



Shreyarth University

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NOTIFICATION-AC0701

No.: SU/ACD/AC/NOT/2025/393

Date: 08/01/2026


Subject: Approval of syllabus of various programmes of School of Management.

Read following with respect to the subject mentioned above:

- i. Resolution no. 3,4,5 of the 8th meeting of the Board of Studies of the School of Management dated 4/07/2025. (Attached as Appendix-1)
- ii. Resolution no. 3,4,5, of the 9th meeting of the Board of Studies of the School of Management dated 18/11/2025. (Attached as Appendix-2)
- iii. Resolution No. 6, 7 of the 7th meeting of the Academic Council dated 01/12/2025. (Attached as Appendix-3)

In pursuance of the above-mentioned read i and ii, the following decision is notified with regard to the approval of the syllabus of various programmes of School of Management:

- Resolved that the recommendations of the Board of Studies of School of Management be accepted and the post-facto approval be given to the Syllabus & Teaching & Examination Scheme of BBA (Hons.) Sem.-V, Integrated BBA-MBA Sem-V, MBA Sem-III, B. Com. (Hons.) Sem-III programmes for the academic year 2025-26 as aligned with NEP 2020 as per appendix-3 attached herewith.
- Resolved that the recommendations of the Board of Studies of School of Management be accepted and the approval be given to the Syllabus & Teaching & Examination Scheme of B. Com. (Hons.) Sem.-IV, BBA (Hons.) Sem.-VI, Integrated BBA-MBA Sem-VI, MBA Sem-IV, programmes to be made effective from the academic year 2025-26 as aligned with NEP 2020 UG guidelines as per appendix-4 attached herewith.


Dr. Suresh Sorathia,
Registrar (I/C),
Shreyarth University, Ahmedabad.



Attachments: As mentioned above

Copy forwarded for information and necessary action To:

- President, Shreyarth University
- Provost, Shreyarth University
- Library, Shreyarth University
- Director / Head of School of Management
- All the employees of the School of Management
- All academic and administrative sections of the University
- Select File



SHREYARTH UNIVERSITY

School of Management

BBA & Integrated BBA-MBA Syllabus

Semester -V

Sr. No	BB A	Course Name	Curricular Components	Credit	Total credit
1	V	Summer Internship - 6 Weeks	Additional Credit	2	26
2	V	Entrepreneurship & Start Up	Major Course-11	4	
3	V	Introduction to Taxation	Major Course-12	4	
4	V	International Business	Minor Course-4	4	
5	V	Event Management	Ability Enhancement Courses	2	
6	V	IT Tools – MS Office	Skill Enhancement Courses	2	
7	V	Specialisation Elective (Any 2, dual specialization)	Minor course		
8	V	Consumer Behaviour	Marketing	4	
9	V	Negotiations and Conflict Management	HR	4	
10	V	Fundamentals of Investment	Finance	4	

Course: Entrepreneurship & Start Up								
Course Code: BBA51CC02				Semester: V		Program: BBA & Integrated BBA-MBA		
Teaching Scheme				Evaluation Scheme				
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
4	0	0	4	18/50	-	18/50	-	36/100

Course Objectives

1. To identify and develop the entrepreneur potential.
2. To know the Entrepreneur qualities and thinking.
3. To develop the business ideas and thoughts.
4. To create start-up strategies.

Course Learning Outcomes (CLO's)

At the end of the course, the students will be able to:

1. Generate new ideas.
2. Develop new startups and growth strategies for startups.
3. Use start-up eco-system for new idea.

Course Content

Module-I Introduction to Entrepreneurship

- Entrepreneurs and Entrepreneurship: Meaning, characteristics, qualities, Skills, Competences.
- Theories of entrepreneurship.
- Types of entrepreneurship.
- Factors affecting Entrepreneurship.
- Contribution of Indian/Gujarati Entrepreneur in economic development.
- Role of Government in entrepreneurship development in India.

Module-II Idea Generation and Business Plan

- Identifying Business opportunity: Idea generation, sources of new idea.
- Techniques for Idea generation: Brainstorming, Creative Thinking, Design Thinking, Role Playing, Forced Relationships, Storyboarding, SCAMPER, Mind Mapping
- Business Plan: overview, Feasibility study, Essential Elements of a Business plan, Risk capital and venture capital. Financial statements, BEP.
- Sources of Finance.

Module-III: Start-Up Eco-system

- Start-Up: Concept, challenges, benefits
- Statutory obligation in starting a business: Registration, Licensing, Permissions, GST, Income Tax etc.
- Forms of Business organisation, MSME.
- Support of government Institutions in promotion and development of start-Ups: SSIP, SSIB, SIDO, NSIC, EDII, CSIR.
- Ease of Doing Business.

