the gap between theoretical and practical knowledge of the students by adopting innovative teaching pedagogy.

PEO 4: To develop socially, ethically responsible business leaders.

PEO 5: To sharpen soft and hard skills among the students.

PEO 6: To promote entrepreneurial skills among students.

Program Outcomes

On successful completion of the BBA-IBM programme the student will be able to:

PO1: Upon completion of the BBA-IBM program, the individual must demonstrate maturity, professionalism and team working skills.

PO2: Upon completion of the BBA-IBM program the students will have general idea of operations in business.

PO3: Upon completion of the BBA-IBM program, the individual will have specialized skills to deal with area specific issues of concern.

PO4: Upon completion of the BBA-IBM program, the individual will be able to apply technological knowhow for business advancements.

PO5: Upon completion of the BBA-IBM program, the individual will be capable of analysing, investigating and solving critical business issues.

Program Specific Outcomes

PSO1: An ability to apply conceptual foundations of management to solve practical decision-making problems.

PSO2: An ability to adapt to dynamic changes in an environment with an understanding of societal and ecological issues relevant to professional managerial practice through life-long learning.

PSO3: Excellent adaptability to function in multi-disciplinary work environment, good interpersonal skills as a leader in a team in appreciation of professional ethics and societal responsibilities.

SCHEME OF INSTRUCTION

COURSE CATEGORY ABBREVIATIONS

1. Core Courses
2. Discipline Specific Courses (DSE)
3. Generic Electives (GE)
4. Ability Enhancement Compulsory Courses (AECC)
5. Skill Enhancement Courses (SEC)

Semester I

Contact Hours							26
S. No.	Course Code	Course Category	Course Name	L	T	P	C
1	CMUCBB101T	Core Courses	Principles of Management	4	0	0	4
2	CMUCBB102T		Organizational Behaviour	4	0	0	4
3	CMUCBB103T		Business Economics	4	0	0	4
4	SCSMPBB10T	Discipline Specific Courses (DSE)	Business Mathematics	4	0	0	4
5	SCSEPBB10T	Generic Electives (GE)	Environmental Studies	2	0	0	2
6	PTSPBB11T	Ability Enhancement Compulsory courses (AECC)	Professional Proficiency	2	0	0	2
7	CMUCBB115T	Skill Enhancement courses (SEC)	Business Communication	2	0	0	2
8	CMUIBB102T	IBM	Data Visualization	4	0	0	4
Total Credits							26

Abbreviations: (L) Lecture, (T) Theory, (P) Practical, (C) Credits

Semester II

Contact Hours							26
S. No.	Course Code	Course Category	Course Name	L	T	P	C
1	CMUCBB203T	Core Courses	Fundamentals of Marketing	4	0	0	4
2	CMUCBB204T		Introduction of Human Resource Management	4	0	0	4
3	CMUCBB201T		Business organization	4	0	0	4
4	CMUCBB202T	Discipline Specific Courses (DSE)	Financial Accounting	4	0	0	4
5	CMUCBB205T		Business Statistics	4	0	0	4
6	PTSPBB21T	Ability Enhancement Compulsory courses (AECC)	Professional Proficiency	2	0	0	2
7	CMUIBB207T	IBM	Enterprise Design Thinking and Agile Methodologies	2	0	2	4
Total Credits							26

Abbreviations: (L) Lecture, (T) Theory, (P) Practical, (C) Credits

Semester III

Contact Hours							26
S. No.	Course Code	Course Category	Course Name	L	T	P	C
1	CMUCBB311T	Core Courses	Production and Operation Management	4	0	0	4
2	CMUCBB302T		Operation Research	4	0	0	4
3	CMUCBB303T		Business Ethics & Corporate Governance	4	0	0	4
4	CMUCBB304T	Discipline Specific Courses (DSE)	Macro Economics	4	0	0	4
5	CMUCBB307T	Generic Electives (GE)	I.T. Tools in Business	2	0	0	2
6	PTSPBB30T	Ability Enhancement Compulsory courses (AECC)	Professional Proficiency	2	0	0	2
7	CMUCBB316P	Skill Enhancement courses (SEC)	Accounting with Tally	0	0	2	2
8	CMUIBB308T	IBM	Business Intelligence Analyst	2	0	2	4
Total Credits							26

Abbreviations: (L) Lecture, (T) Theory, (P) Practical, (C) Credits

Semester IV

Contact Hours							26
S. No.	Course Code	Course Category	Course Name	L	T	P	C
1	CMUCB401T	Core Courses	Fundamentals of Business Research	4	0	0	4
2	CMUCBB402T		Business Environment	4	0	0	4
3	CMUCBB403T		Entrepreneurial Development	4	0	0	4
4	CMUCBB404T	Discipline Specific Courses (DSE)	Business Law	4	0	0	4
5	CMUCBB405T	Generic Electives (GE)	Time & Stress Management	2	0	0	2
6	PTSPBB40T	Ability Enhancement Compulsory courses (AECC)	Professional Proficiency	2	0	0	2
7	CMUCBB406P	Skill Enhancement courses (SEC)	Introduction to SPSS	0	0	2	2
8		IBM	Planning Analyst	2	0	2	4
Total Credits							26
Summer Internship 6 weeks (Mandatory) during summer vacation							

Abbreviations: (L) Lecture, (T) Theory, (P) Practical, (C) Credits

Semester V

Contact Hours								30
S. No.		Course Code	Course Category	Course Name	L	T	P	C
1		CMUCBB501T	Core Courses	International Business Management	4	0	0	4
2		CMUCBB502T	Generic Electives (GE)	Indian Economy	2	0	0	2
3		PTSPBB50T	Ability Enhancement Compulsory courses (AECC)	Professional Proficiency	2	0	0	2
4		CMUIBB504T	IBM	Predictive Analytics	2	0	2	4
5		CMUCBB503P	Internship (I)	UG Summer Internship		0	2	2
6	HUMAN RESOURCE	CMUBB5101T	Discipline Specific Courses (DSE)	Training & Development	4	0	0	4
7		CMUBB5102T		Industrial Relations	4	0	0	4
8		CMUBB5103T		Team Building & Group Dynamics	4	0	0	4
9		CMUBB5104T		Workmen Compensation & Rewards	4	0	0	4
10		CMUBB5211T		Sales & Distribution	4	0	0	4

	MARKETING		Management				
11		CMUBB5202T	Advertising and Sales Promotion	4	0	0	4
12		CMUBB5203T	Global Marketing	4	0	0	4
13		CMUBB5204T	Digital Marketing	4	0	0	4
14	FINANCE	CMUBB5301T	Global Financial Management	4	0	0	4
15		CMUBB5302T	Management of Financial Institutions	4	0	0	4
16		CMUBB5303T	Cost and Management Accounting	4	0	0	4
17		CMUBB5304T	Working Capital Management	4	0	0	4
Total Credits							30

Abbreviations: (L) Lecture, (T) Theory, (P) Practical, (C) Credits

NOTE: Students have to any one Discipline Specific Course from Marketing/Finance/HR.

Semester VI

Contact Hours								36
S. No	Specialization	Course Code	Course Category	Course Name	L	T	P	C
1		CMUCBB601T	Core Courses	Business policy and strategy	4	0	0	4
2		CMUCBB602T	Generic Electives (GE)	Introduction to Capital Market	2	0	0	2
3			IBM	Functional Analytics (HR, Marketing)	4	0	0	4
4		CMUCBB606T	Core Course	Fundamentals of Project Management	2	0	0	2
5		CMUCBB605P	Dissertation / Project / Seminar Work	Comprehensive Viva UG		0	2	2
6		CMUCBB604P		Dissertation/Research Project	0		6	6
7	HUMAN RESOURCE	CMUBB6101T	Discipline Specific Courses (DSE)	Negotiation & Conflict Resolution	4	0	0	4
8		CMUBB6102T		International Human Resource Management	4	0	0	4
9		CMUBB6103T		Leadership Skills & Change Management	4	0	0	4
10		CMUBB6104T		Industrial Laws	4	0	0	4
11	MARKETING	CMUBB6201T		Service Marketing	4	0	0	4
12		CMUBB6202T		Introduction of	4	0	0	4

			Retail Management				
13		CMUBB6203T	Product & Brand Management	4	0	0	4
14		CMUBB6204T	Customer Relationship Management	4	0	0	4
15	FINANCE	CMUBB6301T	Portfolio Management	4	0	0	4
16		CMUBB6302T	Tax Planning	4	0	0	4
17		CMUBB6303T	Behavioral Finance	4	0	0	4
18		CMUBB6304T	Corporate Accounting	4	0	0	4
Total Credits							36

Abbreviations: (L) Lecture, (T) Theory, (P) Practical, (C) Credits

NOTE: Students have to any one Discipline Specific Course from Marketing/Finance/HR.

Note:

- 1 The student should undergo internship and simultaneously he/she should work on a project with well-defined objectives.
- 2 At the end of the semester the student should submit an internship completion certificate and a project report.

SEMESTER 1

Semester I

Contact Hours							26
S. No.	Course Code	Course Category	Course Name	L	T	P	C
1	CMUCBB101T	Core Courses	Principles of Management	4	0	0	4
2	CMUCBB102T		Organizational Behaviour	4	0	0	4
3	CMUCBB103T		Business Economics	4	0	0	4
4	SCSMPBB10T	Discipline Specific Courses (DSE)	Business Mathematics	4	0	0	4
5	SCSEPBB10T	Generic Electives (GE)	Environmental Studies	2	0	0	2
6	PTSPBB11T	Ability Enhancement Compulsory courses (AECC)	Professional Proficiency	2	0	0	2
7	CMUCBB115T	Skill Enhancement courses (SEC)	Business Communication	2	0	0	2
8	CMUIBB102T	IBM	Data Visualization	4	0	0	4
Total Credits							26

Abbreviations: (L) Lecture, (T) Theory, (P) Practical, (C) Credits

COURSE CODE & NAME: CMUCBB101T / PRINCIPLES OF MANAGEMENT

COURSE OUTCOMES

1. Describe the influence of historical forces on the current practice of management. To explain how organizations, adapt to an uncertain environment
2. Describe the process of management's four functions: planning, organizing, staffing, directing, and controlling.
3. Develop cognizance of the importance of management principles
4. Identify and evaluate social responsibility and ethical issues involved in business situations and logically articulate own position on such issues.

UNIT 1: OVERVIEW OF MANAGEMENT

Evolution of Management: - Contribution of Taylor, Mayo & Fayol, Different approaches of management, role of manager, Management & its functions. Level of Management, managerial skills at various levels, SWOT analysis.

UNIT 2: PLANNING

Nature and purpose of planning, Planning process, Types of plans, Objectives – Management by objective (MBO) Strategies: Types of strategies, Policies, Decision- making: Types of decision, Decision Making Process, Rational Decision Making

UNIT 3: ORGANIZING

Nature and purpose of organizing, Organization Structure: Formal and informal groups, Line and Staff authority, Departmentation, Span of control, Centralization and Decentralization Delegation of authority, Staffing: Selection and Recruitment, Orientation, Career Development Career stages, Training, Performance Appraisal.

UNIT 3: DIRECTING

Concept, Techniques of directing and supervision, Types of supervision, Essential characteristics of supervisor, Communication, Barriers to effective communication, Organization Culture Elements and types of culture, Managing cultural diversity.

UNIT 4: CONTROLLING

Process of controlling, Types of control, Budgetary and non- Quality Control, Budgetary control techniques, Managing Productivity, Cost Control, Purchase Control, Maintenance Control, , Planning operations.

TEXTBOOKS

1. L. M. Prasad- Principles and Practices of Management, Sultan Chand & Sons, 7th edition, 2007.
-

REFERENCE BOOKS

1. Robbins, S.P. and Decenzo, D.A. Fundamentals of Management, Pearson Education Asia, New Delhi.
2. Hellregel, Management, Thomason Learning, Bombay.
3. Robbins & Coulter, Management, Prentice Hall of India. New Delhi.
4. Weihrich Heinz and Koontz Harold - Management: A Global and Entrepreneurial Perspective.
5. James F.Stoner,et al, Management, Pearson Education Delhi, 2008.

COURSE CODE & NAME: CMUCBB102T / ORGANIZATIONAL BEHAVIOUR

COURSE OUTCOMES

1. Demonstrate the organizational behavior and how these behavior influences the overall effectiveness of an organization and its stakeholders.
2. Ability to explain the process of developing behavior of individuals.
3. Identify and evaluate learning process and its impact on growth of employees and organization. Evaluate the importance of managing and motivating people towards the achievement of organizational goals
4. Developing cognizance of the leadership styles to anticipate the consequences of each leadership style.
5. Predict the situations that cause conflict and their redressal and assessing stresses.

UNIT 1: OVERVIEW OF ORGANIZATION BEHAVIOUR

Introduction: Meaning & Nature of O.B, Need & Significance of O.B, Discipline Contributing to O.B, Foundation of Individual Behavior, Organizational Models.

UNIT 2: PERSONALITY & PERCEPTION

Personality: Meaning, Types, Importance, Determinants of Personality, Factors Affecting Personality. Perception: Concept & Meaning- Importance-Factors Influencing Perception.

UNIT 3: LEARNING & MOTIVATION

Learning: Meaning, Significance, Types of Learning Styles, Learning Process, Theories of Learning. Motivation: Definition & Concept of Motive & Motivation

UNIT 4: CONFLICT & STRESS

Conflict: Nature & Meaning - Types of Conflict, Levels of Conflict, Conflict Resolution. Stress: Meaning, Sources of Stress, Consequences & Coping Strategies of Stress

UNIT 5: LEADERSHIP & POWER

Leadership: Meaning- Significance, Leadership Styles. Power: Meaning- Concept, Types of Power, Importance.

TEXTBOOKS

1. Robbins, Stephen P: "Organizational Behavior" Prentice Hall, New Delhi.

REFERENCE BOOKS

1. Griffin, Ricky W. Organisational Behaviour, Houghton Mifflin Co., Boston.
 2. Fred Luthans, Organisational Behavior, McGraw Hill, 11th Edition, 2001.
 3. Newstorm, J. & David, K. (2007). Organizational Behavior, Human Behavior at Work. New Delhi: Tata McGraw Hill Publication.
 4. Greenber, J. & Baron, R.A. (2005). Behavior in Organizations. New Delhi: Pearson Education.
-

COURSE CODE & NAME: CMUCBB103T / BUSINESS ECONOMICS

COURSE OUTCOMES

1. Understand the essential ideas in Managerial Economics pertinent to consumer, producer, and wealth-owner, including concepts, theories, and rules of utility and indifference curve.
2. Understand and apply demand ideas and laws.
3. Application of concept of production function and laws of production, various cost functions.
4. Analysis of market structure and its working in relation to pricing decision.
5. Evaluation of Economic system and its performance in current scenario.

UNIT 1: INTRODUCTION OF ECONOMICS

Definition of Economics – Adam Smith, Marshal, Robbins and Samuelsson's view. Nature and scope of Economics- Economics as a Science, as an Art, positive and normative science. Inductive and deductive methods of economics. Micro & Macro Economics: Concept Definition, Scope and Characteristics.

UNIT 2: DEMAND AND SUPPLY ANALYSIS

Demand Analysis: Concept and Types of Demand, Determinants of Demand, Law of Demand, Exception of Law of Demand, Demand Forecasting, Elasticity of Demand-Price, Income & Cross Elasticity.

Supply Analysis: Concept and Types of Supply, Determinants of Supply, Law of Supply, Elasticity of Supply, Market equilibrium curve

UNIT 3: PRODUCTION AND COST ANALYSIS

Production: concept, factors of production and short run and long run production, Production function, laws of production-law of return to scale, law of variable proportion. Economies and Diseconomies of Scale. Cost Analysis: Cost Concepts-Opportunity Cost, Incremental Cost, Sunk Cost, Direct & Indirect Cost, Fixed Cost, Variable Cost & Total Costs, Average Fixed Cost, Average Variable Cost, Average Cost and Marginal Cost, relationship between Average Cost, Marginal Cost Curve & Total Cost, Cost Curves–short-term and long–term cost curves.

UNIT 4: MARKET STRUCTURES & COMPETITION

Types of Markets & Competition: Perfect Competition- Features, Determination of Price and Output. Monopoly Market: Features, Determination of Price and Output, Monopolistic Competition- Features, Determination of Price and Output, Oligopoly- Features, Determination of Price and Output.

UNIT 4: NATIONAL INCOME, BUSINESS CYCLES, INFLATION

Business Cycles: Definition Features and Phases of Business Cycles, Effects of Business Cycles and Controlling Business Cycles. Inflation – Types of inflation, causes of Inflation, Measurement of inflation, and impact of inflation. National Income: Concept of National Income, GDP, GNP, NDP, NNP, Methods of Measuring National Income, circular flow of income, Impact of global environment on business.

TEXTBOOKS

1. Dwivedi D.N. - Managerial Economics (Vikas Publication, 7th Edition).

REFERENCE BOOKS

1. Ahuja, H.L. (2015). Managerial Economics. S. Chand.
2. Atmanand. (2008). Managerial Economics. Excel Books.
3. Hirschey. (2009). Economics for Managers. Cengage Learning.
4. Peterson, H.C., Lewis, W.C., & Jain, S.K. (2009). Managerial Economics. Pearson Education.
5. Dr. D.M.Mithani. Managerial Economics – Theory and Applications, Himalaya Publications, 7th Ed.

COURSE CODE & NAME: SCSMPBB10T / BUSINESS MATHEMATICS

COURSE OUTCOMES

1. Learn about the about algebra and its application.
2. Understand the matrices and its uses in business
3. Learn the differentiation and its application
4. Outline the integration and its application.
5. Learn about linear programing and its application.

UNIT 1: FUNDAMENTAL OF ALGEBRA

Set: Introduction, Representation of sets, Types and Basic operation on set, Laws of set algebra, Venn diagram, Use of theory in business. Relation & Function: Composite relations, Properties of relation, Definition of function, Classification of functions, Operations on functions. Introduction to permutation and combination (Simple Problem)

UNIT 2: MATRICES

Introduction and Definition of matrix & determinant, Properties of determinants, Types of Matrices, Operation on Matrices, Transpose, Adjoin & Inverse of Matrix, Rank of Matrix, Eigen value and Eigen vector, Solution to a system of equation by the Cramer's rule, Use of Matrix in Business.

UNIT 3: DIFFERENTIAL CALCULUS

Differential Calculus: Limit, Continuity and Differentiability; Differentiation, Differentiation of product of two functions, Differentiation of quotient of two functions, Differentiation by substitution, Maxima & Minima.

UNIT 4: INTEGRAL CALCULUS

Integral Calculus: Fundamental rule of Integration, Integration by substitution, Integration by parts, Finite integrals, Practical applications in real life business problem.

UNIT 5: LINEAR PROGRAMING

Linear programing problem, Formulation of Linear Programing, Graphical method of solution, Simplex method for solving the LPP, Transportation & Assignment problem.

TEXTBOOKS

1. Business Mathematics, by Qazi Zameeruddin, vikas publication
-

COURSE CODE & NAME: SCSEPBB10T / ENVIRONMENTAL STUDIES

COURSE OUTCOMES

1. Gain understanding of the concepts of environmental studies.
2. Develop a concern towards environment preservation.
3. Able to be a part of different sustainable developmental activities.

UNIT 1: INTRODUCTION TO ENVIRONMENTAL STUDIES

Multidisciplinary nature of environmental studies; Scope and importance; Concept of sustainability and sustainable development. Ecosystems: Structure and function of ecosystem; Energy flow in an ecosystem: food chains, food webs and ecological pyramids. Nutrient cycle.

