

MES Garware College of Commerce, Pune, India (Autonomous)
T. Y. BBA (NEP PATTERN 2023-24) SEMESTER – V
COURSE CURRICULUM

Sr. No.	Course Code	Course Title	Credits	Page No.
MAJOR CORE (A)				
1	23BB5-A016	International Marketing	4	2
2	23BB5-A017	Brand Management	4	5
3	23BB5-A026	Direct & Indirect Taxation	4	8
4	23BB5-A027	Securities and Portfolio Management	4	11
5	23BB5-A036	International Human Resources Management	4	14
6	23BB5-A037	Training and Development	4	17
7	23BB5-A231	Fundamentals of Business Analytics	2	20
MAJOR ELECTIVE (B)				
8	23BB5-B241	Project Management	4	23
VSC (C)				
9	23BB5-C251	Decision Making and Risk Management	2	26
FP / OJT / CEP (E)				
10	23BB5-E011	Field Project (FP) - Marketing Specialisation	2	28
11	23BB5-E021	Field Project (FP) - Finance Specialisation	2	30
12	23BB5-E031	Field Project (FP) - HR Specialisation	2	34
MINOR (F)				
13	23BB5-F261	Corporate Social Responsibility	4	38
Total Credits			16	

Note : Click on the Course Code or Course Title to access the link to Course Details

Major Core (A)

Course Code: 23BB5-A016	Subject / Course: International Marketing	Marks: 100 Credits: 4
Depth of the Course- Functional Knowledge of International Marketing. Course Objectives: <ol style="list-style-type: none"> 1. To study the scope and concept of International Marketing. 2. To know the international market entry and distribution strategy. 3. To understand the international product policy and planning in international markets. 4. To study the pricing and promotion decision policies at an international level. 		
Course Outcome: CO1: To develop adequate conceptual base in International Marketing. CO2: To understand the international market entry and distribution strategy in international marketing. CO3: To acquaint with the international product policy and planning in International Marketing. CO4: To familiarize with the pricing and promotion decisions mechanism at the international level.		

Unit	Unit Title	Contents	No. of Lectures
I	Introduction to International Marketing	1.1 Opportunities and challenges in International Marketing, 1.2 International Marketing vs. Domestic Marketing, 1.3 Principles of International Marketing, 1.4 MNCs and TNCs.	15
II	International Market Entry and distribution strategy	2.1 International market selection process, 2.2 Foreign manufacturing strategies with and without Direct Investment, 2.3 International Entry Modes and Market Entry Strategies of Indian firms. 2.4 International distribution strategy, 2.5 Factors influencing the channel decision	15

Unit	Unit Title	Contents	No. of Lectures
		2.6 Channel selection decision.	
III	International Product Policy and Planning	3.1 Need for product planning, product adaptation, 3.2 Product Standardization, International product positioning, 3.3 Product life cycle in International Marketing, Product, and culture, 3.4 Branding in International Market, International Branding Strategy, 3.5 International Packaging, 3.6 International marketing Planning and control.	15
IV	International Pricing and Promotion decisions	4.1 Environmental influences on Pricing Decisions, Grey Market goods, 4.2 Transfer pricing, Global Pricing – Policy Alternatives. 4.3 International promotional decisions Global advertising selecting an advertising agency. 4.4 Initiatives of Government Organizations for promoting various sectors- State Tourism, Foreign Investments (Magnetic Maharashtra etc.) and Economic Forums	15
Total No of Lectures			60

Suggested Readings:

Sr. No.	Name of Book	Author	Publication	Place
1	International Marketing	Michael R. Czinkota & Ilkka A. Ronkainen	Cengage Learning	Delhi
2	International Marketing Management	Varshney	Sultan Chand & Sons	New Delhi
3	International Marketing	Rakesh Mohan Joshi	Oxford University Press	New Delhi
4	International Marketing (Including Export Management)	Francis Cherunilam	Himalaya Publishing House	Mumbai

Sr. No.	Name of Book	Author	Publication	Place
5	Global Marketing Strategy	Douglas & Craig	McGraw-Hill Education; International Ed edition	United States
6	International Marketing (Text and Cases)	Francis Cherunilam	Himalaya Publishing House	Mumbai

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Course Code: 23BB5-A017	Subject / Course : Brand Management	Marks: 100 Credits: 4
Course Objectives : <ol style="list-style-type: none"> 1. To develop an understanding about the brand elements and branding models. 2. To develop an understanding about the positioning of brands and its strategies. 3. To develop an understanding about the brand image building plans and strategies. 4. To develop an understanding about brand valuation and its process. 		
Course Outcome : On completion of the course, student shall be able to, CO1: Understand the branding elements and various brand equity models. CO2: Understand the different brand positioning and its strategies. CO3: Understand the brand image building plans and its strategies. CO4: Understand the brand valuation and its process		

Unit	Unit Title	Contents	No. of lectures
I	Introduction to Brand.	1.1 Definition of Brand & Importance of Branding 1.2 Branding Challenges and Opportunities 1.3 Brand Equity Concept 1.4 Brand Equity Models 1.5 Brands vs. Products Constituents of a Brand: Brand Elements 1.6 Brand Identity & Image and Personality 1.7 Brand DNA, Kernel, Codes and Promises 1.8 Point of Distribution and Point of Purchase.	14
II	Brand Positioning	2.1 Basic Concepts of Branding, Risks, Brands and Consumers 2.2 Competitive Advantage through Strategic Positioning of Brands 2.3 Points of Parity, Points of Difference 2.4 Brand Building: Designing Marketing Programmes to Build Brands 2.5 Role of Social Media in Brand Building 2.6 Managing and Sustaining Brands Long-term	16