UNIT 2: NATURAL RESOURCES

Renewable and non-renewable energy resources, Land resources and land use change; Land degradation, soil erosion and desertification. Deforestation: Causes and impact due to mining dam building on environment. Flood and drought.

UNIT 3: ENVIRONMENTAL POLLUTION

air pollution, water pollution, thermal pollution, noise pollution, soil pollution; Solid Waste Management; Environmental Impact Assessment.

UNIT 4: BIODIVERSITY AND CONSERVATION

Levels of biological diversity: genetic, species and ecosystem diversity; hot spots; threats to biodiversity; Conservation of biodiversity: in-situ and ex -situ conservation of biodiversity.

UNIT 5: IMPACT OF ENERGY USAGE ON ENVIRONMENT

Global warming, climate change, Depletion of ozone layer, Acid rain. Environmental ethics, Role of NGOs, Environmental Laws: Environment Protection Act. Air (Prevention and Control of Pollution) Act. Water (Prevention and control of Pollution) Act. Wildlife Protection. Act. Forest Conservation Act.

TEXTBOOKS

1. Environmental and Pollution Awareness by Sharma BR; Satya Prakashan, New Delhi.
2. Environmental Chemistry and Pollution Control by S.S. Dara; S Chand Publishing, New Delhi.
3. Environmental studies by Dr. Suresh K. Dhameja; S>K>Kataria & Sons, Delhi.

REFERENCE BOOKS

1. Environmental Pollution by Dr. RK Khitoliya; S Chand Publishing, New Delhi
 2. Environmental Science by Deswal and Deswal; Dhanpat Rai and Co. (P) Ltd. Delhi.
-

COURSE CODE & NAME: PTSPBB11T/ PROFESSIONAL PROFICIENCY

COURSE OUTCOMES:

1. Gain insight about better representation of communication skills and apply them in business world.
2. To develop personality and aptitude building required for jobs
3. To inculcate employability skills and prepare for Industries /corporate and public and Private Sector jobs.

UNIT 1: HARD SKILLS

Hard skill includes Basic Grammar, Vocabulary, Articles, Tenses, Construction of Sentences and Reading Comprehension etc.

UNIT 2: COMMUNICATION SKILL

Efforts should be made to overcome the initial hesitation of speaking English of students and hence improve their fluency in English. Suggested methods include:

- Follow only English language in the class.
- Class should be interactive and students should always be engaged in some kind of conversation.
- Group Discussion and Interview Practices
- Each student should speak 5 minutes, 3-4 times in 1st semester on topics of his choice selected from Social, Environmental, Sports, Business and Economics, Medicines and Health Care, Science and Technology, Politics, World Affairs and Religion etc.
- In the above process students should be regulated towards better Vocabulary and Pronunciation.

UNIT 3: APPTITUDE BUILDING QUANTITATVIE

APPTITUDE

1. Basic Calculations: (BODMASS rule, Square and square root, Cube and cube root, Different types of numbers, Divisibility rule, Fraction and comparison of fraction)
2. Number System: Multiples, Factors Remainder, Remainder Theorem, Unit Place, Number formation, Factorial, LCM and HCF Finding and its application.
3. Percentage: (Basics of percentage and its calculation, Comparison of percentage, how to use in data interpretation, Venn diagram)

LOGICAL REASONING

1. Coding and decoding.
 2. Number Series
 3. Blood Relation.
-

COURSE CODE & NAME: CMUCBB115T / BUSINESS COMMUNICATION

COURSE OUTCOMES:

1. To distinguish among various levels of organizational communication and communication barriers.
2. To stimulate their Critical thinking by designing and developing clean and lucid writing skills.
3. To demonstrate his/her verbal and non-verbal communication ability through presentations.

Unit I: Introduction to Business Communication: Introduction, Role of Communication in Business, Definitions of Communication, Purpose of Communication, Principles of communication, Communication Process, Forms of Communication, Communication direction, Barriers of Communication, Seven Cs of Communication. **Communication Targets; Internal Communication; Miscommunication and strategies to resolve; Dealing with grapevine communication.**

Unit II: Oral and Written communication: Oral Communication: Advantages of Oral Communication, Limitations of Oral Communication, Two Sides of Oral Communication, types of oral communication, Effective Listening. Written Communication: Written Communication, Purpose, Principles, Writing Techniques, E Correspondence. **Drafting official; Dealing with WhatsApp messages, Case Study**

Unit III: Business Letters and Report Writing: Business Letters and Its Need, Types of Letters, Structure of Business Letter, Form of Letters, Report Writing, Types of Business Reports, Characteristics and Purpose of a Good Report, Guiding Principles of Writing a Report, Preparing A Report, Structure of A Report. Importance of business language: Concept, elements, significance, examples. Application of business language. **Presentation Skill:** Presentation, Elements of Presentation, Designing A Presentation, Using Visual Aids, Appearance and Posture, Tips for An Effective Presentation, Case Study

TextBook:

- Vikram Bisen and Priya, "Business Communication", New Age International Publishers.
- B.M. Shaikh, "Business Communication", Vision Publication.
- Urmila Rai and S.M. Rai, "Business Communications", Himalaya Publication House.

References Book:

K. K. Ramachandran, K.K. Lakshmi, K.K. Karthick & M. Krishna Kumar
Business Communication; First Edition; Vikas Publishing, 2021

Arthur H. Bell, Dayle M. Smith, K Maharul Islam; Business Communication, third edition (An Indian Adaptation); Wiley Publication; 2023

Homai Pradhan, Prof. N.S. Pradhan, Business Communication; Third Edition; Himalaya Publishing House; 2021.

COURSE CODE & NAME: CMUIBB102T DATA VISUALIZATION

COURSE OUTCOMES:

1. Write Python scripts for basic data analysis and visualization.
2. Use Pandas and NumPy to clean and process structured data.
3. Create static data visualizations such as line charts, histograms, and scatter plots using Matplotlib and Seaborn.
4. Learners will be able to import structured data from Excel or CSV files and develop basic visualizations such as bar charts and pie charts using Power BI Desktop.
5. Learners will be able to design a simple interactive report or dashboard by incorporating slicers, filters, and layout formatting using Power BI's default tools and themes.

UNIT 1:Python Basics for Data Visualization, Introduction to Python and IDEs (Jupyter Notebook, VS Code), Data Types, Variables, Input/Output, Conditional Statements and Loops, Functions and Modules

UNIT 2:Data Handling with Python, Introduction to NumPy: Arrays, Indexing, Basic Operations, Introduction to Pandas: Series and Data Frames, Data Cleaning: Handling Missing Data, Filtering, Sorting, Loading and Saving Data (CSV, Excel)

UNIT 3:Data Visualization using Python, Introduction to Matplotlib: Line, Bar, and Pie Charts, Customizing Charts: Titles, Labels, Legends, Colors, Seaborn Overview: Histograms, Boxplots, Scatter Plots, Using Plotly (optional/extension)

UNIT 4: Exploring Power BI and creating basic visualization, Introduction to Power BI: What is Power BI? Power BI Desktop, Service, Mobile. Real world use cases, **Power BI Desktop Interface Overview:** Home ribbon, visualizations pane, fields pane. Report, Data, and Model views (overview only), **Importing Data:** Connecting to Excel and CSV files. Previewing and loading data. Understanding data tables and field types, **Creating Visualizations:** Bar chart: clustered, stacked, Pie chart: percentages and values, Line Chart, Tree Map. Modifying chart properties: titles, labels, colors, sorting

UNIT 5: Enhancing Interactivity and building a Simple report, Introduction to Filters and Slicers: Visual-level, page-level, report-level filters. Adding slicers: category, date, and number slicers. Using multiple slicers and syncing across pages, **Building a Simple Dashboard:** Creating a multi-page report. Designing a layout with consistent formatting. Adding text boxes, titles, and labels. Applying default Power BI themes. Saving and exporting the report (PBIX, PDF), **Review and Final Project:** Students build a basic interactive dashboard from a given dataset

Text/ReferenceBooks:

1. *Python for Data Analysis* by Wes McKinney
 2. *Mastering Power BI* by ChandraishSinha
-

Further suggested Readings

1. *Data Visualization with Python and JavaScript* by Kyran Dale
2. *Effective Python: 90 Specific Ways to Write Better Python* by Brett Slatkin
3. "Introducing Microsoft Power BI" by Alberto Ferrari and Marco Russo
4. "Microsoft Power BI For Dummies" by Jack A. Hyman

SEMESTER-II

Semester II

Contact Hours							26
S. No.	Course Code	Course Category	Course Name	L	T	P	C
1	CMUCBB203T	Core Courses	Fundamentals of Marketing	4	0	0	4
2	CMUCBB204T		Introduction of Human Resource Management	4	0	0	4
3	CMUCBB201T		Business organization	4	0	0	4
4	CMUCBB202T	Discipline Specific Courses (DSE)	Financial Accounting	4	0	0	4
5	CMUCBB205T		Business Statistics	4	0	0	4
6	PTSPPBB21T	Ability Enhancement Compulsory courses (AECC)	Professional Proficiency	2	0	0	2
7	CMUIBB207T	IBM	Enterprise Design Thinking and Agile Methodologies	2	0	2	4
Total Credits							26

Abbreviations: (L) Lecture, (T) Theory, (P) Practical, (C) Credits

COURSE CODE & NAME: CMUCBB203T / FUNDAMENTALS OF MARKETING

COURSE OUTCOMES:

1. Comprehend basic marketing concepts.
2. Understand marketing Insights on application of basic marketing concepts.
3. Able to Apply and develop Marketing Strategies.
4. To know about various channels function in the environment.
5. Develop skills to understand the digital aspect of marketing.

UNIT 1: INTRODUCTION TO MARKETING MANAGEMENT

Concepts, scope, Marketing Management Philosophies. Role and Functions of marketing manager.

UNIT 2: TYPES OF MARKETING

Tele Marketing, E-Marketing-Service Marketing, Rural Marketing-feature & importance suggestion for improvement of Rural Marketing, Marketing Planning & strategies.

UNIT 3: MARKETING MIX & SEGMENTATION

Marketing Mix: Meaning, Scope, Utility, Product mix, Product concept, Product life Cycle, Product Simplifications, Decertification Elements Price mix – factors, Methods, Importance.

Market Segmentation: Meaning, Definition, Different ways to Segmentation, Essential of effective Market Segmentation

UNIT 4: MARKETING CHANNELS & PROMOTIONS

Nature, concept & Role of Marketing Channels, Functions of Marketing Channels, Factors influencing channels, Elements of Promotion Mix, Sales Promotion System. Recent Trends in Promotion Sale. Advertising, Role of Advertising, Advertising Media.

UNIT 5: MARKETING INFORMATION SYSTEM & MARKETING RESEARCH

Concept & components of a Marketing Information System;

Marketing Research: Meaning & scope – marketing research procedure – types & techniques of Marketing Research –Managements use of Marketing Research.

Text Books:

1. Kotler, Keller, Kevin. Marketing Management: A South Asian Perspective.15/e, Pearson Education,2016.
2. Ramaswamy V. S. &Namakumari S Marketing Management. 6/e, Sage Publication India.
3. Tapan Panda. Marketing Management, 5/e, Excel Publication, 2007.
4. Dr. Premvir Kapoor, Khanna. Principles & Practices of Management. Publishing House, Delhi.

Reference Books:

1. Ramaswamy, V. S., &Namakumari, S. (2002). Marketing Management: Planning, Implementation and Control: Global Perspective Indian Context. 3rd Edition. McMillan Publication.
-

COURSE CODE & NAME: CMUCBB204T / INTRODUCTION OF HUMAN RESOURCE MANAGEMENT

COURSE OUTCOMES:

1. Define and describe the concepts of Human Resource Management.
2. Understand the concept of HRP, Recruitment and Selection.
3. Demonstrate and compare various Training techniques and analyze the ways to improve self-motivation.
4. Create a stress-free environment for enhancing productivity.
5. To know about various performance appraisal techniques.

UNIT 1: The Strategic Role of HRM Nature, scope, objectives, importance and functions, Human resource as an asset in organization, Evolution of the concept of HRM, Human resource management in India

UNIT 2: Job Analysis & Design - Job Analysis – Meaning, Uses, Process and methods of collecting data for job analysis, Competency approach to job analysis, Job Description, Job Specifications & Role Analysis, Factors affecting Job Design, Techniques of Job Design, Cases and Exercises in understanding Job Analysis.

UNIT 3: Human Resources Planning & Recruitment Policy - Human Resources Planning; Need for Human Resources Planning; Process of Human Resources Planning; Human Resource Planning System; Responsibility for Human Resource Planning.

UNIT 4: Selection, Induction & Placement - Selection Process, New tools /Methods of selection – Interviews, Tests and assessment of effectiveness of selection tools. Employee Growth & Development Training - Introduction of Training; Objectives and Importance of Training; Training Needs Identification.

UNIT 5: Performance Appraisal - Nature, Objectives, limitations–various methods – Modern & Traditional, Multiple Person Evaluation Methods; Performance Tests & Field Review Techniques; Appraisal, Praise and Recognition; Rewards and Incentives; Promotions

Text Books:

1. A Recommended Text Book of Human Resource Management – C. B. Mamoria & S. V. Gankar. Publication - Himalaya Publishing House

Reference Books:

1. Personnel and human Resource management.Text & cases, P Subba Rao, Publication Himalaya Publishing House
 2. Human resource Management – P. Jyothi, Publication – Oxford University Press.
 3. Human Resource Management , Ninth Edition, R.Wayne Mondy, Robert M, Noe, Publication Pearson Education
-

COURSE CODE & NAME: CMUCBB201T / BUSINESS ORGANISATION

COURSE OUTCOMES:

1. Differentiate between different types of business ownership.
2. Explain and apply important aspects of business enterprise promotion and management.
3. Identify and discuss the numerous aspects that go into growing a firm in a varied setting.
4. Evaluate the impact of various factors on plant location and the distinction between mass customization and production.
5. Assess the importance of the corporate climate and mergers and acquisitions.

UNIT 1: CONCEPTS AND NATURE

Concepts and nature of Business Organization, Business motives, Spectrum of Business – Industry, Trade and Commerce, Two sector classification - Manufacturing and Service sectors. Forms of business organization, Social responsibility and Ethics

UNIT 2: BUSINESS ENTERPRISE

Promotion of a Company, Functions of Promoter, Public Enterprises & its types, Emerging opportunities in business, Networking marketing, franchising, Business process Outsourcing. Entrepreneurial opportunities in contemporary business environment; Process of setting up a business enterprise.

UNIT 3: BUSINESS IDEA

Ways to generate business idea, Idea assessment and business development process, SWOT analysis, Role of creativity and innovation, Stages of creativity, Feasibility Study, Business policy: types and elements.

UNIT 4: SMALL SCALE INDUSTRY

Small scale industry & its types, Plant location decisions. Factors affecting plant location decisions, Plant Lay out, Mass customization, logistics management.

UNIT 5: BUSINESS COMBINATION

Business Combination Meaning, Causes, Objectives, Types and Forms, Mergers, Takeovers and Acquisitions

Text Book:

1. Tulsian and Pandey, Business organization and Management, Pearson Education

Reference Book:

2. T N Chambray, Business organization and Management, Sun India publications
 3. Allen L.A. Management and Organisation. McGraw Hill, New York.
 4. Gupta, C.B. Modern Business Organisation. Tata McGraw Hill, New Delhi
 5. Lele, R.K. and J.P. Mahajan. Business Organisation. Pitamber Publishing, New Delhi.
 6. Mishra, N. Modern Business Organisation. SahityaBhawan. New Delhi
-

COURSE CODE & NAME: CMUCBB202T / FINANCIAL ACCOUNTING

COURSE OUTCOMES:

1. Understand and perceive the development of accounting and purpose of maintaining records.
2. Prepare financial statements of sole proprietor and explain the meaning of certain key terms.
3. Compute depreciation according to different methods of providing depreciation.
4. Preparation of Partnership accounts.
5. Understand and make appropriate accounting entries regarding issue and forfeiture of shares.

UNIT 1: INTRODUCTION OF ACCOUNTING

Meaning and concepts of financial accounting, users of accounting information, fundamental books of accounting, accounting cycle, journal entries, ledger, cash book: three column.

UNIT 2: TRIAL BALANCE

Need, importance, limitations. Preparation of trading and P & L Account and balance sheet with simple adjustments.

UNIT 3: RECTIFICATION & DEPRECIATION

Rectification of errors, Depreciation: concept, rationale and methods of charging depreciation.

UNIT 4: PARTNERSHIP

Meaning, Admission, Retirement and Death of a partner (Simple Problems).

UNIT 5: INTRODUCTION TO JOINT STOCK COMPANY

Introduction to Joint Stock Company, Shares, Share Capital, Accounting Entries, Under Subscription, Oversubscription, Calls in Advance, Calls in Arrears, Issue of Share at Premium, Issue of Share at Discount, Forfeiture of Shares, Re-issue of Shares (Simple Problems).

Text Books:

1. R.L Gupta & V.K Gupta -Advanced Accounting – Sultan Chand – New Delhi 2015.
2. Maheshwari S.N & Maheshwari S. K, An Introduction to Accountancy, Vikas Publication.
3. Shukla & Grewal -Advanced Accounting - S Chand – New Delhi
4. Jain & Narang, “Advanced accounts”, Sultan Chand & Sons 2010.
5. Dhamija - Financial Accounting for Managers: (Prentice Hall, 2nd Edition).

Reference Books:

1. Narayan swami - Financial Accounting: A Managerial Perspective (PHI, 5th Ed.)
 2. Dhanesh Khatri- Financial Accounting (TMH, 2015)
 3. Ambrish Gupta - Financial Accounting: A Managerial Perspective (Prentice Hall, 4th Edition)
 4. Ramchandran & Kakani - Financial Accounting for Management (TMH, 2nd Edition).
 5. Mukherjee - Financial Accounting for Management (TMH, 2nd Edition).
-

COURSE CODE & NAME: CMUCBB205T / BUSINESS STATISTICS

COURSE OUTCOMES:

1. Distinguish among different scales of measurement and their implications for solving problems Calculate measures of central tendency and variation.
2. Distinguish among different scales of measurement and their implications for solving problem
3. Use simple/multiple regression models to analyze the underlying relationships between the variables.
4. Measure changes in the magnitude of a group of related variables through index number.
5. Basic probability concepts and probability distributions as an aid to business decision making

UNIT 1: INTRODUCTION OF STATISTICS

Introduction of statistics, Types of statistical methods, Importance, Scope and limitations, Data classification, Tabulation and representation, Concept and method of Sampling

Measures of Central Tendency: Arithmetic Mean, Geometric Mean, Harmonic Mean and Weighted Average, Median and Mode

UNIT 2: MEASURES OF DISPERSION, SKEWNESS, & CORRELATION

Measures of Dispersion: Range, Average Deviations, Standard Deviation, Combined Standard Deviation and the Coefficient of Variation

Skewness: Concept test and measurements

Correlation Analysis: Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation,

UNIT 3: REGRESSION & TIME SERIES ANALYSIS

Fitting of a Regression Line and Interpretation of Results, Properties of Regression, Time Series Concept, Additive and Multiplicative models, Components of time series, Least Square method

UNIT 4: INDEX NUMBERS

Meaning, Types of index numbers, Uses of index numbers, Construction of Price, Quantity and Volume indices, Fixed base and Chain base methods.