Unit	Unit Title	Contents	No. of lectures
		2.7 Branding Industrial Products, Services and Retailers	
III	Brand Image.	3.1 Image Dimensions 3.2 Brand Associations & Image 3.3 Brand Identity: Perspectives, Levels and Prisms 3.4 Managing Brand Image, Stages, Functional, Symbolic and Experiential Brands 3.5 Brand Audits, Brand Loyalty, Cult Brands 3.6 Handling Name Changes and Brand Transfer 3.7 Brand Revitalisation and Rejuvenation.	15
IV	Brand Valuation.	4.1 Methods of Valuation 4.2 Implications for Buying & Selling Brands. 4.3 Leveraging Brands: Brand Extension 4.4 Brand Licensing, Co-branding 4.5 Brand Architecture and Portfolio Management 4.6 Global Branding Strategies, Building and Managing Brands Across Boundaries 4.7 Building Brands Online, Indianisation of Foreign Brands and Taking Indian Brands Global. 4.8 Umbrella Branding – Introduction and Concept.	15
Total No of Lectures			60

Suggested Readings:

Sr. No.	Title of the Book	Author/s	Publication
1.	Brand Management	Gulnar Sharma, Karan Singh	Himalaya Publishing House
2.	Brand Management: Principles and Practices	Dutta, K	Oxford University Press
3	The Seven Principles of Brand Management	Gupta, N. R	Tata McGraw-Hill Education

Sr. No.	Title of the Book	Author/s	Publication
4	Brand Management: The Indian Context	YLR Moorthi	Vikas Publishing House
5	Building Strong Brand	David Aaker	Simon & Schuster,

Suggested Web / E learning Resources:

SR NO	Topic	Lectures (Available on Youtube / Swayam / MOOCS etc)	Films	Journals / Articles / Case studies
1	Introduction	Beginning Graphic Design: Branding & Identity - YouTube	HOW TO: Design a Brand Identity System - YouTube	What is Branding? - Why is Branding important? - Get the Answers Here (oberlo.in)
2	Brand Positioning	What Is Brand Positioning? [With Examples] - YouTube	Brand Positioning Brand Repositioning FMCG Marketing Sandeep Ray - YouTube	Brand Positioning: Definition, Importance, Examples and Strategy Steps (marketing91.com)
3	Brand Image	Brand Image I Marketing Management I Dr. Vijay Prakash Anand - YouTube	Brand Equity, Brand Image, Brand Loyalty - YouTube	What Is Brand Image? - Importance & Examples Feedough
4	Brand Valuation	BRAND VALUATION by CA. Sudipta Bhattacharjee on #CAring - YouTube	Brand Valuation methods of Brands F.Y.B.Com Sem 2 SPPU Lecture 7 - YouTube	Brand Valuation – Approaches And Methods - Advertising, Marketing & Branding - India (mondaq.com)

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Course Code : 23BB5-A026	Subject / Course : Direct & Indirect Taxation	Total Marks: 100 Credits: 4
Course Objectives : <ol style="list-style-type: none"> 1. To understand the Taxation System in India and Income under the Head Salary as per Income Tax Act, 1961. 2. To understand the Income under the Head House Property, Business & Profession, Capital Gain & Other Sources. 3. To study the process of calculating Total Taxable Income and Filing of online Income Tax Return (ITR) 4. To study the functioning of Goods and Services Tax in India. 		
Course Outcome : After completing the Course, the student shall be able to: <p>CO1: Understand Taxation System in India and compute Income under the Head Salary as per Income Tax Act, 1961</p> <p>CO2: Compute the Income under the heads House Property and Business & Profession.</p> <p>CO3: Calculate the Total Taxable Income and Demonstrate the process of filing of online Income Tax Return (ITR).</p> <p>CO4: Analyse and Evaluate the functioning of Goods and Services Tax in India</p>		

Unit	Unit Title	Contents	No. of Lectures
I	Introduction to Income Tax act 1961 and Income from Salary	1.1 Taxation System in India, Introduction to Income Tax Act 1961, Distinguish between Direct and Indirect Tax 1.2 Important Definitions and Concepts - Income, Person, Assessee, Assessment Year, Previous Year etc., 1.3 Residential Status of a Person. 1.4 Incomes exempted under Section 10 1.5 Income from Salary: Salient features, Meaning of salary, Allowances and tax Liability- Perquisites and their Valuation, Deduction from salary. (Theory and basic practical cases)	20
II	Income from house property, profits	2.1 Income from House Property: Basis of Chargeability-Annual Value- Self occupied, Let	16

Unit	Unit Title	Contents	No. of Lectures
	and gains from business/profession, Capital gain and income from other sources as per Income Tax Act, 1961	<p>out property and deemed to be let out property- Deductions allowed. (Theory and basic practical cases).</p> <p>2.2 Profits and Gains of Business and Profession: Deductions expressly allowed and disallowed etc. (Theory and basic practical cases).</p> <p>2.3 Capital Gains: Chargeability- Meaning and concept of short term and long-term, Capital gains-permissible deductions (Only Theory).</p> <p>2.4 Income from Other Sources Chargeability- Meaning and important concept. (Only Theory).</p>	
III	Computation of Total Taxable Income & Filing of Online ITR	<p>3.1 Meaning and concept, Gross Total Income –</p> <p>3.2 Deduction U/S -80 and Tax Liability for respective Assessment Year.</p> <p>3.3 Various types of Assessment and Income Tax Returns</p> <p>3.4 Tax Deducted at Source (TDS), Tax Collection at Source, Permanent Account Number (PAN) Advance payment of Tax</p>	12
IV	Introduction to Goods and Services Tax (GST)	<p>4.1 Meaning, History, Features of Goods and Services Tax (GST)</p> <p>4.2 Advantages and Disadvantages of Goods and Services Tax (GST)</p> <p>4.3 GST Council and its Functions</p> <p>4.4 Registration under GST- Procedure and Documentation</p> <p>4.5 Levy of GST</p> <p>4.6 Exemptions from Levy of GST</p>	12
Total Number of Lectures			60

Suggested Readings:

Sr. No.	Title of the Book	Author/s	Publication	Edition	Place
1.	Taxmann's Students' Guide to Income Tax.	Dr. Vinod K Singhania and Dr. Monica Singhania	Taxmann Publication	--	--
2.	Practical Approach to Income Tax	Girish Ahuja, Ravi Gupta	Wolters Kluwer India	--	--

Sr. No.	Title of the Book	Author/s	Publication	Edition	Place
			Private Limited		
3.	Income Tax Laws	V K Singhania	Taxmann Publication	--	--
4	Direct Tax Laws and Practice	Vinod Singhania	Taxmann Publication		

Suggested Web / E-learning Resources:

SR NO	Topic	Lectures (Available on Youtube / Swayam / MOOCS etc)	Journals / Articles / Case studies
1	Direct Tax Laws & Practice	Direct Tax Laws & Practice	Journal issued by Chartered Accountant of India

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Course Code : 23BB5-A027	Subject / Course : Securities and Portfolio Management	Total Marks: 100 Credits: 4
Course Objectives: <ol style="list-style-type: none"> 1. To provide a fundamental understanding of investment principles and the functioning of financial markets. 2. To introduce students to the structure, role, and regulations of the securities market. 3. To develop analytical skills for evaluating equity and fixed-income securities using fundamental and technical analysis. 4. To familiarize students with portfolio management theories, strategies, and risk-return optimization. 		
Course Outcome: <p>CO1: Explain the fundamentals of investment, financial markets, and the regulatory framework governing securities markets.</p> <p>CO2: Differentiate between primary and secondary markets and assess the role of stock exchanges such as BSE and NSE.</p> <p>CO3: Analyse securities using valuation techniques, including time value of money, dividend discount models, and price-earnings ratios.</p> <p>CO4: Apply fundamental and technical analysis tools to evaluate stocks and bonds for investment decision-making.</p>		

Unit	Unit Title	Contents	No of Lectures
I	Introduction to Securities Market	1.1 Basics of Investment: Meaning, Objectives, Process 1.2 Financial Markets: Primary vs. Secondary Markets, Role of Stock Exchanges (BSE, NSE) 1.3 Securities Market Regulators: SEBI's Role & Guidelines for Initial Public Offerings (IPO) 1.4 Stock Market Indices: Sensex, NIFTY – Composition & Importance 1.5 Trading in Stock Market: Demat & Trading Accounts	15

Unit	Unit Title	Contents	No of Lectures
II	Security value and Analysis	2.1 Time Value of Money in Investment Decisions 2.2 Equity Valuation: Dividend Discount Model, Price-Earnings Ratio Approach 2.3 Bond Valuation: Yield to Maturity (YTM), Duration & Convexity 2.4 Fundamental Analysis: Meaning, Importance, Economic, Industry, and Company Analysis 2.5 Technical Analysis: Meaning, Importance, Dow Theory, Candlestick Charts, Moving Averages, Relative Strength Index (RSI)	15
III	Portfolio Management Theories and Strategies	3.1 Portfolio Management: Meaning, Importance, Process, Active Vs Passive Investment strategies. 3.2 Portfolio Theories and Models: Markowitz Portfolio Theory (Risk-Return Optimization), Capital Asset Pricing Model (CAPM), Arbitrage Pricing Theory (APT) 3.3 Portfolio Diversification & Asset Allocation: Role of Diversification in Risk Reduction, Portfolio Construction Strategies (Aggressive, Defensive, Balanced), Asset Allocation Strategies (Strategic vs. Tactical)	15
	Portfolio Evaluation & Recent Trends	4.1 Portfolio Performance Evaluation: Performance Measures: Sharpe Ratio, Treynor Ratio, Jensen's Alpha, Benchmarking Portfolio Performance. 4.2 Behavioural Finance in Investment Decisions: Investor Psychology and Market Anomalies 4.3 Recent Trends in Securities & Portfolio Management: Algorithmic Trading & Robo-Advisors, ESG (Environmental, Social & Governance) Investing	15
Total No of Lectures			60

Suggested Readings:

Sr. No.	Title of Book	Author/s	Publication
1	Investment Analysis and Portfolio Management	Prasanna Chandra	McGraw Hill Education
2	Security Analysis and Portfolio Management	Sudhindra Bhat	Excel Books
3	Financial Markets and Institutions	Frederic Mishkin & Stanley Eakins	Pearson Education
4	Indian Financial System	Bharati V. Pathak	Pearson India

Suggested Web / E-learning Resources:

SR NO	Topic	Lectures (Available on Youtube / Swayam / MOOCS etc)	Films	Journals / Articles / Case studies
1	Introduction to Securities Market	https://www.youtube.com/user/sebivideos	<i>The Big Short</i> (2015) – Based on the financial market collapse.	SEBI Guidelines & Regulations – https://www.sebi.gov.in
2	Security value and Analysis	https://nptel.ac.in/courses/110/107/110107144/	<i>Wall Street</i> (1987) – Fictional but relevant to securities and valuation.	Journal of Financial Economics – Security analysis models.
3	Portfolio Management Theories and Strategies	https://nptel.ac.in/courses/110/107/110107145/	<i>Moneyball</i> (2011) – Though sports-related, it applies statistical models like portfolio optimization	Case Study on Risk & Return in Emerging Markets (Harvard Business School)
4	Portfolio Evaluation & Recent Trends	https://www.coursera.org/learn/financial-risk-management	<i>The Wolf of Wall Street</i> (2013) – Highlights behavioral finance and market anomalies.	Journal of Behavioral Finance - Investor Psychology & Market Trends

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Course Code: 23BB5-A036	Subject / Course: International Human Resources Management	Marks: 100 Credits: 4
Course Objectives: <ol style="list-style-type: none"> 1. To Understand the Scope, Challenges and Complexities of managing human resources in a global context. 2. To Analyze the impact of cultural, legal, and economic factors on international HRM practices. 3. To Develop strategies for global talent acquisition, development, and retention. 4. To Evaluate approaches to international compensation and benefits. 		
Course Outcome: After completing the course, the student shall be able to <p>CO1: Identify and analyze the differences in HRM practices across various countries and regions.</p> <p>CO2: Formulate international HR policies and strategies that are sensitive to diverse global environments.</p> <p>CO3: Develop effective approaches for managing a multinational workforce.</p> <p>CO4: Design international compensation and benefit packages that are competitive and compliant with local regulations.</p>		