UNIT 5: PROBABILITY

Probability Theory & Distribution Probability: Theory of Probability, Addition and Multiplication Law

Text Books:

1. DN Elhance – Fundamental of statistics ,5th ed, Kitab Mahal
2. JK Sharma --Business Statistics,4th ed, Pearson
3. Newbold, Carlson, Thorne – Statistics for Business and Economics, 6th ed. Pearson.

Reference Books:

1. Chandrasekaran & Umaparvathi-Statistics for Managers, 1st edition, PHI Learning
 2. S. C. Gupta – Fundamentals of Statistics, Himalaya Publishing
-

COURSE CODE & NAME: PTSPBB21T / PROFESSIONAL PROFICIENCY

COURSE OUTCOMES:

1. Attain reasonable fluency in the Language and able to read and write correct English.
2. Become industry ready in terms of performing their job.
3. Apply their communication skill for negotiation and persuasion.

UNIT 1: HARD SKILLS: Hard skill includes Basic Grammar, Vocabulary, Articles, Tenses, Construction of Sentences and Reading Comprehension etc.

UNIT 2: COMMUNICATION SKILL

Efforts should be made to overcome the initial hesitation of speaking English of students and hence improve their fluency in English. Suggested methods include:

Follow only English language in the class.

Class should be interactive and students should always be engaged in some kind of conversation.

Group Discussion, Interview Practices and Presentation Skills

Each student should speak 10 minutes, 2-5 times in 2nd semester on topics of his choice selected from Social, Environmental, Sports, Business and Economics, Medicines and Health Care, Science and Technology, Politics, World Affairs and Religion etc.

In the above process students should be regulated towards better Vocabulary and Pronunciation.

UNIT 3: QUANTITATIVE ABILITY

Ratio and proportion, Partnership., Problem on Ages., Syllogism, Statement Assumption., Statement Conclusion., Reading Comprehension.

COURSE CODE & NAME: CMUIBB207T / Enterprise Design Thinking and Agile Methodologies

COURSE OUTCOMES:

1. Describe the principles of Design Thinking and distinguish it from traditional problem-solving approaches.
2. Apply the Enterprise Design Thinking Loop and Habits in real-world problem-solving scenarios.
3. Conduct user research using observation, interviews, and empathy mapping techniques.
4. Develop and iterate ideas using ideation, storyboarding, prototyping, and feedback collection methods.
5. Demonstrate understanding of Agile principles and implement Scrum-based project planning and execution.
6. Use tools like Jira to manage user stories, track project progress, and support iterative development.

UNIT 1: Foundations of Design Thinking and Enterprise Design Thinking:

Introduction to Design Thinking History and evolution: Problem-solving, Human Factors and Usability Engineering, User Centered System Design, Human-Centered Design Why organizations use DT: Innovation & Customer-centricity Introduction to Enterprise Design Thinking: Difference between DT and EDT and Key benefits of EDT in large businesses

UNIT 2: EDT Framework, Key Habits, Loop, User Research:

EDT Framework, Understand principles, Loop and Keys Learn 7 key habits of effective design thinkers, Avoid common anti-patterns, Empathy in Design User Research Basics: Observation, Interviews, Empathy Maps

UNIT 3 Ideation, Prototyping and User Feedback:

Introduction to Ideation: Brainstorming tools & mindset Using the Loop to generate and refine ideas Understand Make, Create Storyboards to show user journey Understand Prototyping, Low-fidelity Prototyping using paper, mobile mockups, or props Feedback types (positive, negative, open-ended) Understand user feedback and the Loop, Learn the different types of user feedback, learn how to carry out getting feedback. Explore some technological specializations

UNIT 4 Agile Methodology and Scrum Framework:

What is Agile? Key characteristics and benefits Agile vs Waterfall Scrum framework: Roles, Artifacts, Events Sprints, Product Backlog, Sprint Planning, Daily Stand-ups, Reviews, Retrospectives Common Agile terms: User Stories, Epics, MVP (Minimum Viable Product) Agile and EDT integration: Iteration, feedback loops, and playbacks Activities: Plan a Sprint for a group project, Write sample user stories for a student app, Mock Daily Stand-up role-play

UNIT 5 Jira Basics and Agile-EDT in Action:

Introduction to **Jira** (or Trello) and Interface walkthrough:

- Creating Epics, User Stories, Tasks
- Moving tasks through To-Do → In Progress → Done

Simple project tracking with Kanban board (physical or online) Planning an EDT + Agile project

- Define scope, user goals, timeline
- Engage “stakeholders” (peers or faculty)

Presenting outcomes using storyboards, prototypes, or feedback results

Text/Reference Books:

1. “The Design of Everyday Things” by Don Norman
2. " “Sprint: How to Solve Big Problems and Test New Ideas in Just Five Days” by Jake Knapp

Further suggested Readings

1. IBM Enterprise Design Thinking Field Guide
2. “Agile Project Management with Scrum” by Ken Schwaber

SEMESTER-III

Semester III

Contact Hours							26
S. No.	Course Code	Course Category	Course Name	L	T	P	C
1	CMUCBB311T	Core Courses	Production and Operation Management	4	0	0	4
2	CMUCBB302T		Operation Research	4	0	0	4
3	CMUCBB303T		Business Ethics & Corporate Governance	4	0	0	4
4	CMUCBB304T	Discipline Specific Courses (DSE)	Macro Economics	4	0	0	4
5	CMUCBB307T	Generic Electives (GE)	I.T. Tools in Business	2	0	0	2
6	PTSPBB30T	Ability Enhancement Compulsory courses (AECC)	Professional Proficiency	2	0	0	2
7	CMUCBB316P	Skill Enhancement courses (SEC)	Accounting with Tally	0	0	2	2
8	CMUIBB308T	IBM	Business Intelligence Analyst	2	0	2	4
Total Credits							26

Abbreviations: (L) Lecture, (T) Theory, (P) Practical, (C) Credits

COURSE CODE & NAME: CMUCBB311T / PRODUCTION AND OPERATIONS MANAGEMENT**COURSE OUTCOMES:**

1. To gain a comprehensive understanding of production and operation management, and to apply this knowledge in assessing different production system types, optimizing plant location and layout decisions.
2. To gain understanding of effective product design processes and to apply this knowledge across the various stages of the product development.
3. To analyze the fundamental techniques of production planning and control, and to effectively utilize associated tools for optimizing production processes and resource allocation.
4. To analyze and apply ergonomic principles to optimize human performance, safety, and overall productivity in various work environments.
5. To evaluate quality management systems and inventory practices and to develop strategies for optimizing both quality and inventory levels in accordance with international standards.

UNIT 1: Introduction

Meaning, Nature and Scope of Production Management; Plant Location: Importance and Factors responsible for Plant Location Decision; Classification or Types of Production System: Job Shop Production, Batch Intermittent Production, Continuous Production and Cellular Production; Plant Layout: Definition, Objectives and Types, Factors influencing Plant Layout

UNIT 2: Product Design and Product Development

Forecasting – Importance, objective & Techniques of forecasting – Interpolation, Extrapolation Definition of Product Design, Factors affecting Product Design, Product Policy of an Organization; Product Development : Meaning of Product Development, Relationship between research, development and design, Stages of Product Development, Techniques or Tools of Product Development, Factors responsible for Product Development, Case Study

UNIT 3: Production Planning and Control

Meaning, Nature, Objectives, Functions, Importance and Problems of Production Planning and Control, Production Procedure, Factors determining Production Planning and Control, Techniques or Tools of Production Planning and Control. **Inventory Management, methods of inventory control, Case Study**

UNIT 4: Productivity and Ergonomics

Productivity: Concept and Definition of Productivity, Importance of Productivity, Measurement of Productivity and Productivity Measurement Models, Techniques of Productivity Improvement, Factors influencing Productivity. Ergonomics: Introduction and Definition of Ergonomics, Objectives of Ergonomics, Components of Ergonomics., Case Study

UNIT 5: Quality Management

Six Sigma; Kaizen; Just-in-Time (JIT); Quality Circle (QC); Total Quality Management (TQM); **Kanban, Statistical Quality Control**, ISO 9000: Introduction, ISO Standards for Quality System, Factors for selecting an ISO Model, Clauses in ISO, Essential Steps in implementing an ISO, **Risk management, Case Study**

Text Book:

1. Production And Operations Management, P. Ramamurthy, New Age International

Reference Book:

1. Everette E Adam, Jr. Ronald J. Ebert Production, and Operations Management, Prentice Hall of India
 2. Mahadevan, B. Operations Management: Theory and practices Pearson Education 2015
-

3. Buffa, ES, Modern Production Management; John Willey, New York 1993
4. Chary SN, Production, and Operations Management- Concepts, Methods and Strategy, PHI New Delhi 2019
5. Bedi, K. (2016). Production and Operations Management (3rd ed.). Oxford University Press, New Delhi

COURSE CODE & NAME: CMUCBB302T / OPERATION RESEARCH**COURSE OUTCOMES:**

1. Understand the essential ideas in the process of Training & Development.
2. Convert the problem into a mathematical model.
3. Understand variety of problems such as assignment, transportation, travelling salesman etc.
4. Solve the problems using linear programming approach.
5. Understand different queuing situations and find the optimal solutions using models

UNIT 1: Introduction

Definition and scope of operations research (OR), OR model, solving the OR model, art of modeling, phases of OR study.

Linear Programming: Two variable Linear Programming model and Graphical method of solution, Simplex method, Dual Simplex method, special cases of Linear Programming, duality, sensitivity analysis.

UNIT 2: Transportation Problems:

Types of transportation problems, mathematical models, transportation algorithms, Assignment: Allocation and assignment problems and models, processing of job through machines.

UNIT 3: Network Techniques:

Shortest path model, minimum spanning Tree Problem, Max-Flow problem and Min-cost problem. Project Management: Phases of project management, guidelines for network construction, CPM and PERT.

UNIT 4: Theory of Games:

Rectangular games, Minima theorem, graphical solution of $2 \times n$ or $m \times 2$ games, game with mixed strategies, reduction to linear programming model.

Quality Systems: Elements of Queuing model, generalized poisson queuing model, single server models.

UNIT 5: Inventory Control

Models of inventory, operation of inventory system, quantity discount. Replacement, Replacement models: Equipments that deteriorate with time, equipment that fail with time.

Text Books

1. R. Panneer Seevam, "Operations Research" PHI Learning, 2008.

Reference Books

1. Hamdy H. Taha, "Operations Research-An Introduction" Pearson Education, 2003.
 2. V.K.Khanna, "Total Quality Management" New Age International, 2008.
 3. Wayne L. Winston, "Operations Research" Thomson Learning, 2003.
-

COURSE CODE & NAME: CMUCBB303T / BUSINESS ETHICS AND CORPORATE GOVERNANCE

COURSE OUTCOMES:

1. Explain why the quality of corporate governance is relevant to capital formation;
2. Discuss the moral and social responsibility dimensions of corporate governance;
3. Examine and compare several corporate governance models from around the world.
4. Describe why systematic failure of corporate governance can lead to spreading of failure from individual firms to entire markets or economies
5. Discuss and evaluate the various corporate governance models from across the globe.

UNIT 1: INTRODUCTION TO BUSINESS ETHICS

What is Business Ethics; Roots of Unethical Behavior; Business Ethics and Social Responsibility; The Role Of Ethics in Business; Ethical Theories; Ethical Issues, Making Decisions About Ethical Issues; improving Ethical Behavior in Business.

UNIT 2: SOCIAL RESPONSIBILITY

Social Responsibility Issues; How Corporate Observe Ethics In their Organizations; Corporate Governance Ethics; Characteristics of an Ethical Organization.

UNIT 3: EVOLUTION OF CORPORATE GOVERNANCE

Meaning of Corporate Governance; Corporate Governance systems; Obligations to stakeholders; Principles of corporate governance; history of corporate governance; corporate governance models The Anglo-Saxon Model- Regulatory framework on corporate governance in India; The Japanese Model of Corporate Governance, Key Players in the Japanese Model; German model of corporate governance.

UNIT 4: ROLE OF BOD AND RIGHTS AND PRIVILEGES OF SHAREHOLDERS

Board of Directors: Corporate Management Structure; Kinds of Directors; Directors Appointment; Effectiveness of the Board of Directors; Duties and Responsibilities of Directors; Qualification and Disqualification of Directors; Liabilities of Directors; Role of Directors; Rights & Privileges of Shareholders; Recommendations relating to shareholders; Responsibilities of Shareholders; Guidelines for Investors/Shareholder.

UNIT 5: ROLE OF GOVERNMENT IN CORPORATE GOVERNANCE

Government Interference in Market Economies; Different Roles of Government in the Economy; Forms of Government Regulation; The Scope of Government's Relations with Business.

Text Book:

1. Fernando, A.C. (2011). Corporate Governance: Principles, Policies and Practices. Pearson Education.

Reference Book:

1. S.S. Iyer - Managing for Value (New Age International Publishers, 2002)
-

COURSE CODE & NAME: CMUCBB304T / MACRO ECONOMICS**Course Outcomes:**

1. Understanding of Fundamental macroeconomic, GDP by income, value added, and expenditure approach
2. Understand basic concept of Sustainability and policy-level assessment competency, long-term economic growth, and the structure of labor markets
3. Understand sources of economic growth and analytical ability in diverse employment models and market dynamics
4. Understand money concept, inflation and Adaptability to technological disruptions
5. Understand the role of financial markets in economy, analyze the effects of economic and frameworks for decision-making in a digitally transforming economy

Unit 1: INTRODUCTION TO MACROECONOMICS

Macroeconomics – Scope and Concepts, Nature, Importance, Limitations of Macroeconomics, Difference between Micro and Macro Economics.

Unit 2: RELATED CONCEPT OF MACROECONOMICS

National Income Accounting - Concepts and Measurement of GDP, GNP, NNP & NI, Circular flow of income, Real and Nominal GDP, **Green GDP and Happiness Index, welfare economics Gig Economy**

Unit 3: MACRO MARKET ANALYSIS

Theory of full employment and income Classical, Modern (Keynesian) approach, Consumption function, Relationship between Saving and consumption, Savings and Investment function, Concept of Marginal efficiency of Capital and marginal efficiency of investment, Concept of Multipliers **and accelerator , AD & AS model, Case Study**

Unit 4: MONEY AND INFLATION

Meaning and Functions of Money, Advantage and Disadvantage of Money, Concept of demand for and supply of money, Quantity theory of money and Keynesian theory of Demand for money, Inflation, Deflation & Stagflation, **Theory of high power money**

Unit 5: BANKING AND BALANCE OF PAYMENTS

Balance of Payments: Concept, Balance of Trade, Difference between Balance of Payment and Balance of Trade, Composition of Balance of Payments, Banking-Definition and Functions of Banks, Methods of Credit Creation, Types of Banks, Central Banking- Role and Functions in Developing Economy, **Subsidiaries**

Text Book:

1. Vaish, M.C. – *Macroeconomic Theory*, 7th edition, Vikas Publication. 2023
2. Ahuja, H.L. – *Macroeconomics: Theory and Policy*, S. Chand & Co. Ltd. New Delhi 2024 edition
3. Mankiw, N.G. – *Principles of Macroeconomics*, 10th edition, Cengage Learning

Reference Book:

1. Deepshree; —Macro EconomicsI, ANE Books Pvt. Ltd., New Delhi
2. Branson, William H.; —Macro Economics- Theory and PolicyI, Harper Collins
3. Shapiro, E., Macro Economic Analysis, Galgotia Publications, New Delhi
4. T.Samuelson, Nordhaus , Economics ,Tata McGraw Hill,
5. D. N. Dwivedi, Macro Economics, Tata McGraw Hill, New Delhi

COURSE CODE & NAME: CMUCBB307T / I.T. TOOLS IN BUSINESS

COURSE OUTCOMES:

1. Describe the usage of computers and why computers are essential components in business and society
2. Utilize the Internet Web resources and evaluate on-line e-business system
3. Solve common business problems using appropriate Information Technology applications and systems
4. Identify categories of programs, system software and applications. Organize and work with files and folders.

UNIT 1: DATA REPRESENTATION

Binary Number system conversion of binary to decimal and vice-versa, binary Arithmetic, Introduction to Boolean Algebra, Computer Codes, BCD, ASCII, DBCDIC Unicode, and Parity codes, Evolutionary Software Process Models. The Incremental Model and spiral model, Problem Analysis, Flow charts, symbols used in flowcharts, coding and testing. Software testing techniques, white Box testing, Basis, Path testing.

Programming languages: Introduction, machine language, assembly language, High level language. Language translators, Compilers assemblers, interpreters' editors, Programming in C++

Measures Metrics and indicators in Software Engineering. User interface Design in Software Engineering.

UNIT 2: INTRODUCTION TO HTML

Applying Bold, Italic, underline, Strikethrough, overline, marquee, images, Hyperlinks, Textbooks, Buttons, Checkboxes, Radio Buttons, ordered and Unordered List, Tables, FRAMESET, LEGEND. **Decision making in MIS:** Overviews of System, analysis & design, system development life cycle. Concepts & model, requirement and recognition structured & unstructured decision. Information requirement for decision making strategies under different condition synonymous decision making models foundation of information system

UNIT 3: SYSTEM DESIGN & IMPLEMENTATION

Overview of logical of input output & control process & interface design, database design, implementation. Data Base Management – Management corporate data, data resources, data independence, consistency, security & integrity data base models, advantages & disadvantages of DBMS.

Text Books:

1. Raja Raman. Fundamentals of Computers. Prentice Hall publication
2. Norton, P. Introduction to computers. New Delhi: Tata McGraw Hill.
3. Sinha, P. K., & Sinha, P. Computer fundamentals.

Reference Books:

1. P.K Sinha. Computer Fundamentals Concepts, Systems & Applications, New Delhi: BPB Publications
2. Singh, V. Simplified MS-Office 2007. New Delhi: Computech Publications Ltd. Ait Johri, Business Application Software , Himalaya Publication House.

COURSE CODE & NAME: PTSPBB30T / PROFESSIONAL PROFICIENCY

COURSE OUTCOMES:

1. After completion of the course student will be able to:
2. Better represent himself/herself in terms of communication skills.
3. Get ready for Industries /corporate and other Public and Private Sector jobs.
4. Develop aptitude required for jobs.

UNIT 1: HARD SKILLS

Hard skills include Basic Grammar; Tenses, Article, Conjunction, Preposition, Subject verb agreement, Construction of Sentences and Reading Comprehension, Listening skill practice, etc.

UNIT 2: COMMUNICATION SKILL

- Class should be interactive and students should always be engaged in some kind of conversation, group discussions, debate etc.
- Each student should speak 10 minutes, 2-5 times on topics of his choice selected from Social, Environmental, Sports, Business and Economics, Medicines and Health Care, Science and Technology, Politics, World Affairs and Religion etc.

In the above process students should be regulated towards better vocabulary, Pronunciation, tone, modulation and expression.

UNIT 3: QUANTITATIVE APTITUDE & REASONING ABILITY:

Average, Ratio and Proportion, Direction and Distance, Dice, Blood relation, Order and Ranking

Text Books: -

1. The SWOT Analysis – Lawrence G Fine
2. Goal setting: How to create an action plan and achieve your goals – M.S. Dobson Business communication with writing Improvemnt Exercises – Phyllis Davis Hemphill, Donald W. McCormick, Prentice Hall Publications.
3. R.S. Agrawal, m tyra quicker maths

Reference Books:

1. Personality Development by Rajiv Mishra-2014 Edition
 2. Facing the corporate Interviews By S. Hundiwalla, Arihant Publications
-

COURSE CODE & NAME: CMUCBB316P/ACCOUNTING WITH TALLY**COURSE OUTCOMES:**

1. To introduce the students to the basic of accounts and the usage of tally as software of accounting purpose.
2. To make the students learn and understand the applicability of accounting entries in accounting module.
3. To make the students learn and understand the inventory module.