Unit	Unit Title	Contents	No. of Lectures
I	Introduction to International HRM	1.1 Definition and Scope of International HRM 1.2 Differences between Domestic and International HRM 1.3 Globalization and its Impact on HRM 1.4 The Role of the International HR Manager 1.5 Challenges in International HRM 1.6 Ethical Considerations in International HRM 1.7 Managing Employee Relations Across Borders	14
II	International Talent Acquisition and Management	2.1 Knowledge Management and Human Resource 2.2 International Human Resource Planning 2.3 Mergers, Acquisitions & Outsourcing 2.4 Global Recruitment Strategies and Sources	16

Unit	Unit Title	Contents	No. of Lectures
		2.5 Cross-Cultural Selection and Assessment 2.6 International Assignments and Expatriate Management 2.7 Repatriation and Career Management for Global Employees 2.8 Managing a Diverse Global Workforce	
III	International Compensation and Benefits	3.1 Factors Affecting International Compensation 3.2 Developing International Compensation Strategies 3.3 Types of International Compensation Packages (e.g., Balance Sheet Approach) 3.4 International Benefits and Social Security Systems 3.5 Performance Management in a Global Context	15
IV	Cross-Cultural Training and Development	4.1 Meaning of Cross Cultural Training 4.2 The Importance of Cross-Cultural Training 4.3 Assessing Cross-Cultural Training Needs 4.4 Types of Cross-Cultural Training Programs 4.5 Developing Global Leadership and Management Skills 4.6 Evaluating the Effectiveness of International Training and Development	15
Total No of Lectures			60

Suggested Readings :

Sr. No.	Title of the book	Author	Publication
1	International Human Resource Management.	K. Aswathappa & Sadhna Dash	Mcgraw Hill
2	International Human Resource Management	Subba Rao, P	Himalaya Publishing House

Sr. No.	Title of the book	Author	Publication
3	Human Resource Management: Text and Cases	V. S. P. Rao	Excel Books
4	International Human Resource Management: Managing People in a Multinational Context	Dowling, P., Festing, M., & Engle, A	Cengage Learning

Suggested Web / E-Learning Resources:

Sr. No.	Topic of the course	Lectures (Available on Youtube / Swayam / MOOCS etc.)
1	Introduction to International HRM	Course Name :- Principles of HRM:- https://archive.nptel.ac.in/courses/110/105/110105069/
2	Global Talent Acquisition and Management	Course Name:- Talent Acquisition and Management:- https://onlinecourses.nptel.ac.in/noc21_mg34/preview
3	International Compensation and Benefits	Course Name:- Performance and Reward Management:- https://onlinecourses.nptel.ac.in/noc22_mg102/preview
4	Cross-Cultural Training and Development	Course Name:- Performance and Reward Management:- https://onlinecourses.nptel.ac.in/noc22_mg102/preview

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Course Code: 23BB5-A037	Subject / Course : Training and Development	Marks: 100 Credits: 4
Course Objectives: <ol style="list-style-type: none"> 1. To Understand the concept, importance, and role of training and development in organizations 2. To Analyse about various training methods, techniques, and tools used in Organisations. 3. To Understand the process and perspectives for Designing a Training Program. 4. To Develop skills for Evaluating and Measuring Training effectiveness and Know Government Initiatives 		
Course Outcome: After completing the course, the student shall be able to <p>CO1: Explain the concept, importance, and role of training and development in organizations</p> <p>CO2: Identify and Assess various Training Methods, Techniques and Tools used in Organisations.</p> <p>CO3: Designing the Process of Training Program and develop the skills for it.</p> <p>CO4: Assess the effectiveness of Training Programs and Study the Role of Government in skilling.</p>		

Unit	Unit Title	Contents	No. of Lectures
I	Introduction to Training and Development	1.1 Concept and Importance of Training and Development (Re-engineering, Downsizing, Technology driven change, etc.) 1.2 Difference Between Training, Development, and Education 1.3 The Role of HR in Employee Training and Organizational Learning & Development (L&D) 1.4 Training Needs Analysis (TNA) and Skill Gap Assessment 1.5 The Impact of Globalization on Training & Development 1.6 Current Trends and Future of Training and Development	14

Unit	Unit Title	Contents	No. of Lectures
		1.7 Strategic Issues in HRM and Employee Turnover	
II	Training Methods and Techniques	2.1 Effective Management of People & Basic Theories About Ability, Motivation & Opportunity 2.2 On-the-Job Training (OJT) {On Boarding} vs. Off-the-Job Training 2.3 Instructor-Led Training (ILT), E-learning, and Virtual Training 2.4 Simulation-Based Training, Role Plays, and Case Studies 2.5 Experiential Learning, Gamification, and Microlearning 2.6 Use of AI, AR/VR, and Digital Learning Platforms in Training 2.7 Developing Management Talent & Team Building	16
III	Training Design	3.1 Meaning of Training Design 3.2 Training Process 3.3 Perspectives for Designing a Training Program 3.4 Types of Training 3.5 Key Factors in Designing a Training Program 3.6 Assessment Centre for Management Development 3.7 Training of Trainers (TOT) Programmes	14
IV	Evaluating Training Effectiveness & Government Initiatives	4.1 Training Evaluation Models – Kirkpatrick, Phillips ROI Model 4.2 Pre-Training and Post-Training Evaluation Techniques 4.3 National and International Training Policies – India vs. Global 4.4 Areas of Global Training & Development 4.5 Skill Development Initiatives in India & Legal Compliances – NSDC, PMKVY, Apprenticeships 4.6 Future of Learning – AI, Automation, Remote Learning, and Beyond 4.7 Continuous Learning	16
Total No of Lectures			60

Suggested Readings:

Sr. No.	Name of the Book	Author	Publication
1	Effective Human Resource Training and Development Strategy.	Dr. B Rathan Reddy	Himalaya Publishing
2	Human Resource Management: Text & Cases	K. Aswathappa & Sadhna Dash	Mcgraw Hill
3	Employee Training and Development	Noe R.A	Mcgraw Hill
4	Training and Development in Indian Organizations.	Ghosh, N	SAGE Publication
5	Skill Development in India	K A Rasure	Manglam Publications

Suggested Web / E-Learning Resources:

Sr. No.	Topic of the course	Lectures (Available on Youtube / Swayam / MOOCS etc.)
1	Introduction to Training and Development	Course name:- Training and Development https://onlinecourses.nptel.ac.in/noc22_hs63/preview
2	Training Methods and Techniques	Course name:- Training of Trainers https://onlinecourses.nptel.ac.in/noc19_mg32/preview
3	Training Design	Course name:- Training and Development https://onlinecourses.nptel.ac.in/noc22_hs63/preview
4	Evaluating and Measuring Training Effectiveness	Course name:- Training and Development https://onlinecourses.nptel.ac.in/noc22_hs63/preview

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Course Code: 23BB5-A231	Subject / Course : Fundamentals of Business Analytics	Marks: 50 Credits: 2
Course Objectives: <ol style="list-style-type: none"> 1. To develop an understanding about the computation and data aggregation. 2. To develop an understanding about data analysis using pivot tables and charts. 3. To develop an understanding about the use of R and textual data analysis. 		
Course Outcome: After completing the course, the student shall be able to CO1: Describe skills for computation and aggregation of data using spreadsheets. CO2: Analyse data with the help of pivot tables and pivot charts. CO3: Analyse data using R packages and interpret the results and Examine textual data analysis using R		

Unit	Unit Title	Contents	No. of Lectures
I	Introduction	1.1 Introduction - Data and Data Science 1.2 Data analytics and data analysis 1.3 Classification of Analytics 1.4 Application of analytics in business 1.5 Types of data: nominal, ordinal, scale 1.6 Big Data and its characteristics 1.7 Applications of Big data. 1.8 Challenges in data analytics.	10
II	Data Preparation, Summarisation and Visualization Using spreadsheet.	2.1 Data Preparation, Summarization and Visualization Using spreadsheet 2.2 Data Preparation and Cleaning 2.3 Sort and filter 2.4 Conditional formatting 2.5 Text to Column 2.6 Removing Duplicates 2.7 Data Validation, identifying outliers in the data 2.8 Covariance and correlation matrix 2.9 Moving Averages 2.10 Finding the missing value from data 2.11 Summarization	10

Unit	Unit Title	Contents	No. of Lectures
		2.12 Visualization: scatter plots, line charts, histogram, etc. 2.13 Pivot Tables, pivot charts and interactive dashboards.	
III	Getting started with R, Predictive and Textual Analysis.	3.1 Introduction to R 3.2 Advantages of R 3.3 Basics of textual data analysis, significance, application, and challenges. 3.4 Introduction to Textual Analysis using R, 3.5 Importing Data file 3.6 Data visualization using charts: histograms, bar charts, Simple Linear Regression models 3.7 Confidence & Prediction intervals 3.8 Measure of Central Tendency, Measure of Dispersion 3.9 Relationship between variables: Covariance, Correlation and coefficient of determination.	10
Total No of Lectures			30

Suggested References :

- Alexander, M., Decker, J., & Wehbe, B. (2014). Microsoft business intelligence tools for spreadsheet analysis. New Jersey, United States: Wiley.
- Giri, A., & Paul, P. (2021). Applied marketing analytics: using spss (modeler, statistics and amos graphics). Delhi, India: PHI Learning Pvt. Ltd.
- Kumar, D. U. (2017). Business analytics: the science of data driven decision making. New Jersey, United States: Wiley.
- McKee, A. (2003). Textual analysis: a beginner's guide. London, United Kingdom: Sage Publication.
- Motwani, B. (2019). Data analytics with r. New Jersey, United States: Wiley.
- North, M. (2012). Data mining for the masses. Athens, Greece: Global Text Project.
- Ohri, A (2012). R for business analytics. Springer.
- Paul, T. (2011). R cookbook. New York, United States: O Reilly Media.

- Provost, F., & Fawcett, T. (2013). Data science for business. New York, United States: O'Reilly Media.
- Rao, P. H. (2013). Business analytics—an application focus. Delhi, India: PHI Learning Private Limited

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Major Elective (B)

Course Code: 23BB5-B241	Subject / Course : Project Management	Marks: 100 Credits: 4
Course Objectives: <ol style="list-style-type: none"> 1. Recall and define key concepts related to Project Management. 2. Explain the role of strategy and planning in Project Management. 3. Apply principles of time, cost, and quality planning to project scenarios. 4. Analyze project delivery and control mechanisms for effective execution. 		
Course Outcome: After completing the course, the student shall be able to CO1: Describe the fundamental concepts of Project Management CO2: Explain and interpret strategic planning principles in Project Management CO3: Utilize methods for time, cost, and quality planning in project execution CO4: Evaluate project delivery and control mechanisms for optimization		

Unit	Unit Title	Contents	No. of Lectures
I	Introduction to Project Management	1.1 Define and recall key terms such as Project, Project Management, and its functions (Remember). 1.2 Explain the scope, objectives, and principles of Project Management (Understand). 1.3 Identify different types of projects and their complexities in a global scenario (Understand, Apply). 1.4 Compare and contrast the role of a Project Manager, their skills, and required knowledge (Analyze). 1.5 Examine the impact of culture on Project Management (Analyze).	16
II	Strategy planning & Project Management	2.1 Explain the need for strategy in Project Management (Understand). 2.2 Apply resource coordination techniques for project efficiency (Apply).	16