UNIT1: INTRODUCTION:

Basic Concepts of Accounting, Financial Statements, Cost Centre and Cost Category Concept, Introduction to Tally: Features and advantages. Tally Configuration & Setup, Tally Screen Components, Maintaining Company Data, Basic Company Details, Create/Alter/Select/Close Company, Various short cut keys. Security Control System

UNIT2: ACCOUNTING MODULE:

Create, Alter & Display Groups and Ledgers, Accounting Voucher Transactions, Journal Transactions, Reports like Balance sheet, Profit & Loss, Ratio Analysis and trial balance, Account book like cash book, ledger and group summary, vouchers.

UNIT3: INVENTORY MODULE:

Create, Alter & Display Stock groups and Stock Items, Unit of Measurement, Price level and Price list. Reports like Stock Summary, Stock items, Stock group and Item analysis, GST.

Project:

Make a project on Tally to record business transaction of enterprise and generate P&L report, Balance sheet, GST report, stock summary, etc

Practical:

- The following would be recorded in journal using double entry system. Do the posting process from journal and prepare the Trial balance and Trading account and Profit & loss account and Balance sheet in the books of M/S. ROYAL PARK for the following financial year of 1.4.2024 to 31.3.2025.
- The following would be recording in journal using double entry system. Do the posting process from journal entries and prepare the Trial balance, Trading a/c, Profit & loss a/c and balance sheet with inventory maintain in the books of M/s. ISPAT CO for the following year 20022 to 2023

Reference Books:

1. Behera Saumya Ranjan, Learn tally erp 9, (2nd Edition), 9789380422596, B. K Publication Pvt Ltd, 2017
 2. Balaji Mamidi, Taxation in Tally Prime (GST,TDS,TCS) (2025), (4th Edition), Institute for Accountants, Visakhapatnam 2025
 3. Dr. Namrata Agrawal, Comdex Tally.ERP 9 Course Kit, (2nd Edition), 9388934792, Dreamtech Press, 2019
-

COURSE CODE & NAME: CMUIBB308T BUSINESS INTELLIGENCE ANALYST

COURSE OUTCOMES:

1. Understand fundamental analytics principles.
2. Utilize IBM Cognos Analytics proficiently for data analysis and reporting.
3. Master filtering for effective data manipulation.
4. Apply data-driven decision-making across industries.
5. Create advanced reports, dashboards, and visualizations.

UNIT 1: INTRODUCTION TO IBM COGNOS ANALYTICS

- Foundations of Analytics, Historical evolution of analytics, Contemporary significance of analytics, Future trends in analytics
- Business Analytics Fundamentals, Definition and importance of business analytics, Types of analytics and their applications
- Role of predictive analytics in decision-making, Analytics Trends and Predictive Enterprises, Analysis of past, present, and future analytics trends, Transition towards predictive enterprise models
- Case studies showcasing successful analytics implementations

UNIT 2: CREATE LIST REPORTS

- Create a simple report, Dimensionally-modeled and dimensional data sources, create a report from a dimensionally-modeled relational data source, examine personal data sources and data modules, Create a report from a personal data source.
- Examine list reports, Group data, include list headers and footers, Format list columns, enhance a list report, understand fact/measure data, Understand aggregate data, understand difference in aggregation, explore data aggregation
- Use shared dimensions to create multi-fact queries, create a multi-fact query in a list report, Add repeated information to reports Create a mailing list report

Focus reports using filters, create filters, Filter your data with advanced detail filters, apply filters to a report, determine when to apply a filter with aggregation, apply a detail filter on fact data in a report, Filter your data with summary filters, Apply a summary filter to a report. Apply predefined source filters

UNIT 3: CREATE CROSTAB REPORTS

- Create a Crosstab report, add measures to Crosstab reports, Data sources for Crosstabs Create a simple Crosstab report.
- Create complex Crosstab reports, create Crosstab nodes and Crosstab node members, Create complex Crosstab reports.
- Format Crosstab reports, add unrelated items to Crosstabs edges, Sort and format a Crosstab report

UNIT 4: PRESENT DATA GRAPHICALLY

- Create a Visualization report, Different chart options, create charts containing peer and nested items, Create and reuse custom chart palettes
- Add data-driven baselines and markers to charts, Create and format a chart report,
- Compare values and highlight proportions using gauge charts and pie charts, create a gauge report and a pie chart report, Display items on separate axes, Show the same data graphically and numerically,
- Customize charts, RAVE, Display RAVE visualizations.

UNIT 5 FOCUS REPORTS USING PROMPTS

- Examine parameters and prompts, create a parameter item on the report, Build a prompt page, Add a prompt item to a report, Create a prompt by adding a parameter.
- Identify prompt type, add a value prompt to a report, Add pages to a report
- Add a select & search prompt to a report, create a cascading prompt, Create a cascading prompt, focus a report using value prompts
- **Mini Project** – Create an interactive dashboard report in IBM Cognos

Text/Reference Books:

1. Liautaud, Bernard, and Mark Hammond. e-Business intelligence: turning information into knowledge into profit. McGraw-Hill, Inc., 2000.
 2. Anandarajan, Murugan, Asokan Anandarajan, and Cadambi A. Srinivasan, eds. Business intelligence techniques: a perspective from accounting and finance. Springer Science & Business Media, 2012.
-

Further suggested Readings

1. Michalewicz, Zbigniew, et al. Adaptive business intelligence. Springer Berlin Heidelberg, 2006.
2. “Competing on Analytics: The New Science of Winning” by Thomas H. Davenport & Jeanne G. Harris.
3. “The Data Warehouse Toolkit: The Definitive Guide to Dimensional Modeling” by Ralph Kimball & Margy Ross.
4. “Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking” by Foster Provost & Tom Fawcett

SEMESTER-IV

Semester IV

Contact Hours							26
S. No.	Course Code	Course Category	Course Name	L	T	P	C
1	CMUCB401T	Core Courses	Fundamentals of Business Research	4	0	0	4
2	CMUCBB402T		Business Environment	4	0	0	4
3	CMUCBB403T		Entrepreneurial Development	4	0	0	4
4	CMUCBB404T	Discipline Specific Courses (DSE)	Business Law	4	0	0	4
5	CMUCBB405T	Generic Electives (GE)	Time & Stress Management	2	0	0	2
6	PTSPPB40T	Ability Enhancement Compulsory courses (AECC)	Professional Proficiency	2	0	0	2
7	CMUCBB406P	Skill Enhancement courses (SEC)	Introduction to SPSS	0	0	2	2
8		IBM	Planning Analyst	2	0	2	4
Total Credits							26
Summer Internship 6 weeks (Mandatory) during summer vacation							

Abbreviations: (L) Lecture, (T) Theory, (P) Practical, (C) Credits

COURSE CODE & NAME: CMUCBB401T / FUNDAMENTAL OF BUSINESS RESEARCH

COURSE OUTCOMES:

1. Understand the concepts and basics for various types of research.
2. Use appropriate research methods.
3. Use appropriate sampling strategies and understanding applicable scaling and measuring methodologies.
4. conduct the research by combining diverse coding, editing, tabulation, and analysis approaches.
5. Analyze statistical data, including hypothesis testing.

UNIT 1: INTRODUCTION OF RESEARCH CONCEPTS

Meaning, objectives and types of Research, Research Process, Importance of Research. Criteria of Research, Research and Scientific Method

UNIT 2: RESEARCH DESIGN

Research Design – Definition, Need, Significance, and Classification, Features of a Good Design, Types of Research Design

UNIT 3: MEASUREMENT AND SCALING TECHNIQUES

Measurement and Scaling Techniques - Errors in Measurement, Tests of Sound Measurement; Scaling and Scale Construction Techniques

Sampling- Introduction, Sampling, Complete Enumeration or Census, Types of Sampling, Sampling Errors; Sampling Design - Steps in Sample Design, Sampling Distributions, and Central Limit Theorem.

UNIT 4: DATA ANALYSIS

Types of data; Collection of Primary Data, Observation Method, Interview Method, Data collection through Questionnaire, Difference between Questionnaire and Schedule, Collection of Secondary data. Basic Quantitative techniques: Frequency Table, Cross Tabulation, Mean, Median and Mode, Dispersion, Standard Deviation, Properties and Application of Normal Distribution.

UNIT 5: HYPOTHESIS TESTING & REPORT WRITING

Testing of Hypothesis, Process of Hypothesis Testing, Type I and II error. Level of significance, confidence interval. Interpretation of Data, Report Writing, Referencing Styles, Research Ethics.

Recommended Text Books:

1. Zikmund, W. G., Business Research Method, Cengage Learning. New Delhi.
 2. Beri, G. C., Marketing Research, Tata McGraw-Hill Publication. New Delhi.
 3. Bhattacharyya, D. K., Research Methodology, Excel Book Publication. New Delhi.
 4. Kothari, C. R., Research Methodology, New Age International Publication. New Delhi.
 5. Hair, J.F. et al, Multivariate Data Analysis, Prentice Hall
-

Recommended Reference Books:

1. Deepak Chawla, Neena Sondhi. Research Methodology, Vikas Publication
2. Naval Bajpai. Business Research Methods,, Pearson Education
3. Donald Cooper & Pamela Schindler. Business Research Methods. TMGH, 9th Edition.
4. Alan Bryman & Emma Bell. Business Research Methods Oxford University Press, 2nd Edition

COURSE CODE & NAME: CMUCBB402T / BUSINESS ENVIRONMENT**COURSE OUTCOMES:**

1. Compare different tax regimes in different time periods after completing the course.
2. To assess the national income and the factors that influence it.
3. distinguish between many kinds of business cycles and environments.
4. Choose the optimum business structure model for business activity persuasion.
5. Demonstrate a thorough understanding of the functional aspects of the business environment.

UNIT 1: INTRODUCTION TO BUSINESS ENVIRONMENT

Introduction to Business Environment: Definition, nature, scope and importance of Business Environment, Economic System: Capitalist, Socialist and Mixed Economy, Role of Government in Economic Development of country, Global economy.

UNIT 2: BUSINESS POLICY & REFORMS

Overview of: Monetary policy, fiscal policy, industrial policy, Industrial development, PPP Model, Advancement of Technology in Business, Indian Economy and reforms since 1991, Current economic policies and its impact- Case study methods.

UNIT 3: BUDGET AND TAX STRUCTURE

Overview of : legal aspect of business environment, concepts of direct and indirect taxes, Tax reforms- VAT, GST, Legal Framework: BIFR,FERA,FEMA and Consumer Protection Act 1986, RTI Act , Corporate Governance and Business Ethics. Impact NEP on Tax Structure in India.

UNIT 4: BUSINESS CYCLES & INFLATION

Business Cycles: Introduction, phases of Business Cycles, Changing Business cycles. National income, Measurement of National Income, GDP, NNP,NDP and GNP, Inflation: An introduction, types of inflation, measurement of inflation, Changes in Inflation during Covid19.

UNIT 5: GLOBAL PERSPECTIVE OF BUSINESS

Globalization: Meaning, Importance and Impact, Evolution of GATT, WTO agreements and implications, World Bank, IMF and its role in global scenario, Multinational companies and their growing power, Case studies -Global Recession and new business environment.

Text Book:

1. Justin Paul, Business Environment: Tata McGraw Hill publishing

Reference Books:

1. K. Aswathappa , Essentials of Business Environment , Himalaya publishing House
 2. Shaikh saleem, Business Environment, Pearson Publication
-

COURSE CODE & NAME: CMUCBB403T / ENTREPRENEURIAL DEVELOPMENT

COURSE OUTCOMES:

1. The fundamentals of international business.
2. To understand the complexity of business proposals and why certain business concepts fail.
3. To uncover the procedures needed in starting an MSME.
4. The various government policies and their relevance in an entrepreneurial setup.
5. Identify prospective funding sources for enterprises and assess the role of financial institutions and government programs in encouraging entrepreneurship.

UNIT 1: ENTREPRENEURSHIP: AN OVERVIEW

Definition, concept of entrepreneurship, classification of entrepreneurship, socioeconomic impact of entrepreneurship. Nature and importance of entrepreneurs, Entrepreneurs Vs Professional managers.

UNIT 2: THEORIES OF ENTREPRENEURSHIP

Theories of Entrepreneurship, Myths about Entrepreneurship, Entrepreneurial Traits and Motivation, Role of Entrepreneurship in economic development. Types of Entrepreneurs. Barriers in the way of Entrepreneurship. Entrepreneurship Development (ED) Cycle.

UNIT 3: CREATIVITY

Creativity and Business Ideas, Blocks to creativity. Business Plans and reasons of failure of business plans. Micro-Small-Medium (MSME) Enterprise – Definition – Characteristics- Objectives- Advantages- Disadvantages-Role in developing countries, Problems- steps for starting- – Government Policies.

UNIT 4: ENTREPRENEURSHIP DEVELOPMENT PROGRAMME

EDP in India – Phases of Entrepreneurial programs – Government Policies- Administrative Frame work – Policy instruments – Statutory Boards – Industrial Estates –Industrial clusters – Incentives and subsidies – Advantages - Needs & Problems – Promotional agencies. Business Incubators& Start-ups.

UNIT 5: ENTREPRENEURSHIP AND FINANCES

Financing Options - Bridge capital, Seed capital assistance, Margin money scheme, Industrial Sickness, Causes- Remedies- An overview on the roles of institutions/schemes in entrepreneurial development- SIDBI, Commercial Banks. Other financing options- venture capital, lease funding, Angel Investors. Revival, Exit and End to a venture

Text Book:

1. Khanka,S S, Entrepreneurial Development, S.Chand & Co.,New Delhi.

Reference Book:

1. Entrepreneurship – P.C. Shejwalkar – Ameya Prakashan
2. Dynamics of Entrepreneurial Development & Management – Mr. Vasant Desai – Himalaya Publication.
3. Entrepreneurship Development – Prepared by – Colombo Plan Staff College for Technical Education – Manila – TATA MC-Graw Hill
4. Kumar, Arya (2018), “Entrepreneurship”, Pearson, New Delhi. Gopal, V.P. Nanda (2015), “Entrepreneurial Development”, Vikas Publishing,

COURSE CODE & NAME: CMUCBB404T / BUSINESS LAW**COURSE OUTCOMES:**

1. Understand and apply the concepts of Indian Contract Act in business dealings.
2. Understand the rule of partnership as per the Partnership Act, analyze the problems of partnership firm.
3. To evaluate the method for registration of a partnership firm.
4. Understand the need of sale of goods act, apply its laws for conduction of smooth business and analyze the legal issues to solve disputes.
5. Understand the basic principles of laws related with the IT sector and analyze the issues for dispute solving machinery.

UNIT 1: OVERVIEW OF CONTRACT & CONTRACT LAW

Definition & nature of contract, essentials elements of valid contract, Offer: definition & essentials, Acceptance: definition & essentials, Consideration: definition & essentials, doctrine of privatize, Capacity to contract and free consent, Legality of object. Types of contract, Performance and discharge of contracts. Law of Agency: Essentials, kinds of agents, rights and duties of agent and principal, creation of agency, termination of agency.

UNIT 2: PARTNERSHIP ACT

Partnership Act: Essentials of partnership, Rights and duties of partner, types of partners. Dissolution of partnership. Sale of Goods Act 1930: Sale and Agreement to sell, Conditions and Warrantees, Transfer of property, Finder of goods, Performance of contract of sale, Rights of an unpaid seller.

UNIT 3: THE COMPANIES ACT

Definition, Formation, Memorandum of Association, Articles of Association, Prospectus, Share capital, Debentures, Winding up. Auditor: appointment, rights, & liabilities. Modes of winding Up of a Company. The Companies Act 2013, Miscellaneous provision: Books of accounts, registers: online filing of documents, dividend provisions, national company law tribunal (NCLT): Special courts.

UNIT 4: NEGOTIABLE INSTRUMENTS ACT

Nature and characteristics of Negotiable instruments, Kinds of negotiable instruments, parties to negotiable instruments, Negotiation, presentment, discharge and dishonor of negotiable instruments. Negotiable Instruments Act 1881. Banking Regulation Act-1949-Control over Management, Prohibition of certain activities in relation to banking companies, suspension of business and winding up of banking companies.

UNIT 5: INFORMATION TECHNOLOGY ACT & THE PATENTS ACT

Information Technology Act 2000: Object and Scope of the IT Act, digital signature- digital signature certificate, electronic Governance, Electronic records, certifying authorities, penalty and adjudication. The Patents Act, 2002: Application for patent, grant of patent, rights of patentee, what inventions which are not patentable, compulsory licenses, revocation of patents

Text Books:

1. M.C. Kuchal & Deepa Prakash. Business legislation for management. Vikas Publishing House Pvt. Ltd.
2. Ravinder kumar. Legal aspects of Business, Cengage learning.
3. Sathish B, Mathur. Business law, Mcgraw Hill.
4. Akhileshwar Pathak. Legal aspects of Business, Mcgraw Hill.

Text Books:

1. Tejpal Sheth. Business Laws, Pearson Education;
2. Deborah Brightman Farone. Best Practices in Law Firm Business Development and Marketing, Practising Law Institute.
3. Avtar Singh. Company Law. Eastern Book Company.
4. Bhushan, Bharat., Kapoor, N.D., Abbi, Rajni, Elements of Business Law. Sultan Chand & Sons Pvt. Ltd.
5. Legal Aspects of Business, R.R. Ramtirthkar, Himalaya publishing house.

COURSE CODE & NAME: CMUCBB405T / TIME AND STRESS MANAGEMENT

COURSE OUTCOMES:

1. Analyze and apply time management techniques for the better performance.
2. Examine and evaluate type of stress and its source.
3. Apply time saving tips to increase the efficiency and will be able to cope with the stress.

UNIT 1: Introduction

Introduction to time management, Tracking your time: Building self-awareness through self-assessment, Six time management strategies: Set goals, organize, plan ahead, maximize time, prioritize, eliminate distractions, Setting goals, organizing, and planning ahead: Set goals, Implementing a goal framework, Shift from tasks to results. Create daily to-do lists, schedule tasks, weekly plans, Time boxing-cross between a calendar and a to-do list

UNIT 2: Introduction to stress:

Meaning, Definition, Eustress, Distress, Types of stress: Acute stress, Episodic Acute stress and chronic stress, signs and Symptoms, Sources of stress: Psychological, Social, Environmental, Academic, Family and Work stress

UNIT 3: Making the most of your time:

Time-saving tips, How to maximize time in meetings, Taking breaks. Prioritize: The Priority Matrix (Steven Covey), Urgent versus important – key to prioritizing your time, Deal with distractions: Procrastination, Avoiding distractions
Stress and Coping: Coping Mechanisms: Appraisal focused, Emotional focused and Problem focused, Stress Reduction Techniques: Autogenic Training, Biofeedback, Relaxation, Yoga and Meditation

Text Books:

1. Time Management, Sudhir Dixit, Manjul Publishing House
2. The complete time management system, Christian Godefroy & John Clark, Piatkus
3. Stress management, Dababala swan, Notion Press

Reference Books:

1. Kottler, J. A. & Chen, D. D. (2011). Stress management and prevention: Applications to daily life (2nd Ed.). London and New York: Routledge.
2. Brian Luke Seaward, (2022). Managing Stress. (10th Edition). Jones and Bartlett.
3. Time Management: The Brian Tracy Success Library , Manjul Publishing House

COURSE CODE & NAME: PTSPBB40T / Professional Proficiency**COURSE OUTCOMES:**

1. Better represent himself/herself in interviews.
2. Write better CV and understand different Telephonic and video conferencing interview skills.
3. Develop aptitude required for jobs.