Unit	Unit Title	Contents	No. of Lectures
		2.3 Develop a Work Breakdown Structure (WBS) for project organization (Apply, Create). 2.4 Evaluate stakeholder management strategies for project success (Analyze, Evaluate). 2.5 Assess technical, financial, and risk factors in project analysis (Evaluate). 2.6 Perform a Social Cost-Benefit Analysis to justify project viability (Apply, Analyze)	
III	Time, Cost and Quality Planning	3.1 Explain the significance of time, cost, and quality planning in projects (Understand). 3.2 Construct Gantt Charts and perform Critical Path Analysis (Apply, Create). 3.3 Compare PERT and CPM techniques for scheduling optimization (Analyze). 3.4 Utilize process improvement tools like Fishbone and SIPOC to enhance quality (Apply, Analyze). 3.5 Assess project team structures and their effectiveness in execution (Evaluate).	16
IV	Project Delivery & Control	4.1 Explain the characteristics and importance of control systems (Understand). 4.2 Identify and measure variations using control mechanisms (Apply). 4.3 Implement feedback and corrective actions to optimize project performance (Apply, Analyze). 4.4 Evaluate project completion processes, including audits and reviews (Analyze, Evaluate). 4.5 Propose improvement activities for continuous enhancement of project efficiency (Create).	12
Total No of Lectures			60

Suggested Readings:

Sr. No.	Name of the Book	Author	Publication
1	A Guide to the Project Management Body of Knowledge	PMBOK Guide	PMBOK Guide New Delhi
2	Project Management: Absolute Beginners Guide	Greg Horine	Taxmann, New Delhi
3	Strategic Project Management Made Simple: Practical Tools for Leaders and Teams	Terry Schmidt	Wiley, New York

Suggested Web / E-Learning Resources:

Sr. No.	Topic of the course	Lectures (Available on Youtube / Swayam / MOOCS etc.)	Films	Journals / Articles / Case Studies
1	Chapters 1,2,3,4	--	--	E-Book Effective Project Management – Robert Wysocki
2	Project Management	https://nptel.ac.in/courses/110104073	--	--
3	Project Management lecture series	https://archive.nptel.ac.in/courses/110104/110104073/	--	--
4	Project Management – Tools and techniques	--	--	EBook – Project Management – Tools and techniques by Roy Burke

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VSC - Vocational Skill Course (C)

Course Code: 23BB5-C251	Subject / Course : Decision Making and Risk Management	Marks: 50 Credits: 2
Course Objectives: <ol style="list-style-type: none"> 1. To Understand the basics of Decision making and Risk Management. 2. To Recognize the various leadership styles and its impacts on Decision making. 3. To Assess the role and importance of organizational values in Decision making and Risk Management 		
Course Outcome: After completing the course, the student shall be able to CO1: Understand the role, scope, process, steps & other aspects of Decision making and Risk Management in Organizations CO2: Evaluate the role of leadership and its allied aspects while making decisions. CO3: Assess the role and importance of organizational values in Decision making and Risk Management		

Unit	Unit Title	Contents	No. of Lectures
I	Introduction to Decision making and Risk Management	1.1 Decision Making – Introduction, Concept, Types and Characteristics. 1.2 Factors affecting Decision Making, Biases in Decision Making 1.3 Steps in Decision Making Process 1.4 Decision Making Styles - Types	9
II	Role of Decision Making and Leadership	2.1 Role of Decision Making and leadership in Organisations. 2.2 Creative Decision Making – Characteristics and Process of Creative Solutions, Creative Decision Making in Groups 2.3 Strategies to Deal with Workplace Problems 2.4 Decision Making Competencies – Meaning, Types and Techniques	11
III	Individual and Organizational Values in Decision Making and Risk	3.1 Importance of Team composition, understanding your own value system and how it influences choices, political views, personal and organizational decisions	10

Unit	Unit Title	Contents	No. of Lectures
	Management	3.2 Career Decision Making – Concept, Steps, and factors Influencing Career Choices. 3.3 Decision making systems.	
Total No of Lectures			30

Suggested Readings:

Sr. No.	Name of the Book	Author	Publication
1	Credit appraisal, risk analysis and decision making	D.D. Mukherjee	Snowwhite Publications, 9 th Edition.
2	Managing Project Risk and Uncertainty	Chris Chapman and Stephen Ward	Wiley Publications
3	Process Systems Risk Management	Ian Cameron, Raghu Raman	Elseveir Academics Press 2005
4	Fundamentals of Risk Measurements	Chris Marrison	Tata McGraw Hill 2002

Suggested Web / E-Learning Resources:

Sr. No.	Topic	Lectures (Available on Youtube / Swayam / MOOCS etc.)
1	Effective Decision Making	https://onlinecourses.swayam2.ac.in/cec24_hs95/preview
2	Leadership and Team Effectiveness	https://onlinecourses.nptel.ac.in/noc23_mg28/preview
3	Effective Risk Management	https://onlinecourses.swayam2.ac.in/ntr25_ed39/preview

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FP – Field Project (E)

Course Code: 23BB5-E011	Subject / Course : Field Project (FP) – Marketing Specialisation	Marks: 50 Credits: 2
Course Objectives: <ol style="list-style-type: none"> 1. To enable students to apply marketing concepts in a real-world project. 2. To develop research, analytical, and presentation skills. 3. To enhance creativity and problem-solving abilities in marketing strategies. 4. To foster teamwork and professional communication skills. 		
Course Outcome: After completing the course, the student shall be able to CO1: Conduct market research and analyze consumer behavior. CO2: Develop and implement marketing strategies for products/services. CO3: Prepare professional project reports with data-driven insights and Present and defend their marketing projects effectively.		

Unit	Unit Title	Contents	No. of Lectures
I	Marketing Project Planning	1.1 Introduction to Marketing Projects 1.2 Selection of Marketing Project Topics 1.3 Market Research Methods 1.4 Data Collection Techniques (Surveys, Interviews, Secondary Data) 1.5 Research Report Writing 1.6 Ethics in Market Research	10
II	Marketing Project Execution & Analysis	2.1 Marketing Mix Strategies (4Ps/7Ps) 2.2 Consumer Behavior Insights 2.3 Competitive Analysis 2.4 Digital Marketing & Branding Strategies 2.5 Presentation & Report Writing 2.6 Project Evaluation & Feedback	20
Total No of Lectures			30

Suggested Readings:

Sr. No.	Name of the Book	Author	Publication
1	Marketing Research	--	--
2	Principles of Marketing	Philip Kotler & Gary Armstrong	Pearson
3	Market Research Best Practices	Paul Hague	Kogan Page
4	Digital Marketing Strategies	Dave Chaffey	Pearson

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Course Code: 23BB5-E021	Subject / Course : Field Project (FP) Finance Specialisation	Marks: 50 Credits: 2
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Guidelines for Field Projects

1. Introduction

Field projects provide students with **hands-on experience** in their chosen specialization, allowing them to apply **theoretical knowledge** to real-world business challenges. These projects will help students **develop analytical, problem-solving, and research skills** while engaging with industry professionals.