UNIT 1: Interview skills and presentations

This Unit will include some Value-added courses designed to enhance the standard of the students beyond those levels specified in academic curriculum.

UNIT 2: Writing components on specific issues (Job application, managerial related, CV making etc.), Telephonic and video conferencing interview

UNIT 3: Quantitative Aptitude & Reasoning Ability

Profit & Loss/Discount, Percentage, Statement Assumption, Mensuration, Non Verbal Reasoning, Time & Work

Text Books:

1. The SWOT Analysis – Lawrence G Fine
2. R.S. Agrawal, m tyra quicker maths

Reference Books:

3. Personality Development by Rajiv Mishra-2014 Edition
4. Facing the corporate Interviews By S. Hundiwala, Arihant Publications
5. Paramount publication: reasoning

COURSE CODE & NAME: CMUCBB406P / INTRODUCTION TO SPSS

COURSE OUTCOMES:

1. To analyze large data using SPSS.
2. To comprehend the complex data through the statistical analysis test
3. To know the situation where they can be used.

UNIT 1: Understanding data

Introduction of quantitative research, questionnaire, formation of survey forms, creation of demographic questions, understanding the types of data in statistics, - nominal, ordinal, scale Spss environment: getting familiar with the interface, importing data from excel, exploratory data analysis, plotting several types of charts data creation – -defining variables – creating a codebook in spss

UNIT 2: Descriptive statistics for two or more variables

Inferential statistics for the mean and the median, one-sample t-test, t-test and Mann Whitney u test, paired-difference t-test & Wilcoxon signed-rank test

Creating and editing charts for two or more variables

Inferential statistics for categorical variables, One-sample binomial test, One-sample Chi-square, Chi-Squared Test of Independence, Power Analysis for the mean, median, and proportion

UNIT 3: Analyzing data

Inferential Statistics for Association: Pearson Correlation, Chi-square Test of Independence – Inferential Statistics for Comparing Means: One Sample t Test, Paired Samples T Test, Independent Samples T Test, One-Way ANOVA.

Text Books:

1. Field, A. P. 2009. Discovering Statistics using SPSS (Introducing Statistical Method). Oriental Press, Chennai, India.

Reference Books:

1. Agresti, A. and B. Findlay. 2008. Statistical Analysis for the Social Science. 4th Edition.
2. Prentice Hall, New Jersey George, D. 2011. SPSS for Windows Step-by-Step: A Simple Guide and Reference 18.0
3. Update. Eleventh Edition. Allyn and Bacon, Boston, MA, USA.
4. Green, Samuel B. and Neil J. Salkind. 2010. Using SPSS for Windows and Macintosh:
5. Analysing and Understanding Data. Sixth Edition. Prentice Hall, New Yoik, USA
6. Ho, Robert. 2006. Handbook of Univariate and Multivariate Data Analysis and
7. Interpretation with SPSS. Chapman & Hall/CRC, New York, USA.
8. Kerr, Alistar W.; Howard, K. Hall; and Stephen A. Kozub. 2002. Doing Statistics with SPSS

COURSE CODE & NAME: PLANNING ANALYST

COURSE OUTCOMES:

1. Demonstrate the ability to create TM1 data servers, run TM1 server components, and manage server architecture.
2. Construct and customize dimensions and cubes manually and through guided import, and apply cube calculations.
3. Use TM1 views, dynamic/static subsets, and picklists to create meaningful data presentations and reports.
4. Develop and execute TurboIntegrator scripts to automate data loading, maintenance, and deletion processes.
5. Configure TM1 applications with appropriate security settings, access privileges, and deployment strategies.

UNIT 1: Overview of IBM Planning Analytics:

Enterprise Performance Management Finance function in an organization financial performance management Importance of financial performance management for CFO; Architecture and components of Planning Analytics / TM1 server fundamentals, Fundamental, modelling concepts TM1 MOLAP Solution In-Memory Data Storage. Online Analytic Processing (OLAP), OLAP Data Structures Terminology, OLAP Vs OLTP, What is TM1, TM1 Architecture, Installing TM1 Server and Clients on a Machine, Creating a new TM1 Data Server, Running a TM1 Data Server.

UNIT 2: Operational and Database Reporting

Identify characteristics of Operational and Reporting Databases Online Analytical Processing Core Model Design Principles create a TM1 model and deploy it; Guided Import data to create a dimension Import Data to Create and populate cube; Cubes dimensions and elements Create dimensions manually Import dimensions Edit dimensions Create dimension calculations

UNIT 3 : Create and Customize Cubes

Construct a new cube property Edit a cube structure Review and use a pick list Create cube calculations; Import Data Identify data sources Create processes to load data Create a process to delete data in a cube Create processes to update and maintain the model; Share Data Across Cubes with Links: Types of links Create and modify links Review rule- and process-based links, create New Cube View, using View Builder Wizard, understanding Cube and data Points, deploying Cubes for constructing Data Views, View types – Private, Public & Default, Dynamic and Static Subset creation, building Cubes, building Views, Bulk Load Mode, Creating a data Source through TI, TM1 web view, TM1 Cube view, chart properties in TM1

UNIT 4 Customize Business Rules

Automatically generated rules Rule Blocks Disable & Enable auto-generated rules Manual Rules; Optimize Rule Performance: Consolidations and Sparsity SKIPCHECK FEEDERS Complete Model: Discuss the model development process Complete objects for the model Review tools to aid in model development, create picklist using rules.

UNIT 5 Create Applications and Security:

Application types Create a new application Apply security in the application Activate and de-activate an application; Additional Modelling Techniques: Create dynamic subsets Use dimension functions Implement business logic Improve cube performance Use TM1 utilities, various security levels including Server level, Cube level, Dimension level, security TM1, refresh security, creation of Client & Group, access privileges.

TextBook

- IBM Planning Analytics: A Complete Guide to Planning, Budgeting, and Forecasting by James D. Miller

References Books

- IBM Cognos TM1: The Official Guide by Karsten Oehler, Jochen Gruenes, and Christopher Ilacqua
- IBM Planning Analytics: TM1 Developer's Certification Guide by Ankit Garg

MDX with IBM Cognos TM1 Cookbook by Qingqing Tan and Barry Harmsen

SEMESTER-V

Semester V

Contact Hours								30
S. No.		Course Code	Course Category	Course Name	L	T	P	C
1		CMUCBB501T	Core Courses	International Business Management	4	0	0	4
2		CMUCBB502T	Generic Electives (GE)	Indian Economy	2	0	0	2
3		PTSPBB50T	Ability Enhancement Compulsory courses (AECC)	Professional Proficiency	2	0	0	2
4		CMUIBB504T	IBM	Predictive Analytics	2	0	2	4
5		CMUCBB503P	Internship (I)	UG Summer Internship		0	2	2
6	HUMAN RESOURCE	CMUBB5101T	Discipline Specific Courses (DSE)	Training & Development	4	0	0	4
7		CMUBB5102T		Industrial Relations	4	0	0	4
8		CMUBB5103T		Team Building & Group Dynamics	4	0	0	4
9		CMUBB5104T		Workmen Compensation & Rewards	4	0	0	4
10	MARKETING	CMUBB5211T		Sales & Distribution Management	4	0	0	4
11		CMUBB5202T		Advertising and Sales Promotion	4	0	0	4

12	MARKETING	CMUBB5203T	Discipline Specific Courses (DSE)	Global Marketing	4	0	0	4
----	------------------	------------	--	------------------	---	---	---	---

13	FINANCE	CMUBB5204T	Digital Marketing	4	0	0	4
14		CMUBB5301T	Global Financial Management	4	0	0	4
15		CMUBB5302T	Management of Financial Institutions	4	0	0	4
16		CMUBB5303T	Cost and Management Accounting	4	0	0	4
17		CMUBB5304T	Working Capital Management	4	0	0	4
Total Credits							30

Abbreviations: (L) Lecture, (T) Theory, (P) Practical, (C) Credits

COURSE CODE & NAME: CMUCBB501T / INTERNATIONAL BUSINESS MANAGEMENT

COURSE OUTCOMES:

1. Learn about the fundamentals of international business.
2. Understand the depth of international business as a subject of study.
3. Learn the relevant topics in the context of international business.
4. Outline the major business domains' roles in international trade.
5. Learn about the International Financial Institutions

UNIT 1: INTERNATIONAL BUSINESS: AN OVERVIEW

Evolution of International Business, Drivers of Globalization, Influences of International Business, Stages of Internationalization, Differences between Domestic and International business, international business approaches, advantages of international business.

UNIT 2: THEORIES OF INTERNATIONAL TRADE

Mercantilism, Theory of absolute cost advantage, Comparative cost advantage theory, Relative factor endowment theory, Country similarity theory, Product life cycle theory.

UNIT 3: MODES OF ENTERING INTERNATIONAL BUSINESS

Modes of Entry, Exporting, licensing, franchising, contract manufacturing, management contracts, turnkey projects, foreign direct investment, alliances like mergers and acquisitions, joint ventures. Foreign Direct Investment – Factors Influencing FDI, Reasons for FDI, Costs and Benefits of FDI, Trends in FDI, Foreign Direct Investment in India.

UNIT 4: INTERNATIONAL FINANCE, HR, PRODUCTION AND RELATED CONCEPTS

Introduction to International Financial Management, Balance of Trade and Balance of Payment, Determination of Exchange Rate; Financial Markets and Instruments, Methods of Payment in International Trade, International Production & Logistics Management

UNIT 5: INTERNATIONAL TRADE BLOCKS

World Trade Organization – General Agreement on Tariffs and Trade (GATT), Establishment of World Trade Organization, The Uruguay Round Package: Organization Structure of the WTO, WTO – The Third Pillar in the Global Business, International Financial Institutions and Liquidity – IMF, World Bank, International Development Association, International Liquidity and SDR International Finance Cooperation. NAFTA, ASEAN, SAARC, EU. International Institutions - WTO, GATT, IMF, Asian Development Bank and World Bank. FEMA, FERA Acts.

Text Book:

1. International Business-by John Daniels (TMH, 6th Ed.)

Reference Book:

1. Agarwal Raj - International Trade
2. Jaiswal Bimal - International Business (Himalaya Publication)
3. Hill C.W. - International Business (TMH, 5th Ed.)
4. Kumar R and Goel, International Business, (UDH Publications, edition 2013)
5. Cherunilam F - International Trade and Export Management (Himalaya, 2007)
6. Varshney R.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons, 9th Ed.

COURSE CODE & NAME: CMUCBB502T/ INDIAN ECONOMY

Course Outcomes

1. Students would be able familiar with the basic characteristics of Indian economy.
2. Students would be able familiar with the it's potential on natural resources of Indian economy and economic development.
3. Students would be able to understand the Industrial Sector & Planning in India.

Unit I: Introduction to Indian economy: Structure and Features of Indian Economy: Indian economy as a Developing Economy. Comparative Development of Indian States. **Basic Features** of the Indian Economy Composition of national income and occupational structure, per capita income, inflation, unemployment, income distribution, poverty; India's population demographics, infant mortality rate, literacy rate, gender composition-female male ratio (issue of missing women) and age structure- concept of demographic dividend.

Economic growth and development. Difference between growth and development.

Unit II: Agricultural Sector & Economic development: Agricultural Sector: Institutional Reforms, Technological change in Agriculture, Terms of Trade between Agriculture and Industry; Agricultural Policy, Policies for Sustainable Agriculture. Agrarian Crisis and Agricultural Labor. **Basic Issues in Economic Development**, Concept and Measures of Development and Underdevelopment; The concept of economic growth and development, India's recent position in the world economy (based on World Bank GNI per capita), Human Development- concept, the Human Development Index – interpretation of indicator and value & rank of the indicator for India in the world context. **Food security, Green Revolution and modern agricultural practices, land reforms, technology and digital agriculture, sustainable farming, government policies and schemes (like PM-KISAN and e-NAM), and the challenges of infrastructure and farmer welfare. Case Study.**

Unit III: The Industrial Sector: Industrial Policy; Public Sector Enterprises and their Performance, Privatization and Disinvestment debate, Small, Medium and Large-scale Sector, Industrial Labor, Trade Union Movement. **Planning in India:** Objectives and Strategy of Planning; Success story of Indian Five-Year Plans; Niti Aayog. **Industry and Foreign Trade. Economic Survey. Opportunities and Challenges Indian Economy facing. Case Study.**

Recommended References Book

- V. K. Puri, S. K. Misra, Indian Economy; 42nd Edition 9358409991 Himalaya Publishing House; 2024
 - Datt and Sundram Indian Economy; 73rd Latest Edition; 9358704810; S Chand and Company Ltd; 2024
 - Ramesh Singh, Indian Economy; 17th Edition; 9364445449; McGraw Hill; 2025
-

COURSE CODE & NAME: PTSPBB50T / PROFESSIONAL PROFICIENCY

COURSE OUTCOMES:

1. Identify their strengths, Weaknesses & Goals and will be able to write an effective Resume.
2. prepare them for the transition from campus to Corporate.
3. Examine their employability skills.

UNIT 1: Smart Goals, Table etiquettes, Careers Objective: Framing the career Objective, finding relevant competencies – skills, aptitude and qualities, achievements, projects, internship, extracurricular activities. E-mail Writing: Email format, Application Format, E-mail etiquette and practice of writing application & E-mails.

UNIT 2: Group Discussion (Abstract, Current Affairs Based, Management Related, and Case Based GD): Practice of GD, Interview Skills: Interview Question & Answers – Types & structuring of answers, giving relevant examples handling situational questions.

Telephonic Interview/Skype Interview Tips: Reasons for telephonic/Skype interview, rules to be observed& practice.

Mock Interview – (HR, Technical, Behavioural& Situation Based): Panel interview practice Qualities in the New millennium Professional: Qualities needed in the New Millennium Professional Creativity

UNIT 2: Statement argument, Statement conclusion, Simple and compound interest, Allegation and mixture, Non-verbal reasoning

Text Books:

1. The SWOT Analysis – Lawrence G Fine
2. Goal setting: How to create an action plan and achieve your goals – M.S. Dobson Business communication with writing Improvement Exercises – Phyllis Davis Hemphill, Donald W. McCormick, Prentice Hall Publications.
3. R.S. Agrawal, m tyra quicker maths

Reference Books:

1. Personality Development by Rajiv Mishra-2014 Edition
 2. Facing the corporate Interviews By S. Hundiwalla, Arihant Publications
-

COURSE CODE & NAME: CMUIBB504T / PREDICTIVE ANALYTICS

COURSE OUTCOMES:

1. Understand and critically apply the concepts and methods of Business analytics.
2. To understand and apply IBM SPSS Modeler in Data Mining, what kinds of data can be mined, what kinds of patterns can be mined?
3. Applying and analyzing how to use functions, deal with missing values, use advanced field operations, handle sequence data and improve efficiency.
4. To evaluate the Model on the basis of different Predictive Methods.
5. Building and create advanced analytical model that leverage historical data to uncover real-time insights to predict future events.

UNIT 1: ANALYTICS OVERVIEW

Definition of business Analytics with real time examples, How Predictive analytics: Transforming data into future insights, Analytics trends: Past, Present & Future, Towards a Predictive enterprise.

UNIT 2: IBM SPSS MODELER & DATA MINING

What is a Data Mining application? Strategy for data mining: CRISP-DM, identify nodes and streams, The framework of a Data – mining project, Brief the unit of analysis, Explain the type of dialog box.

UNIT 3: UNIT OF ANALYSIS

Concepts of Unit of analysis (Distinct, Aggregate, SetToFlag), Integrate data, CLEM Expression, Role of Relationship between two fields, Identifying the modeling objective.

UNIT 4: ADVANCED DATA PREPARATION WITH IBM SPSS MODELER

Functions to enrich data, Method to transform data, Cross-record functions, Sampling, Partitioning and sampling data, Improving Efficiency.

UNIT 5: PREDICTIVE ANALYTICS WITH IBM WATSON STUDIO

IBM Watson Studio, Watson studio Components, Data preparation, Watson Machine learning, Data Refinery, Watson Studio Neural Network Modeler, IBM Watson Studio jobs, Use case with AutoAI.

PROJECT

Predicting using IBM SPSS Modeler & IBM Watson with real Case studies.

Recommended Reference Books:

- IBM Courseware
 - Predictive Analytics Mesmerizing & fascinating by ERIC SIEGEL
-

COURSE CODE & NAME: CMUBB5101T / TRAINING & DEVELOPMENT

COURSE OUTCOMES:

1. Understand the essential ideas in the process of Training & Development.
2. Understand and apply ideas related with Training & Development
3. Application of concept of Training & Development and its functions.
4. Analysis of Training needs & employee Development in relation to compensation decision.
5. Evaluation of Training & Development cost and its performance in current scenario.

UNIT 1: INTRODUCTION

Concepts of Training & Development, Definition, Meaning, Need for training, Importance of training, Objectives of training, Overview of training functions, Types of training, Training and learning, Principles of learning,

UNIT 2: TRAINING NEEDS ASSESSMENT

Organizational analysis, operational analysis, person analysis; Designing the training programme, attributes and factors influencing training design Behavioral skills and profile of trainer.

UNIT 3: TECHNIQUES & HRD

Types of training, Techniques of on the job training, off the job training. Technology in Training: CBT, Multimedia training, e- learning/online learning.

UNIT 4: HRD

Training environment, Areas of training, Training aids, how to improve effectiveness of training programmes by applying learning principles, Human Resource Development concept- HRD at micro and macro levels, Management development programmes.

UNIT 5: TRAINING EVALUATION

Reasons for evaluating training, Overview of the evaluation process, Outcomes used in the evaluation of training programs, Models of training evaluation, Considerations in choosing an evaluation design, Measurement of effectiveness of training.

Text Books

1. Ashwathapa, K. Human Resource Management. New Delhi: Tata McGraw Hill.

Reference Books

1. Bhatia, S. K. Training & Development. New Delhi: Deep & Deep Publication.
-

COURSE CODE & NAME: CMUBB5102T / INDUSTRIAL RELATIONS

COURSE OUTCOMES:

1. Gaining an insight into the basic concepts and application of Industrial Relations in business and industry.
2. Understanding & Applying basic IR concepts in their practical and professional Experiences.
3. Possessing specialized skills and interactive capabilities to deal in IR.
4. Knowledge, Practice & application of Technological advancements in business decisions and dealings.
5. Analysis, investigation and solutions of business/ industrial disputes & complaints can be achieved.

UNIT 1: INTRODUCTION TO INDUSTRIAL RELATIONS

Meaning, objectives, scope, determinants of IR, factors affecting IR, Importance of IR, Participants of IR, Causes of Poor Industrial Relations, Measures of improving IR, Approaches to IR: Psychological, Sociological, Human Relations, Gandhian system approach. .

UNIT 2: TRADE UNION

Concept, objectives, Methods of achieving objectives, features and functions of TU, Structure of Trade Unions, Functions of Trade Unions, Problems faced by Trade Unions, Suggestions for Strengthening the Trade Unions. Imp Cases of Public & Private Sector.