2. Objectives of the Field Project

- To bridge the gap between **academic learning and industry practices**.
- To enable students to **apply theoretical concepts** in a practical business setting.
- To develop **critical thinking, research, and problem-solving skills**.
- To encourage **interaction with professionals** in the chosen field.
- To provide **exposure to industry trends, challenges, and best practices**.

3. Selection of Field Project

Students should select a project choosing from the following areas:-

- 1. Green Finance**
- 2. Portfolio Management**
- 3. Finance Analytics**
- 4. Recent Trends in Finance**
- 5. Recent Trends in Investment**
- 6. Security Analysis**
- 7. Green & Sustainable Financial Products**
- 8. Study of Successful IPOS**
- 9. Study of Unsuccessful IPOS**
- 10. Behavioural Finance**
- 11. Role of AI in Banking/Finance**
- 12. Virtual Investment**

- 13. Financial Frauds and Cyber Security**
- 14. Fintech**
- 15. Any other relevant Topic from Finance**
- 16. Time value of money in Investment Decisions**
- 17. Technical and Fundamental Analysis**
- 18. Portfolio Management**
- 19. Portfolio Diversification**
- 20. Behavioural Finance**
- 21. ESG Investing**

4. Guidelines for Conducting the Field Project

4.1 Project Proposal Submission

- Students must submit a **project proposal** before starting fieldwork.
- The proposal should include:
 - **Title of the project**
 - **Objectives of the project**
 - **Industry/Company/Location** of the project
 - **Expected outcomes**
 - **Methodology** (Data collection process)
 - **Timeline** (Project completion schedule)
- The proposal must be **approved by the faculty mentor** before commencing fieldwork.

4.2 Fieldwork & Data Collection

- Students should spend a **minimum of 6-8 weeks** conducting field research.
- Methods of data collection may include:
 - **Interviews** with industry professionals
 - **Surveys & questionnaires**
 - **Observations** at the company/site
 - **Case study analysis**
 - **Secondary data collection** from industry reports and research papers

4.3 Analysis & Findings

- Students should analyze the **collected data** using:
 - **Qualitative methods** – Thematic analysis, content analysis

- **Quantitative methods** – Statistical tools (Excel, SPSS, R, Python)
- Compare findings with **industry benchmarks and existing literature**.
- Identify **key trends, challenges, and opportunities** in the chosen specialization.

4.4 Project Report Format

The final report should follow this structure:

1. Cover Page

- Title of the project
- Student's name & roll number
- Specialization & department
- Faculty mentor's name
- Date of submission

2. Executive Summary

- Brief overview of the project
- Key objectives, methodology, and findings

3. Introduction

- Background of the topic
- Relevance to the chosen specialization
- Scope and limitations

4. Literature Review

- Summary of existing research & industry insights

5. Research Methodology

- Data collection methods
- Sampling technique
- Tools & techniques used for analysis

6. Findings & Analysis

- Presentation of data using tables, graphs, and charts
- Interpretation of results

7. Conclusions & Recommendations

- Summary of key findings
- Practical recommendations for the industry

8. Challenges & Learning Outcomes

- Challenges faced during the field project

- Key takeaways from the experience

9. References

- Citations in APA/Harvard format

10. Appendix (If Any)

- Additional data, survey questionnaires, interview transcripts

4.5 Presentation & Evaluation

- Each student must present their findings in a **15-20 minute presentation**.
- **Evaluation Criteria:**

Component	Weightage (%)
Research Proposal & Objectives	10%
Fieldwork & Data Collection	20%
Data Analysis & Interpretation	20%
Report Writing & Documentation	25%
Presentation & Q&A	25%

5. Ethics & Professional Conduct

- Students must maintain **confidentiality** of company data.
- Proper **acknowledgment & citation** of data sources is mandatory.
- Follow **ethical guidelines** while conducting interviews and surveys.

6. Conclusion

The field project is a crucial component of **experiential learning**, allowing students to **develop industry-relevant skills**. A well-executed project will **enhance employability**, build **research capabilities**, and strengthen **decision-making abilities** in real-world business scenarios.

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Course Code: 23BB5-E031	Subject / Course : Field Project (FP) HR Specialisation	Marks: 50 Credits: 2
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Guidelines for Field Projects

1. Introduction

Field projects provide students with **hands-on experience** in their chosen specialization, allowing them to apply **theoretical knowledge** to real-world business challenges. These projects will help students **develop analytical, problem-solving, and research skills** while engaging with industry professionals.

2. Objectives of the Field Project

- To bridge the gap between **academic learning and industry practices**.
- To enable students to **apply theoretical concepts** in a practical business setting.
- To develop **critical thinking, research, and problem-solving skills**.
- To encourage **interaction with professionals** in the chosen field.
- To provide **exposure to industry trends, challenges, and best practices**.

3. Selection of Field Project

Students should select a project choosing from the following areas:-

- 1. Human Resource Management (HRM)**
- 2. Employee engagement**
- 3. HR analytics**
- 4. Talent acquisition**
- 5. Training & development,**
- 6. Performance management**
- 7. Recent Trends in HR**
- 8. Green HRM**
- 9. Legal Aspects in HR**
- 10. Any other relevant Area from HR**

4. Guidelines for Conducting the Field Project

4.1 Project Proposal Submission

- Students must submit a **project proposal** before starting fieldwork.
- The proposal should include:
 - **Title of the project**
 - **Objectives of the project**
 - **Industry/Company/Location** of the project
 - **Expected outcomes**
 - **Methodology** (Data collection process)
 - **Timeline** (Project completion schedule)
- The proposal must be **approved by the faculty mentor** before commencing fieldwork.