UNIT 3: INDUSTRIAL DISPUTES, ITS PREVENTION AND SETTLEMENT MACHINERY

Concept, features, causes, classification of Industrial Disputes. Methods of Prevention of ID: Tripartite & Bipartite bodies, Standing Orders and Grievance Procedure, Ethical Codes, Collective Bargaining
Methods of Settlement: (Conciliation, Arbitration, Adjudication) Work Committees, Conciliation Board, Board of conciliation, Court of enquiry, Labour courts, Industrial Tribunal and National Tribunal, Grievance Handling. Case Studies

UNIT 4: WORKERS' PARTICIPATION IN MANAGEMENT

Concept, purpose, significance and forms of participation, Information sharing, consultation, association of workers, Joint decision making and Board of Directors, WPM & Ownership

UNIT 5: INTERNATIONAL LABOR ORGANIZATION

Introduction, origin, objectives and structure of ILO, achievement of ILO, Impact of Globalization and IT on IR, Role of Human Resource Development in developing IR.

Reference Books/ Text Books / Cases:

1. Sinha P.R.N & Shekhar, Industrial Relations, Trade Unions & Labour Legislations, Pearson Education India, 2017, Third Edition
2. Mamoria C.B, Dynamics of Industrial Relations, Himalaya Publishing House, 16th Edition
3. Venkat Ratnam C.S. & Manoranjan Dhal, Industrial Relations, Oxford University Press, 2nd Edition.
4. Tripathi P.C., Gupta C.B., Kapoor N.D., Industrial Relations & Labour Laws, Sultan Chand & Sons
5. Gupta Dr Parul, Taxmann's Industrial Relations & Labour Law for Managers, Taxmann Publications Pvt Ltd, 2nd Edition.

COURSE CODE & NAME: CMUBB5103T / TEAM BUILDING & GROUP DYNAMICS

COURSE OUTCOMES:

1. Discuss the fundamental concepts of group/team functions.
2. Outline the value of managing capability through team building and group dynamics.
3. The latest developments in team building are discussed, as well as the future model of team building.
4. Understand the conditions for establishing an effective group and team building.
5. Discussion on latest trends and future model of team building and group formation.

UNIT 1: Introduction

Team Building Process: Overview of team; Difference between Groups and Teams. **Types of teams**- Problem-solving Teams, Self-Managed Teams, Cross-functional teams, Virtual Teams.

UNIT 2: Goal Setting of Team: Defining roles and responsibility of team members; External and Internal factors affecting team building; Handling conflicts in a team; Ingredients of Effective teams and Potential team Problems.

UNIT 3: Overview of Group: Meaning of Group and Group Dynamics; Difference between Groups and Teams. Formation of group; Group Properties- Roles, Norms, Structure, Size and Cohesiveness.

UNIT 4: Stages of Group Development

The five-stage Model, Forming, Storming, Norming, Performing; Adjourning An alternative Model: for temporary groups for deadlines.

UNIT 5: Types of Group

Formal groups and Informal groups; Characteristics of an Effective Group. Group Cohesiveness: Size of the Group; Homogeneous Character of Group Members; Success of the Group; Competition with others Group; Exclusiveness of the Group

Text Books

1. Rao, V.S.P. Human Resource Management, New Delhi. Excel Books.

Reference Books:

2. Bhattacharya, D. K. Organizational Change & Development. New Delhi: Oxford University Press.
 3. Press.
 4. Robbins, S. P., Sanghi, S., & Judge, T. A. Organizational Behavior. New Delhi: Pearson Education
-

COURSE CODE & NAME: CMUBB5104T / WORKMEN COMPENSATION & REWARDS

COURSE OUTCOMES:

1. Discuss the fundamental concepts of group/team functions.
2. Recognize the importance and usefulness of compensation in the workplace.
3. Comprehend the salary and reward management concepts.
4. Design, analyse, and restructure pay packages using your talents.
5. Examine how salary and rewards management affects the organisation.

UNIT 1: Introduction

Introduction of Compensation and Reward: Compensation meaning, Objectives, Principles of Compensation, Types of compensations, Wage concepts, minimum, Fair and Living wage, Compensation Benchmarking, Compensation Administration.

UNIT 2: Background theories and competitive imperatives influencing compensation Economic theories related to Compensation, levels of economic studies, assumptions and applicability of theories, internal and external equity in compensation system, productivity, speed and quality of work, services, learning and performance.

UNIT 3: Reward System

Meaning and Types of Reward System, Elements of Employee, Rewards. Need, Objectives & Types of Fringe Benefits.

UNIT 4: Job Evaluation;

Concept, Process, Methods of Job Evaluation; Alternatives, Methods of Job Assessment.

UNIT 5: Strategic Compensation Management and Innovations in Compensation

Meaning of Strategy, Compensation Design and Strategy, Strategic Planning, Strategic Compensation Design, Strategic compensation Policies. Variable Compensation, Retirement Plans, Employees, Benefits-Gratuity computation, Provident fund, Dearness allowance.

Text Books

1. Bhattacharya, D.K., Compensation Management, New Delhi: Oxford University Press.

Reference Books:

1. Rao, V.S.P., Human Resource Management, New Delhi: Excel Books.
 2. Sharma, A.M., Personnel and Human Resource Management, New Delhi: Himalaya Publishing
-

COURSE CODE & NAME: CMUBB5211T / SALES & DISTRIBUTION MANAGEMENT**COURSE OUTCOMES:**

1. Interpret the basic concepts pertaining to Sales and Distribution
2. Identify the role of a sales manager and sales force
3. Discuss awareness about the various concepts and principles related to Sales.
4. Understand the essential ideas in the process of Sales & Distribution Management.
5. Discuss sales aptitude as well as attitude.

UNIT 1: INTRODUCTION & CONCEPT OF SALES MANAGEMENT

Nature, meaning, scope and objectives of Sales Management. Concept and Principles of Sales. Distinction between marketing and sales Management, **Sales Process**. Market identification–sales forecasting – qualitative and quantitative methods. After Sales Service

UNIT 2: SALES FUNCTIONS

Sales organization its functions and forms. Sales Manager and Sales Force: Qualities, types and their functions/duties. Recruitment, Selection, Training and Remuneration of Sales Force, **Sales Target Management**, case study

UNIT 3: SALES FORCE MOTIVATION

Sales Force Motivation: Motivation of Sales force. Supervision and control of Sales force. Sales force Performance and its Evaluation. Sales Territories, Quota and Reports. Sales Promotion, Demonstrations and Conference. Prospecting, Objection Handling, case study

UNIT 4: SALES PROMOTION

Meaning, nature and objectives of sales promotion; Major limitations of sales promotion; Consumer sales promotion: Objectives and tools. Benefits of sales promotion to customers. Trade Promotion: Meaning, objectives and importance; Major trade promotion schemes, Case study

UNIT 5: Distribution Management:

Physical Distribution System Meaning and Organization. Types of Channels of Distribution: functions, Selection & motivation of intermediaries. Transport system elements and management: Features, Types & role of different modes of transport

Text Books:

1. Belch George and Michael Belch, Advertising and Promotion, Tata McGraw Hill.
 2. William Wells, John Burnet, and Sandra Moriarty, Advertising Principles and Practice, Prentice Hall of India.
-

Reference Books:

1. Kenneth Clow and Donald Baack. Integrated Advertising, Promotion, and Marketing Communication, Pearson, 2014
2. S H H Kazmi and Satish K Batra Advertising & Promotions, Excel, 2009
3. Kruti Shah and Alan D'Souza, Advertising & Promotions: An IMC perspective, TATA McGraw Hill, 2008
4. Tapan K. Panda & Sunil Sahadev, Sales and Distribution Management (3rd Edition), 9780199464811, Oxford University Press, 2016

COURSE CODE & NAME: CMUBB5202T / ADVERTISING AND SALES PROMOTION

COURSE OUTCOMES:

1. Comprehend fundamental advertising concepts.
2. Able to Apply and develop various advertising Strategies.
3. To know about various channels of promotion.
4. Understand how companies use advertising and marketing to sell product.
5. Develop skills to understand and evaluate the sales promotion program.

UNIT 1: Integrated Marketing Communication (IMC)

Meaning and Role of IMC in Marketing process, one voice communication v/s IMC, Introduction to IMC tools, Role of Advertising Agencies and other marketing organizations providing marketing services and perspectives on consumer behavior.

UNIT 2: Introduction to Advertising Management, Setting Goals and Objectives, how advertising works: Segmentation and Positioning.

Planning for Marketing Communication (Marcom): Establishing Marcom Objectives and Budgeting for Promotional Programmes – Setting communication objectives, DAGMAR approach for setting ad objectives.

UNIT 3: Message Strategy

Attention and comprehension, Associating Feelings with the Brand, Brand Equity, Image and Personality and Group Influence and word of mouth advertising.

UNIT 4: Message Tactics

Creative Approaches, The Art of copy testing and Diagnoses, Production and Implementation, Media Strategy and Tactics, Legal, Ethical and Social concerns of Advertising.

UNIT 5: Consumer Promotions and Trade Promotions

Their purpose and types How to plan and evaluate a successful promotion, The relationship between advertising and promotions, Introduction to Global Marketing, Advertising and sales promotion.

Books

1. Advertising Management – Concepts and Cases, Manendra Mohan (Tata McGraw Hill) 2
2. Sales Promotion and Advertising Management (6thEd.)Himalaya Publishing House
3. Advertising Excellence by Bovee, Thill, Dovel and Wood (McGraw Hill)
4. Advertising Management – Shelekar, Victor & Nirmala Prasad (Himalaya Publishing House)

Reference Books

1. Foundations of Advertising – Theory & Practice – S.A. Chunawala
2. Brand Positioning – Subroto Sengupta, Tata McGraw Hill
3. Cases in Marketing Management – M.L. Bhasin, Excell Books

COURSE CODE & NAME: CMUBB5203T / GLOBAL MARKETING**Course Outcomes:**

CO1. To acquire knowledge of International marketing and its evolution.

CO2. Learn international marketing strategies adopted by the companies.

CO3. Outline international pricing decisions for full coverage of the segment

CO4. Understand different distribution channel at international level

CO5. Apply the evolving concepts in global marketing in world demography

Unit 1: INTRODUCTION: INTERNATIONAL MARKETING ENVIRONMENT

Introduction to Global Marketing, Evolution and stages of global marketing involvement, Globalization and its impact on cultural, political and legal environments on international marketing decisions; International Market Segmentation, Selection and Positioning; International market entry strategies – Exporting, licensing, contract manufacturing, joint venture, setting -up of wholly owned subsidiaries abroad. **Case Study:**

Unit 2: INTERNATIONAL PRODUCT PLANNING

Global Product decisions- product design, labeling, packaging, branding and product support services at global level; Product standardization vs. adaptation; Managing product line; International trade product life cycle; Factors to be considered while developing new product at global level. **Case Study:**

Unit 3: PRICING DECISIONS FOR INTERNATIONAL MARKETS:

Factors affecting international pricing determination. International pricing process and policies; Types of global pricing strategies, Delivery terms and currency for export price quotations; Transfer pricing; counter trade as a pricing tool- types and problems of counter trading.

Unit 4: INTERNATIONAL DISTRIBUTION DECISIONS:

Distribution channels for international marketing. Distribution channel- from traditional to modern Channel structures. Intermediaries for international markets-their roles and functions; Factors affecting choice of distribution channels for global marketing. International distribution logistics-Issues and planning.

Unit 5: INTERNATIONAL PROMOTION STRATEGIES:

Communications across countries-complexities and issues; Sales promotions in international markets, various mediums of sales promotion in international market, International public relation, International Advertising decisions, Personal selling and sales management; Developing international promotion campaign.

Emerging trends in International Marketing: International Marketing through Internet; Ecological concerns and international marketing ethics. **Youtube's revenue model creator earnings. Youtube creator as global marketing promotion,**

Text Books

1. Keegan, Warran J. and Mark C. Green, Global Marketing, Pearson.

Reference Books

1. Cateora, Phillip R.; Grahm, John L. and Prashant Salwan, International Marketing
2. Keegan & Green (2010), Global Marketing upper saddle river, 6th ed prentice hall.
3. Keiefer Lee & Steve Carter,(2009),Global Marketing Management ,OU Press
4. Gautam Dutta, (2016), Global Marketing,1st ed,Pearson Publication.

COURSE CODE & NAME: CMUBB5204T / DIGITAL MARKETING

COURSE OUTCOMES:

1. Students will understand the new dimensions of digital marketing and relate with traditional marketing.
2. Students will learn certain digital marketing tools and methods adopted by the companies like use of SEO.
3. Students will be able to define the concept of Social media and its practical implications along with various Issues and rules.
4. Students will be able to express innovative insights like Search Engines and E-Mail marketing that enables a competitive market structure.
5. Students will understand future needs and even be able to create digital media marketing campaigns and also understand the future upcoming areas of change.

UNIT 1: INTRODUCTION TO DIGITAL MARKETING

Meaning and Importance of Digital Marketing, Evolution from Traditional to Digital Marketing, **Key Concepts: Paid, Owned, and Earned Media, Advantages and Limitations of Digital Marketing, Digital Marketing Landscape in India, Digital Consumer Behavior and Journey, Digital Marketing Mix.**

UNIT 2: WEBSITE PLANNING AND SEARCH ENGINE OPTIMIZATION (SEO)

Fundamentals of Websites and Landing Pages, Domain Names, Hosting, and CMS (WordPress overview), Basics of HTML for Marketers, Importance of SEO in Digital Marketing, On-Page SEO (Keywords, Meta Tags, Alt Text, URLs), Off-Page SEO (Backlinks, Directory Submission, Guest Blogging), Tools: Google Search Console, SEM rush, Uber suggest.

UNIT 3: SOCIAL MEDIA, CONTENT MARKETING AND ISSUES IN DIGITAL MARKETING

Introduction to Major Social Media Platforms (Facebook, Instagram, X, LinkedIn, YouTube), Social Media Strategy & Planning, **Content Creation: Blogs, Infographics, Videos, Reels, Influencer Marketing and Community Building, Ethical Issues, Data Privacy & Security Issues, Legal Issues - DPDP Act-2023, Social Issues. (Project work- YouTube Earning) (Case Study)**

UNIT 4: SEARCH ENGINE MARKETING (SEM) & EMAIL MARKETING

Introduction to Google Ads (Search, Display, Shopping Ads), Keyword Research and Campaign Planning, Ad Copy Creation and A/B Testing, Quality Score and Bidding Strategy, Email Marketing Tools (Mail chimp, Send in blue), List Building, Segmentation, and Personalization, Email Automation & Performance Metrics (CTR, Open Rate, Bounce Rate). (Case Study)

UNIT 5: ANALYTICS, E-COMMERCE & EMERGING TRENDS

Google Analytics: Traffic, Sources, Behavior Flow, KPI Monitoring and Dash boarding, Conversion Funnels & CRO (Conversion Rate Optimization), E-commerce Marketing Strategies (Product Listing, Retargeting, Coupons), Mobile Marketing & App Store Optimization (ASO), Introduction to AI, Voice Search, Chatbots in Marketing, Customer generated content & e-WOM, IOT Internet Of Things. Marketing: Content Production; Video based marketing; Credibility and Digital Marketing; IoT; User Experience; Future of Digital Marketing: Scope & Challenges Ahead. (Case Study)

Text Books

1. Ian Dodson. The art of Digital Marketing. Wiley.
2. Philip Kotler. Marketing 4.0: Moving from Traditional to Digital.

Reference Books

1. Chaffey D. & Ellis-Chadwick F., Digital Marketing: Strategy, Implementation and Practice, Sixth Edition (2016), Pearson Education.
2. Ryan, D., Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, First Edition (2008), Kogan Page.
3. Kotler, P., Kartajaya, H., & Setiawan, I., Marketing 5.0: Technology for Humanity, First Edition (2021), Wiley.
4. Gupta, S., Digital Marketing, Third Edition (2022), McGraw-Hill Education (India).
5. Barker, M., Barker, D., Bormann, N. F., & Neher, K., Social Media Marketing: A Strategic Approach, First Edition (2013), Cengage Learning.

COURSE CODE & NAME: CMUBB5301T / GLOBAL FINANCIAL MANAGEMENT

COURSE OUTCOMES:

1. Identify the changing scenario of the international economic environment
2. Learn global financial management strategies adopted by the companies.
3. Understand the various aspects of international financial management
4. Discuss about the numerous international institutions
5. Learn about the various international economic groups

UNIT 1: INTRODUCTION

International Financial Management and Domestic Financial Management, Nature and Scope of International Financial Management

International Monetary System and its evolution – Gold Standard, Bretton Woods System, Exchange Rate Regime.

UNIT 2: INTERNATIONAL FINANCIAL FLOWS

Balance of Payment – Structure, Disequilibrium and Adjustment.

Foreign Exchange Market: Introduction, Features, Participants, Exchange Rate Quotation, Segments of Foreign Exchange Market, Spot Market, Forward Market, Futures & Options, Concept of Speculation, Arbitrage and Hedging in Foreign Exchange Market, Case study

UNIT 3: EXCHANGE RATE DETERMINATION

Mechanism, Factors, Theories – PPP & IRP, **Exchange Rate Risk:** Concept, Types and Risk Management Techniques – Internal & External, Case study

UNIT 4: INTERNATIONAL WORKING CAPITAL MANAGEMENT

Overview, International Cash Management, International Receivables Management, International Inventory Management, International Financial Market: Overview, International Equity Market – ADR and GDR, International Bond Market – Foreign Bond & Euro Bond.

UNIT 5: GLOBAL FINANCING AND INVESTMENT

Modes of Payments in International Trade – D/A, D/P, Letter of Credit etc. Methods of Trade Financing – Pre-shipment and post-shipment etc.

FDI & FII-Foreign Direct Investment (FDI) –Forms of FDIs, FDI in World, Purpose of overseas investment, Benefits to the Host Countries, Effects of FDI, Political Risk, Foreign Institutional Investment (FII)-Concept of FIIs, Objectives of FII investment, Types of FIIs, Benefits to the investors and Company, Case Study

Text Books

1. Apte, P. G. International Financial Management. New Delhi: Tata McGrawHill.
-

Reference Books

1. Jain, P. K., Peyrard, J., & Yadav, S. S. International Financial Management. New Delhi: Macmillan Publishers India Ltd.
2. Srivatava, R. M. Multinational Financial Management. New Delhi: Excel Books.

COURSE CODE & NAME: CMUBB5302T / MANAGEMENT OF FINANCIAL INSTITUTIONS

COURSE OUTCOMES:

1. Predict the basis upon which they can develop into a financial practitioner
2. Learn global financial management strategies adopted by the companies.
3. Understand the various aspects of management of financial institutions and services.
4. Discuss about the numerous international institutions.
5. Learn about the various international economic groups.

UNIT 1: INTRODUCTION OF FINANCIAL SYSTEM

Characteristics, Significance, Evolution, Regulatory Framework, Major Issues in Indian Financial System. Recent Developments in the Financial System
Brief overview of Financial markets and financial instruments

UNIT 2: FINANCIAL INSTITUTIONS

Banking and its Structure in India, Commercial Banking - Operating Aspects, Evolving trends, Management of Assets and Liabilities, Basel Norms, Merchant Banking Functions, Issue Management, Underwriting Non-Banking Financial Company-Meaning, Functioning,

UNIT 3: INSURANCE

Life and Non-Life Insurance (Marine / Motor / Fire / Health / Pension Plan / Annuity / Rural Insurance) Classification – AFC, IC, LC, IFC, CIC-ND-SI, MFI

Insurance: Life and Non-Life Insurance (Marine / Motor / Fire / Health / Pension Plan / Annuity /Rural Insurance)

UNIT 4: OPERATIONAL ASPECTS SPECIAL FINANCIAL INSTITUTIONS

Development banks (IDBI, ICICI, IFCI), Sectoral financial institutions (EXIM Bank, SIDBI), Investment institutions (UTI, LIC, GIC) and State level institutions (SFCs, SIDCS)

UNIT 5: FINANCIAL SERVICES

Introduction, characteristics, functions and its types

- (a) Fee based Services –Corporate Advisory Services, Credit Rating, Mutual Funds, and Debt Securitization. Loan syndication, Mergers and acquisitions.
- (b) Fund based Services – Lease and Hire Purchase, Housing Finance, Credit Cards, Financial Inclusion, Microfinance Venture, Capital, Factoring, Forfeiting, and Bill Discounting

Text Books

1. J Frank J. Fabozzi, F. Modigliani, Foundation of Financial Markets & Institutions (Third Edition), Pearson Education.

Reference Books

1. Khan, M. Y. Indian Financial System. Fourth Edition. TATA McGraw Hill.
-

COURSE CODE & NAME: CMUBB5303T / COST AND MANAGEMENT ACCOUNTING

COURSE OUTCOMES:

1. To provide fundamental exposure to the concepts of cost accounting and management accounting.
2. To attain familiarity of cost accounting and management accounting.
3. To understand the cost accounting and management accounting.
4. To gain knowledge of cost and management accounting and it's working in business world.
5. To conquer the information of cost accounting and management accounting.

UNIT 1: BASICS OF COST

Introduction – Meaning of Cost, Costing and Cost Accounting – Comparison between Financial Accounts and Cost Accounts, Cost Unit, Cost Center.

Elements of Cost- Concepts of Cost and Classifications of Cost, **Marginal Cost, Explicit Cost, Implicit Cost, Opportunity Cost, Social Cost, Lifecycle Cost, Material Requirements Planning (MRP)** Preparation of cost sheet, Tenders and Quotations procedure followed in modern set of market.

UNIT 2: CONTRACT & JOB COSTING

Contract Costing – Basic concepts, Types of contracts, recording of costs of contract, profit on uncompleted contracts, work in Progress, cost plus contract, escalation clause. Practical Industries Numerical problems.

Job Costing – Meaning, Features, Advantages and Limitation.

UNIT 3: STANDARD COSTING

Standard Costing – standard cost and standard costing, standard costing and budgetary control, analysis of variances, importance of variances, practical numerical on control and material variances.

UNIT 4: PROCESS COSTING

Process Costing - Meaning, Features, elements of production cost, Process costing, By-products Normal loss/gain and Abnormal Loss/ Gains, Preparation of process accounts. Need for valuation of WIP.

UNIT 5: OPERATION COSTING & OTHER COST CONTROL TECHNIQUES

Operating Costing –Meaning, Features, Objectives & Techniques of Costing, modern procedure followed by manufacturing units.

Cost Control Techniques - ABC, FCM, JIT, Kaizen, EOQ, Inventory control model-ORR & Millar

Text Books

1. Jain, S. P. & Narang, K. L. Cost Accounting. New Delhi: Kalyani Publishing House
2. A Textbook of Cost and Management Accounting (12/e), M N Arora, Vikas Publishing House

Reference Books

1. Khan, M. Y. & Jain, P. K. Management Accounting (8/e). New Delhi: Tata McGraw-Hill
2. Kishore, R. M. Cost accounting (6/e). New Delhi: Taxmann Publishing
3. Cost and Management Accounting (49/e), Prof. M.L. Agrawal & Dr. K.L. Gupta, Sahitya Bhawan Publications

COURSE CODE & NAME: CMUBB5304T / WORKING CAPITAL MANAGEMENT

COURSE OUTCOMES:

1. Define the basic working capital management & Preparation of working capital Sheet
2. Classify the principles and techniques used in recording, analyzing and reporting working capital management.
3. Describe the principles and techniques used in working capital management for managers
4. Discuss about the numerous working capital management tools.
5. Discuss about cash management and determining Optimum Cash Balance.

UNIT 1: Introduction – Meaning and Components of Working Capital, Gross and Net Working Capital, Permanent and Temporary Working Capital, Positive and Negative Working Capital, Objectives of Working Capital Management.

UNIT 2: Operating Cycle Concept – Reasons for Prolonged Operating Cycle, How to reduce Operating Cycle. **Working Capital Requirement** – Factors determining Working Capital, Working Capital in Seasonal Industries, Working Capital during Inflation, and Working Capital in Industries with shift working.

UNIT 3: Inventory Management – Meaning and Nature of Inventory, Purpose / Benefits of Holding Inventory, Risk and Costs of Holding Inventories, Meaning and Objectives of Inventory Management.

UNIT 4: Tools and Techniques of Inventory Management - Determination of Stock Levels, Determination of Safety Stocks, Ordering systems of Inventory, Economic Order Quantity, ABC Analysis, VED Analysis, FNSD Analysis, Inventory Turnover Ratios, JIT Control System. Numerical on Stock Levels, Economic Order Quantity.

UNIT 5: Receivables Management – Meaning of Receivables, Cost of Maintaining Receivables, Factors influencing size of Receivables, Forecasting the Receivables, Meaning and Objectives of Receivables Management, Dimensions of Receivables Management: Forming of Credit Policy, Executing the Credit Policy, Formulating and Executing Collection Policy.

Cash Management – Nature of Cash, Motives of Holding Cash, Cash Management, Managing cash flows, Determining Optimum Cash Balance.

Text Books

1. Bhattacharya, H. *Working Capital Management*. New Delhi: Prentice-Hall of India

Reference Books

1. Kishore, R. M. *Financial Management*. New Delhi: Taxmann Publication
2. Mathur, S. B. *Working Capital Management & Control*. New Delhi: New Age Internat

SEMESTER-VI

Semester VI

					Contact Hours			36
S. No	Specialization	Course Code	Course Category	Course Name	L	T	P	C
1		CMUCBB601T	Core Courses	Business policy and strategy	4	0	0	4
2		CMUCBB602T	Generic Electives (GE)	Introduction to Capital Market	2	0	0	2
3				Functional Analytics (HR, Marketing)	4	0	0	4
4		CMUCBB606T	Core Course	Fundamentals of Project Management	2	0	0	2
5		CMUCBB605P		Comprehensive Viva UG		0	2	2
6		CMUCBB604P		Dissertation/Research Project	0		6	6
7	HUMAN RESOURCE	CMUBB6101T		Negotiation & Conflict Resolution	4	0	0	4
8		CMUBB6102T		International Human Resource Management	4	0	0	4
9		CMUBB6103T		Leadership Skills & Change Management	4	0	0	4
10		CMUBB6104T		Industrial Laws	4	0	0	4
11	MARKETING	CMUBB6201T	Discipline Specific Courses (DSE)	Service Marketing	4	0	0	4
12		CMUBB6202T		Introduction of Retail Management	4	0	0	4
13		CMUBB6203T		Product & Brand Management	4	0	0	4
14		CMUBB6204T		Customer Relationship Management	4	0	0	4
15	FINANCE	CMUBB6301T		Portfolio Management	4	0	0	4

16	CMUBB6302T	Tax Planning	4	0	0	4
17	CMUBB6303T	Behavioral Finance	4	0	0	4
18	CMUBB6304T	Corporate Accounting	4	0	0	4
Total Credits						36

Abbreviations: *(L)* Lecture, *(T)* Theory, *(P)* Practical, *(C)* Credits

COURSE CODE & NAME: CMUCBB601T / BUSINESS POLICY AND STRATEGY

COURSE OUTCOMES:

1. Conduct an external and internal analysis using appropriate tools, for the purpose of identifying an organization's strategic capability in view of changing conditions. Case studies are used to assess this ability.
2. Experience the process of developing and implementing strategy and the implications for the organization.
3. Experience the process of developing and implementing strategy and the implications for the organization. Develop holistic diagnostic, problem-solving and decision making skills.
4. Discuss the advantages and disadvantages of different competitive strategies under changing conditions.

UNIT 1: INTRODUCTION

Nature, scope and importance of the course on Business Policy; Forecasting, Long-range planning, strategic planning and strategic management.

UNIT 2: STRATEGIC MANAGEMENT PROCESS

Formulation Phase – vision, mission, environmental scanning, objectives and strategy; implementation phase – Strategic Activities, Evaluation and Control.

UNIT 3: ENVIRONMENTAL ANALYSIS

Need, Characteristics and categorization of environmental factors; approaches to the environmental scanning process – structural analysis of competitive environment; ETOP a diagnosis tool.

UNIT 4: ANALYSIS OF INTERNAL RESOURCES

Strengths and Weakness; Resource Audit; Strategic Advantage

Analysis; Value-Chain Approach to Internal Analysis; Methods of analysis and diagnosing Corporate Capabilities – Functional Area Profile and Resource Deployment Matrix, Strategic Advantage Profile; SWOT analysis.

UNIT 5: FORMULATION OF STRATEGY

Approaches to Strategy formation; major strategy options – Stability, Growth and Expansion, Diversification, Retrenchment, Mixed Strategy; Choice of Strategy – BCG Model; Stop-Light Strategy Model; Directional Policy Matrix (DPM) Model, Product/Market Evolution – Matrix and Profit Impact of Market Strategy (PIMS) Model

Text Book:

1. International Business-by John Daniels(TMh, 6th Ed.)

Reference Book:

2. Agarwal Raj - International Trade
3. Jaiswal Bimal - International Business (Himalaya Publication)
4. Hill C.W. - International Business (TMH, 5th Ed.)
5. Kumar R and Goel, International Business, (UDH Publications, edition 2013)
6. Cherunilam F - International Trade and Export Management (Himalaya, 2007)

COURSE CODE & NAME: CMUCBB602T / INTRODUCTION TO CAPITAL MARKET

COURSE OUTCOMES:

1. Discuss the mechanism of capital market operations.
2. Create awareness on SEBI, its objectives, powers, management & functions and stock exchange.
3. Apply the practical aspects of primary market operations & book building process.

UNIT 1: THE INDIAN FINANCIAL SYSTEM

Meaning, Components, Role and functions, Recent development in the Indian financial system, Capital Market- significance and functions of capital market, Industrial Securities Market, Financial Instruments in Industrial Securities market, Government Securities market

UNIT 2: SEBI

Establishment, Objectives, Powers and functions, Stock exchanges – definition - role and functions – stock exchanges in India- NSE, BSE, MCX, and major international stock Exchanges, Recent trends in Indian Capital Market

UNIT 3: PRIMARY MARKET

Functions of new issue market, -Methods of floating new issue, IPO, FPO, Public issue, bonus issue, Right issue, Private placement, Book building, ESOP, Intermediaries in the new issue market, Registrars to the Issue, brokers to the issue, Bankers to the issue, Underwriters.

Secondary market, Members of the Stock Exchange, listing of securities, Classification of listed securities

Text Books

1. Gupta N.K and Monica Chopra : Financial Markets Institutions and services
2. Yogesh Maheswary : Investment Management
3. Kevin. S : Security Analysis and Portfolio Management
4. Preethi Singh : Dynamics of Indian Financial System
5. Sojikulmar.K and Alex Mathew : Indian Financial System and Markets

Reference Books

1. Bharathi. V.P.Pathak : Indian Financial System
 2. Khan. M.Y : Financial Services.
 3. International Trade and Financial Environment.
 4. Gupta N.K, Monica Chopra, Financial Markets, Institutions and Services
-

COURSE CODE & NAME: Functional Analytics

(HR, Marketing, Finance and Operations)

COURSE OUTCOMES:

1. Mastery of sectorial analytics yields outcomes such as enhanced decision-making in financial domains, improved risk management, targeted marketing, fraud prevention, and deeper insights into customer preferences across various sectors.
2. IBM Congo's learning outcomes include mastering business intelligence and performance management solutions for effective data analysis, reporting, and decision-making in organizational contexts.
3. Advanced Excel skills enable efficient data analysis, dynamic reporting, financial modeling, automation, and data visualization, enhancing decision-making in financial analytics.
4. Orange HRM facilitates streamlined human resource management processes, optimizing employee performance, engagement, and organizational effectiveness
5. Python learning outcomes include the ability to utilize libraries such as Matplotlib and Seaborn for effective data visualization, enabling clear and insightful representation of data trends and patterns.

UNIT 1: Introduction to Functional Analytics

- Basics of Business Analytics
- Importance of analytics in modern business
- Introduction to sector-wise analytics (HR, Marketing, Finance)
- Real-world applications and trends

Tools: MS Excel (Basics), Google Sheets

UNIT 2: HR Analytics Fundamentals

- Understanding employee data and workforce metrics
- Overview of HRMS and HRIS
- Introduction to HR dashboards
- Basic analytics for recruitment and attrition

Tools: MS Excel, OrangeHRM (Demo)

UNIT 3: Marketing Analytics Essentials

- Customer segmentation and demographics
- Basics of campaign analysis and ROI
- Market trends and consumer behavior
- Visualization of marketing data

Tools: MS Excel Charts, Tableau Public (Intro)

UNIT 4: Financial Analytics Simplified

- Introduction to Financial Statements
- Ratio analysis and financial KPIs
- Overview of retail and investment banking analytics
- Introduction to fraud detection basics

Tools: MS Excel (Formulas & Charts)

UNIT 5: Unit V: Mini Capstone and Tools Overview

- Case study analysis (cross-functional)
- Group project on analytics use in a chosen domain
- Introduction to visualization and basic data storytelling

Tools: OrangeHRM (basic), Excel Dashboards

Text/Reference Books:

1. Data Analytics Made Accessible, by A. Maheshwari
2. Business Analytics: Data Analysis & Decision-Making 5th Edition by S. Christian Albright
3. Data Analytics: The Ultimate Beginner's Guide to Data Analytics by Eiward Mize

Further suggested Readings

1. <https://www.ibm.com/in-en/marketing/careereducation/bigdata-analytics/>
 2. Lean Analytics Paperback – January 1, 2013 by Lean Analytics
 3. <https://www.kaggle.com/datasets?new=true>
-

COURSE CODE & NAME: CMUCBB606T / FUNDAMENTALS OF PROJECT MANAGEMENT

COURSE OUTCOMES:

1. To introduce the core concepts, techniques, and tools used in planning, executing, and closing projects.
2. To equip students with the essential skills to manage business projects effectively in various organizational settings.
3. Enable students to prepare research project.

Unit 1: Basic of Project Management

Basic concept of Project and its categories, Introduction and need of Project Management, Project management principles, Project Life Cycle, Human Aspects of Project Management, , Role of Project manager, Pre- Requisites for Successful Implementation, Project Selection and Initiation.

Unit 2: Project Planning, Scheduling and Execution

Defining and documenting the Project Scope, Creating the Work Breakdown Structure (WBS), Project Time Management, project formulation, Feasibility Analysis: Financial appraisal, socio cost benefit appraisal, market appraisal, Risk Management, Developing a Communication Plan, Case Study

Unit 3 Project writing

Project monitoring, Preparation of comprehensive project report, Case studies related to project writing, Project Termination-Types and process. Introduction to project management software: Primavera/ Microsoft project,

Text book

Project Management: Choudhry S., Tata McGraw-Hill,2010

Project Management Vasant Desai, Himalaya publisher, edition 2025

Reference book

K. Nagrajan, Project Management, New Age International Publishers

Jack R. Meredith and Samuel J. Mantel, Jr. – ‘Project Management- A Managerial Approach’ Eighth Edition – John Wiley & Sons Inc – 2012.

Gopalan, M.R. (2014), Project Management Core Textbook, Wiley, 2nd Indian Edition.

COURSE CODE & NAME: CMUBB6101T / NEGOTIATION & CONFLICT RESOLUTION

COURSE OUTCOMES:

1. Recognize the meaning and necessity of negotiation in the organization.
2. Understand different stages, approaches and styles of negotiations.
3. Recognize the role of communication in negotiation
4. Discuss about the numerous negotiation & conflict resolution tools.
5. Understand the nature, process and importance of counseling

UNIT 1: NEGOTIATION

Meaning, Nature, Process and types of Negotiation, Strategy and planning for negotiation, Agenda setting, understanding barriers of agreement.

UNIT 2: BARGAINING

ZOPA, Expectations & Concessions, Compromise, Collaboration & Multi-tasking, Seven pillars of negotiation.

UNIT 3: Collaboration and Compromises, Types of collaborations, Importance of collaborations, types of compromises, compromising strategies, legal aspects of collaboration, skills of negotiation

UNIT 4: COMMUNICATION AND NEGOTIATION

Economical and Socio-Psychological dimensions of negotiation, Contextual nature of negotiation, Role of communication in negotiation, Qualities & Skills of effective negotiation, Interpersonal negotiation.

UNIT 5: COUNSELING

Meaning, Nature, Goals and Process of Counseling, Approaches to counseling, Importance of counseling, Variables affecting the counseling process, Evaluation of counseling, Modern trends in Counseling process.

Text books

1. Cohen, S. Negotiation Skills for Managers. New Delhi: Tata Mc Graw Hill.

Reference Books

1. Rao, S. L. Negotiation Made Simple. New Delhi: Excel Books.
 2. Rao, S. N. Counseling and Guidance. New Delhi: Tata Mc Graw Hill.
-

COURSE CODE & NAME: CMUBB6102T / INTERNATIONAL HUMAN RESOURCE MANAGEMENT

COURSE OUTCOMES:

1. Understand the Concept and trends of IHRM and appreciate how and why it has become so critical
2. Understand different stages, approaches and styles of international human resource management
3. Define issues that impact recruitment, selection and staffing in international context
4. Highlighting the core concepts of Human Resource Management in International context.
5. Describe the significance of IHRM with regard to competitiveness

UNIT 1: Introduction

Introduction to IHRM Definition, Approaches to IHRM, Difference between IHRM and Domestic HRM. Traditional and modern perspectives in HRM; Themes in HRM; Contemporary global trends in International- HRM, IHRM trends- Complexities, challenges, and choices in future.

UNIT 2: Recruitment, Selection and staffing in International context:

International Managers- parent country nationals, third country nationals, host country nationals, Selection strategies for overseas assignments, International transfers;

UNIT 3: Expatriate Management

Problems of repatriation of overseas expatriates and strategies to tackle these problems. Recruitment methods using head-hunters, e-recruitment, international staffing issues.

UNIT 4: Performance Management: performance and appraisal in IHRM appraisal of expatriate, third and host country employees, issues and challenges in international performance management,

UNIT 5: Training and development in international context: training & development of international staff, types of expatriate training, HCN training.

International Compensation: Forms of compensation, Approaches to international compensation.

Text Books / Cases:

1. Aswathappa, K. International Human Resource Management. New Delhi: Tata McGraw-Hill.

Reference Books:

1. Gupta, S. C. International Human Resource Management. New Delhi: Macmillan Publishing.
 2. Rao, P. L. International Human Resource Management. New Delhi: Excel Books.
-

COURSE CODE & NAME: CMUBB6103T / LEADERSHIP SKILLS & CHANGE MANAGEMENT

COURSE OUTCOMES:

1. Understand the concept of leadership in an organizational context.
2. Classify the leadership skills & change management.
3. Understand the concept and different theories of leadership.
4. Identifying the different roles of change agent and understand the threats.
5. summarizing leadership importance and its effective management

UNIT 1: INTRODUCTION TO LEADERSHIP

Definition, Importance of Leadership, Role of Leader, how is leadership differentiated from Management

UNIT 2: THEORIES OF LEADERSHIP

Contingency & Situational theories of leadership, Leadership Model, Leadership Competencies.