4.2 Fieldwork & Data Collection

- Students should spend a **minimum of 6-8 weeks** conducting field research.
- Methods of data collection may include:
 - **Interviews** with industry professionals
 - **Surveys & questionnaires**
 - **Observations** at the company/site
 - **Case study analysis**
 - **Secondary data collection** from industry reports and research papers

4.3 Analysis & Findings

- Students should analyze the **collected data** using:
 - **Qualitative methods** – Thematic analysis, content analysis
 - **Quantitative methods** – Statistical tools (Excel, SPSS, R, Python)
- Compare findings with **industry benchmarks and existing literature**.
- Identify **key trends, challenges, and opportunities** in the chosen specialization.

4.4 Project Report Format

The final report should follow this structure:

1. Cover Page

- Title of the project
- Student's name & roll number
- Specialization & department

- Faculty mentor's name
- Date of submission

2. Executive Summary

- Brief overview of the project
- Key objectives, methodology, and findings

3. Introduction

- Background of the topic
- Relevance to the chosen specialization
- Scope and limitations

4. Literature Review

- Summary of existing research & industry insights

5. Research Methodology

- Data collection methods
- Sampling technique
- Tools & techniques used for analysis

6. Findings & Analysis

- Presentation of data using tables, graphs, and charts
- Interpretation of results

7. Conclusions & Recommendations

- Summary of key findings
- Practical recommendations for the industry

8. Challenges & Learning Outcomes

- Challenges faced during the field project
- Key takeaways from the experience

9. References

- Citations in APA/Harvard format

10. Appendix (If Any)

- Additional data, survey questionnaires, interview transcripts

4.5 Presentation & Evaluation

- Each student must present their findings in a **15-20 minute presentation**.
- **Evaluation Criteria:**

Component	Weightage (%)
Research Proposal & Objectives	10%

Component	Weightage (%)
Fieldwork & Data Collection	20%
Data Analysis & Interpretation	20%
Report Writing & Documentation	25%
Presentation & Q&A	25%

5. Ethics & Professional Conduct

- Students must maintain **confidentiality** of company data.
- Proper **acknowledgment & citation** of data sources is mandatory.
- Follow **ethical guidelines** while conducting interviews and surveys.

6. Conclusion

The field project is a crucial component of **experiential learning**, allowing students to **develop industry-relevant skills**. A well-executed project will **enhance employability**, build **research capabilities**, and strengthen **decision-making abilities** in real-world business scenarios.

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Minor (F)

Course Code: 23BB5-F261	Subject / Course : Corporate Social Responsibility	Marks: 100 Credits: 4
Course Objectives: <ol style="list-style-type: none"> 1. To Understand the concept and process of Corporate Social Responsibility (CSR) 2. To Comprehend the Legal Framework of Corporate Social Responsibility (CSR) in India & Abroad 3. To Identify and Assess CSR strategies, policies, and sustainable business practices. 4. To Understand Recent Trends in CSR 		
Course Outcome: After completing the course, the student shall be able to CO1: Understand the concept, models and importance of CSR activities CO2: Understand the Legal Framework of Corporate Social Responsibility (CSR) in India & Abroad CO3: Recognize and Understand CSR strategies, policies and sustainable practices CO4: Identify and Comprehend the Recent Trends in CSR.		

Unit	Unit Title	Contents	No. of Lectures
I	Introduction to CSR	1.1 Meaning and Definition of CSR 1.2 Sustainability and Stakeholders Management, 1.3 Corporate Philanthropy 1.4 Evolution of CSR in India 1.5 Various Models of CSR in India 1.6 Importance and Benefits of CSR for Businesses and Society	13
II	CSR and Legal Framework in India and Abroad	2.1 CSR Provisions under Companies Act, 2013 (Section 135) 2.2 Scope of CSR Activities under Schedule VII of Companies Act, 2013 2.3 Appointment of Independent Directors on Board 2.4 Computation of Net Profit for CSR purpose & its implementation in India	17

Unit	Unit Title	Contents	No. of Lectures
		2.5 International Framework of CSR in Brief	
III	CSR Implementation and Strategies	3.1 CSR Policy Development and Implementation 3.2 CSR and Sustainable Development Goals (SDGs) 3.3 Role of NGOs, Government, and CSR Partnerships 3.4 Successful CSR Models: TATA, Infosys, ITC, Reliance, Wipro, etc	15
IV	Recent Trends in CSR	4.1 CSR and Environmental Sustainability 4.2 CSR and Employee Welfare, Community Development 4.3 CSR and Digital Transformation 4.4 Emerging Trends in CSR: ESG (Environmental, Social, Governance) Investing, Social Entrepreneurship	15
Total No of Lectures			60

Suggested Readings:

Sr. No	Title of the book	Author	Publication
1	The World Guide to CSR	Wayne Visser and Nick Tolhurst	Prentice Hall India
2	Corporate Social Responsibility in India	Sanjay K Aggarwal	Taxmann
3	Corporate Social Responsibility: Concepts and Cases: The Indian Context	C.V. Baxi, Ajit Prasad	Sage Publication,
4	Sustainable CSR: CSR Basics-	Harsha Mukherjee	TATA McGraw Hill

Suggested Web / E-Learning Resources:

SR NO	Topic / Course Name	Lectures (Available on Youtube / Swayam / MOOCS etc)
1	Introduction to CSR	https://www.youtube.com/watch?v=KfKF44ZGPuQ
2	Corporate Social Responsibility	https://onlinecourses.nptel.ac.in/noc23_mg94/preview
3	Community Engagement and Social Responsibility	https://onlinecourses.swayam2.ac.in/ugc23_ge04/preview
4	From Theory to Practice: Implementing ESG and Sustainability in Business	https://onlinecourses.swayam2.ac.in/imb25_mg77/preview

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