UNIT 3: MANAGING CHANGE

The nature of organizational change, How change emerges in organizations, Strategies of change and its communication,

UNIT 4: CHANGE IMPLEMENTATION

Enablers and obstacles to change, Successful processes of organizational change, Change implementation and its performance.

UNIT 5: LEADING PEOPLE TO CHANGE

Social identity of organizational system: how to investigate it, Individual dimensions of the change process
Individual reaction to the change process, Groups dynamics in changing, learning process, change, monitoring, A changing future – preparing for progressive and continual Change, Innovation and trends for the future.

Text Books

- 1.Haldar, U. K. Leadership and Teambuilding. New Delhi: Oxford University.

Reference Books

- 1.Heighes, R. L. Leadership: Enhancing the Lessons of Empowering. New Delhi: Tata McGraw Hill.
- 2.Wailes, S. Organizational Chang. New Delhi: Prentice Hall International.

COURSE CODE & NAME: CMUBB6104T / INDUSTRIAL LAWS

COURSE OUTCOMES:

1. Outline the legal framework within which Indian labor law operates.
2. Understand concepts of industrial relations, employment practice, Labor conditions and social welfare.
3. Discuss the importance of ensuring the health, safety and welfare of the workmen.
4. Describe the Industrial and Labor system of the country.
5. Explain the importance of legal institutions and their application.

UNIT 1: INTRODUCTION TO LABOUR LEGISLATION

Labour Laws- Concept, Origin, Objectives and Classification, Philosophy of Labor Laws, Labour Policy, Emerging Issues and Future Trends.

UNIT 2: THE FACTORIES ACT, 1948

Scope definition, approval of licensing and registration of factories, the inspection staff- Powers of Inspectors, certifying surgeons, healthy, safety and welfare provisions, working hours of adults, employment of women and young persons, annual leave with wages, penalties and procedure.

UNIT 3: WAGES AND LABOUR LAWS

The payment of Wages act, 1936- Application of the act, rules for the payment of Wages, Deductions from Wages, maintenance of registers and records, Inspectors, Appeal.

The Minimum Wages act, 1948- Object, fixation and revision of wages, advisory board and central advisory board, safeguards in payment of minimum wages.

UNIT 4: LABOUR WELFARE AND SOCIAL SECURITY

An overview of Employee State Insurance Act 1948 for **The workmen' compensation Act, 1923-** Defences available to employers before passing the act, scope and coverage of the act, rules regarding workmen's compensation, Amount of compensation, Distribution of compensation.

Industrial Relations Law: The Trade union act, 1926- Trade unions, registration of trade unions, cancellation of registration and appeal, Rights and privileges of registered Trade union, Amalgamation and Dissolution of trade union, regulations and penalties.

UNIT 5: THE INDUSTRIAL DISPUTE ACT, 1947

Object, what is an Industrial Dispute, Strikes and Lock-out- Prohibition of strikes and lockouts, lockout in public utility services, strike and lockout in industrial establishments, illegal strikes and lockouts, Lay-off, retrenchment. Brief introduction of Conciliation Machinery,

Adjudication Machinery and Voluntary reference of Disputes to Arbitration, Employee Provident Fund Act 1952.

Text Books

1. Goswami, V. G. Labour and Industrial Law. Allahabad: Central Law Agency.

Reference Books

1. Kapoor, N. D. Elements of Merchantile Law. New Delhi: Sultan Chand & Sons.
2. Saiyed, I. A. Labour Laws. Mumbai: Himalaya Publication House.
3. Srivastava, S. C. Industrial Relations and Labour Law. Noida: Vikas Publishing House

COURSE CODE & NAME: CMUBB6201T / SERVICE MARKETING

COURSE OUTCOMES:

1. Identify the concepts & practical applications of service marketing.
2. Outline the role of people, physical evidences & processes in service marketing.
3. Highlight skills for service communication that differs substantially from those of goods marketing.
4. Infer the concept of service quality model and highlights the gaps in service delivery.
5. Interpret applications of service marketing mix in banking, education, telecommunication and hospitality industry

UNIT 1: INTRODUCTION TO SERVICES MARKETING

Definition, Concept & Characteristics of Services, Difference between goods & Service Marketing. Classification of services. Importance of Services Marketing.

UNIT 2: EXTENDED SERVICE MARKETING MIX

Service Products, Pricing Decisions of Services, Service Promotion, Place(distribution) in services, People & Internal marketing in Services, Service Processes,

UNIT 3: MANAGING PHYSICAL EVIDENCES IN SERVICES

Challenges & issues in services marketing, Service Blueprint Service Marketing Strategies: Segmentation, Targeting, positioning. Understanding customer expectation & zone of tolerance.

UNIT 4: DELIVERING QUALITY SERVICE

Challenges faced while measuring service quality, the customer expectation Vs perceived service gap, Measures of service quality, SERVQUAL & GAP model.

UNIT 5: APPLICATION

Application of elements of service marketing mix in BFSI sector, Education, Telecom, Hospitality (Travel, Tourism & hotels), Health (Hospitals). Role of IT and emerging technologies in service marketing

Text Books

1. Apte, G. Services Marketing. New Delhi: Oxford University Press.

Reference Books

1. Bhattacharya, C. & Shanker, R. Service Marketing. New Delhi: Excel Books.
 2. Bitner, Z. Service Marketing. New Delhi: Tata McGraw Hill.
 3. Rao, K. R. M. Service Marketing. New Delhi: Pearson Education.
-

COURSE CODE & NAME: CMUBB6202T / INTRODUCTION OF RETAIL MANAGEMENT

COURSE OUTCOMES:

1. Identify the basic concepts of retail management
2. Classify the various factor affecting location, site and store designing.
3. Report the plans for merchandise management.
4. Infer the concept of retail management in marketing and the gaps in service delivery.
5. Recognize the various elements of retail price and promotional mix.

UNIT 1: INTRODUCTION

Retailing concept, nature, scope, and functions, Retailing scenario in India and its future prospects. Types of Retail Outlets. MNC's role in organized retailing.

UNIT 2: SITUATIONAL ANALYSIS

Retail institutions by ownership; Retail institutions by store-based strategy mix; Web, non-store based, and Other forms of nontraditional retailing.

UNIT 3: RETAILER RELATIONSHIP

Customer Relationship & Channel Relationship.

Retail Location & Site Selection: Factors affecting location decision, importance of location to a retailer, types of retail location, trading area analysis, Location based retail Strategies & Site Selection.

UNIT 4: STORE DESIGN

Interior & Exteriors, Store layout, Types of layouts, Factors affecting store layout & Display.

Store Administration: Space management, Managing store inventories and display.

Merchandise Management: Concept, Importance, devising merchandise plans & implementation of these plans

UNIT 5: PRICING IN RETAILING

Factors affecting retail price, retail pricing objectives & developing retail price strategy. **Retail Communication Mix:** elements of retail promotional mix, Planning retail promotional strategy & significance of retail image.

Text Books

1. Bajaj C., Tow, R. &Srivatsava, N. V. Retail Management. New Delhi: Oxford University Press.

Reference Books

1. Berman, B. and Evans, J. R. Retail Management. New Delhi: Pearson Education.
 2. Nair, S. Retail Management. New Delhi: Himalaya Publishing House Pvt. Ltd.
-

COURSE CODE & NAME: CMUBB6203T / PRODUCT & BRAND MANAGEMENT

COURSE OUTCOMES:

1. Infer the various aspects related to the evolution of a brand.
2. Discuss a framework to understand the new product development process.
3. Apply an understanding in pricing the product.
4. Interpret the dimensions of product management (Tools and metrics for developing product strategies.)
5. Compare the relationship between Corporate Strategy, Product and Brand Management

UNIT 1: INTRODUCTION TO PRODUCT MANAGEMENT

What is a Product- Product Personality, Types of Products- Product Line, and Product Mix. Factors influencing design of the product.

UNIT 2: DEVELOPING PRODUCT STRATEGY

PLC, Launching Strategies, Portfolio Management-BCG, GE, Porter's Model, Competitor's Analysis, Market potential, Product Demand pattern and Trend Analysis.

UNIT 3: NEW PRODUCT DEVELOPMENT

Product Differentiation and Positioning strategies, Market Potential & Sales Forecasting- Forecasting target market potential and sales- Methods of estimating market and sales potential, planning for involvement in international market.

UNIT 4: PRICING THE OFFER

Price Elasticity of Demand, Costs, Pricing Strategies. Concept of Product Testing. Test Marketing. Product Launch

UNIT 5: BRAND MANAGEMENT

What is a Brand, Types, Brand Development: Extension, Re launch-Product Vs Brands, Goods and services, Retailer and distributors, Brand challenges and opportunities, The brand equity concept, Identity and image, Building global brands, Branding failures, Packaging, Labeling

Text Books

1. Chunawalla, S. A. Brand Management. Himalaya Publishing House.

Reference Books

1. Kapferer, J. The New Strategic Brand Management. New Delhi: Viva Books.
2. Pati, D. Branding Concepts. New Delhi: Macmillan Publishing.

COURSE CODE & NAME: CMUBB6204T / CUSTOMER RELATIONSHIP MANAGEMENT

COURSE OUTCOMES:

1. Understand about the concept and significance of CRM.
2. Identify and understand about the various tools and techniques for implementing CRM
3. To understand marketing aspects of Customer relationship management
4. Discuss To understand about the various current trends in CRM.
5. Describe the concept of Customer relationship cycle

UNIT 1: INTRODUCTION AND SIGNIFICANCE OF CRM

CRM Concepts; benefits of CRM; challenges for CRM; CRM Model; CRM: success factors, the three levels of Service / Sales; The Myth of Customer Satisfaction; Understanding Principles of Customer Relationship; Relationship Building Strategies; Building Customer Relationship; Management by Customer Retention; Stages of Retention; Understanding Strategies to Prevent Defection and Recover Customers; CRM as a strategic marketing tool; CRM significance to the stakeholders.

UNIT 2: CRM PROCESS

Introduction and Objectives of a CRM Process; an Insight into CRM; The CRM cycle i.e. Assessment Phase; Planning Phase; The Executive Phase; Modules in CRM(sales force automation and call center), 4C's (Elements) of CRM Process; CRM Process for Marketing Organization; CRM Affiliation in Retailing Sector.

UNIT 3: IMPLEMENTATION AND TRENDS IN CRM

Choosing the right CRM Solution; Framework for Implementing CRM: a Step-by-Step Process: Five Phases of CRM Projects; Development of Customizations; power user Beta Test and Data Import; Train and Retain; Roll out and System Hand-off;

UNIT 4: CRM IN MARKETING

One-to-one Relationship Marketing, Cross Selling & up Selling, Behavior Prediction, Customer Profitability & Value Modeling, Channel Optimization, Event-based marketing.

UNIT 5: CRM CURRENT TRENDS

e-CRM/online CRM, Key e-CRM features, Data Warehousing – Data mining for CRM, an introduction to CRM software packages

Text Book

1. Kumar, V. & Werner, J. Customer Relationship Management - A Database

Reference Book:

1. Mohammed, H. P. & Sagadevan, A. Customer Relationship Management. Noida: VikasPublishing House.
2. Paul, G. CRM-Essential Customer Strategies for the 21st Century. New Delhi: Tata McGrawHill.

COURSE CODE & NAME: CMUBB6301T / PORTFOLIO MANAGEMENT

COURSE OUTCOMES:

1. To have knowledge about various alternative investment techniques.
2. Understand the concept of portfolio management, techniques and application of techniques in real life experience
3. Critically evaluate portfolio management techniques and implement them to specific portfolio problems.
4. Assess and infer recommendations for portfolio construction, based on the requirements of a client.
5. Examine the knowledge across business disciplines.

UNIT 1: INTRODUCTION

Introduction: The Investment Environment, Financial Markets, Investment Alternatives, Trading Procedure, Investment Approaches, Structure of Securities Market, Participants in Security Market,

UNIT 2: REGULATORY MECHANISM

SEBI and its Guidelines; Investor Protection. Concept and Measurement of Risk & Return. Market Efficiency, Empirical Evidence on Security Returns. EMH & its implications for investment decision. Adaptive Markets, Hypothesis (AMH) as an Alternative to the Efficient Market Hypothesis (EMH)

UNIT 3: VALUATION OF EQUITY

Nature of equity instruments, Equity Valuation Models. Approaches to equity valuation: Technical Approach: Overview of Concept & Tools Used Fundamental Approach: Economy, Industry and Company Analysis. Fixed Income Securities: Nature of Bonds, Bond Prices and Yields, Term Structure of Interest Rates, Managing Bond Portfolio, and Bond Theorem.

UNIT 4: PORTFOLIO THEORY & EQUILIBRIUM IN CAPITAL MARKETS

Portfolio Return & Risk, Efficient Frontier, Optimal Portfolio, Risk-less Lending & Borrowing, Optimal Risky Portfolio, Capital Asset Pricing Model, Single-Index and Multifactor, Models, Arbitrage Pricing Theory

UNIT 5: PORTFOLIO MANAGEMENT

Portfolio Management Process, Approaches to Portfolio Construction, Determinants of Objectives, Choice of Asset Mix, Formulation of strategy, Portfolio Execution, Portfolio Evaluation and Portfolio Revision. Portfolio Management and Performance Evaluation: Performance Evaluation of Existing Portfolio: Sharpe, Treynor, Jensen, Fama Measures.

Text Books

1. Investment Analysis and Portfolio Management – Prasanna Chandra, 4/e, TMH, 2017

Reference Books:

2. Security Analysis & Portfolio Management- Kevin S, 10/e, PHI, 2011.
 3. Investments – ZviBodie, Kane, Marcus & Mohanty, 8/e, TMH, 2010.
 4. Investment Science- Luenberger, 1st Edition, OUP, 201
-

COURSE CODE & NAME: CMUBB6302T / TAX PLANNING**COURSE OUTCOMES:**

1. Tell basic knowledge about taxation laws
2. Interpret principles and provisions in Income –tax Act, 1961.
3. Classify and compare income under various headings
4. Illustrate the main concepts and principles of Income Tax

UNIT 1: INTRODUCTION TO INCOME TAX ACT, 1961

Basic Concepts: Income, Agricultural Income, Casual Income, Assesse, Assessment Year, Previous Year, Gross Total Income. Tax Evasion, Avoidance

UNIT 2: TAX PLANNING

Mutual relationship between Income tax Act and Finance Act. Interpretation of tax laws.

UNIT 3: HEADS OF INCOME

Residential Status and Tax Liability, Income From House Property, Simple Numerical. Income From Business & Profession-Simple Numerical, Income From Salaries– Meaning,

UNIT 4: HEADS OF INCOME

Allowances Perquisites, Valuation of Perquisite s, Provident Fund, Retirement Benefits. Simple Numerical, Income From Capital Gains, Income from other sources

UNIT 5: DEDUCTIONS

Determination of Gross Total Income and tax liability of an individual. Simple Numerical. Deductions under section 80 C to 80 U.

Text Book

Singhanian, V. K. & Singhanian, M. Students' Guide to Income Tax with Service Tax and ValueAdded Tax. New Delhi: Taxmann Publications Pvt. Ltd.

Reference Book

Ahuja, G. & Gupta, R. Systematic approach to Income Tax. New Delhi: Bharat Law house.

COURSE CODE & NAME: CMUBB6303T / BEHAVIOURAL FINANCE**COURSE OUTCOMES:**

1. To comprehend the major concepts and topics of behavioural finance.
2. To understand some psychological biases which lead to various anomalies
3. To be familiar with various theories related to behavioural finance.
4. To understand the various effects like endowment, disposition etc.
5. To understand investors' behaviour in secondary markets

UNIT 1: BEHAVIORAL FINANCE-OVERVIEW

Introduction to Behavioral Finance-Overview, History of Behavioral Finance; From standard finance to behavioral finance- Are financial markets efficient?, Limits to arbitrage- Fundamental Risk, Noise Trader Risk, Implementation cost, evidence of limits to arbitrage

UNIT 2: THEORIES

Cognitive biases, beliefs and heuristics-Preferences: Prospect Theory, Ambiguity aversion, Loss aversion, Framing, Non-consequentialism: Disjunction Effect, Self- deception

UNIT 3: NOTIONS AND RELATED CONCEPTS

Neuro- finance (introduction only); Mental Accounting, Self-control, Regret avoidance and Cognitive dissonance, Representativeness and Availability, Anchoring and Belief perseverance, Overconfidence, Optimism and wishful thinking, Overreaction and Conservatism, Self- attribution, Regency bias

UNIT 4: VARIOUS EFFECTS

Endowment effect, Disposition effect, reference price effect, Herd Behavior, hindsight, winners' curse, cognitive dissonance, familiarity bias, status quo bias, law of small numbers, information overload

UNIT 5: APPLICATIONS

Aggregate Stock Market: Equity Premium Puzzle-prospect theory, loss aversion; The Volatility Puzzle-beliefs, p
References: The Cross Section of Average returns- size premium, long term reversals, predictive power of scaled price ratios, momentum, event studies.

The closed end funds and co movement: investor behavior (saving and investment)- insufficient diversification, naïve diversification, excessive trading, the selling decision, the buying decision. Corporate Finance: Security Issuance, Capital structure and Investment, Dividends, Managerial Irrationality.

Text Book

1. Forbes, William, “Behavioural Finance”, Student ed, Wiley Publication

Reference Book

1. Shleifer, Andrei. “Inefficient Markets-An Introduction to Behavioral Finance”. Oxford University Press.
2. Thaler, Richard & Barberis, Nicholas. (2002) A Survey of Behavioral Finance,
3. Kahneman, Daniel & Tversky, Amos. (2000). “Choices, Values and Frames”. Cambridge University Press

COURSE CODE & NAME: CMUBB6304T / CORPORATE ACCOUNTING

COURSE OUTCOMES:

1. Show the accounting procedure.
2. Discuss about such concepts as liquidation, amalgamation and accounting of holding company
3. Infer in-depth knowledge of issuance and valuation of shares
4. Interpret profit and loss prior to incorporation
5. Describe the concept of corporate Accounting in management.

UNIT 1: ISSUE OF SHARES

Calls in arrears and Calls in Advance, Forfeiture and Re-issue of forfeited shares.

Valuation of Shares- Meaning, factors affecting valuation, Different methods of valuation of shares, Numerical

UNIT 2: VALUATION OF GOODWILL

Meaning, Types of Goodwill, Different methods of Valuation of Goodwill, Numerical **Amalgamation-** Merger and Acquisition, Different methods of purchase consideration. Numerical

UNIT 3: LIQUIDATION OF A COMPANY

Liquidators' final statement of account, Numerical.

UNIT 4: ACCOUNTING OF HOLDING COMPANY

Accounting of holding company & subsidiary company – Preparation of Consolidated Balance Sheet and calculation of minority interest. Numerical

UNIT 5: PROFIT PRIOR TO INCORPORATION

Calculation of profit prior and post to incorporation. Numerical

Text Book:

1. Gupta, R. L. Company Accounts. New Delhi: Sultan Chand & Sons.

Reference Book:

1. Maheswari, S. N. Corporate Accounting. Noida: Vikas Publication House.
2. Shukla, M. C., Grewal, T. S. & Gupta, S. C. Advanced Accounts. New Delhi: S. Chand & Co.