Module-IV Management and Expansion of New Business

- Understanding Business model: Product and Market Environment, Sustainability.
- Growth: Objectives of growth, Phases of Growth Cycle of A new business, factor affecting to sustainable growth.
- Growth Strategies: Organic and Inorganic Growth, Ansoff Matrix.
- Business strategies: Franchisee, Licensing, Expansion, Merger, Acquisition, Joint Venture, Integration, Network Marketing and Diversification.
- Key issues for Managing Fast Growth • Innovation: Research and Development.
- Live project to students.

Evaluation and Assessment: Total Marks = 100 Marks

- | | | |
|----|---|-------------------|
| 1. | Continuous Internal Evaluation (CIE) | : 50 Marks |
| | Mid-Semester Exam: 20 | |
| | Projects/Assignments: 20 | |
| | Quizzes/ Presentation: 10 | |
| | Role play/Case studies: 10 | |
| 2. | End Semester Examination | : 50 Marks |

Text Books:

- Kuratko, D.F. (2020). Entrepreneurship: Theory, Process, and Practice. Cengage Learning.
- Hisrich, R.D., Peters, M.P., & Shepherd, D.A. (2017). Entrepreneurship. McGraw Hill Education.

Reference Books:

1. Poornima M. Charantimath, Entrepreneurship Development Small Business Enterprises, Pearson.
2. Robert D. Hisrich, Michael P Peters and Dean A Shepherdg, Entrepreneurship, TMH, Latest edition.

Journals/Magazines/Periodicals/Newspapers:

1. Entrepreneur
2. Business India
3. Business Today
4. Fortune
5. The CEO Magazine
6. Outlook Business

Online Recourses:

1. <https://kpu.pressbooks.pub/introtoentrepreneurship/chapter/different-types-ofentrepreneurship/>
2. <https://www.ssipgujarat.in/>

Course: Introduction to Taxation								
Course Code: BBA51CC03				Semester: V			Program: BBA & Integrated BBA-MBA	
Teaching Scheme				Evaluation Scheme				
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
4	0	0	4	18/50	-	18/50	-	36/100

Course Objectives

1. To provide basic understanding of income tax laws in India.
2. To aware about technical aspects of filing tax returns.
3. To make them ready for tax planning.

Course Learning Outcomes (CLO's)

At the end of the course, the students will be able to:

1. Identify an individual is a resident or not.
2. Make them evaluate the income and place them under different head.
3. Evaluate and guide the deduction under tax laws (individual taxpayers).
4. Filing income tax return.

Course Content**Module-I**

- Introduction Concept and Significance – Tax Evasion and Tax Avoidance – Methods of Tax Planning, Assessment of Individuals: Concept and Objectives, Residential Status, Tax Planning for Special Deductions and Exemptions, Tax Planning for Investments.

Module-II

- Tax Planning for Salary Income.
- Tax Planning for House Property Income.

Module-III

- Tax Planning for Capital Gains.
- Tax Planning for Profit and Gains from Business and Profession

Module-IV

- Understanding different sources of income: Salary, Business, Capital Gains, House Property, and Other Sources
- Basics of income tax calculation, deductions and tax slabs applicable to individuals
- Common deductions under Section 80C, 80D, and others
- Filing of Income Tax Returns (ITR): Process, forms, and timelines
- Introduction to digital platforms for tax filing (e.g., Income Tax portal, AIS/26AS)

Evaluation and Assessment: Total Marks = 100 Marks

1. **Continuous Internal Evaluation (CIE)** : 50 Marks
Mid-Semester Exam: 20
Projects/Assignments: 20
Quizzes/ Presentation: 10
Role play/Case studies: 10
2. **End Semester Examination** : 50 Marks

Text Books

- Dr Vinod Singhania and Dr Monica Singhania - Students' guide to Income Tax, Problems and Solutions –Taxmann Publications.

Reference Books

- Dr Girish Ahuja and Dr Ravi Gupta – Practical Approach to Direct and Indirect Taxes – Wolters Kluwer.
- Aprameya, Milinda, Arpita and Aparajita – Direct Tax Trady Reckoner with Tax Planning – Bharat Law House Pvt.Ltd.

Course: International Business								
Course Code:				Semester: V		Program: BBA & Integrated BBA-MBA		
Teaching Scheme				Evaluation Scheme				
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total Marks
4	0	0	4	18/50	-	18/50	-	36/100

Course Objectives:

- CO1: Understand the foundational concepts, scope, and environment of international business.
- CO2: Analyze international trade theories and global trade policies.
- CO3: Apply concepts of foreign exchange and international financial systems in a business context.
- CO4: Evaluate strategies and operational practices of firms in international markets.

Course Learning Outcomes (CLO's):

- CLO1: Explain the importance of globalization and the factors affecting international business operations.
- CLO2: Compare and apply international trade theories and assess the impact of trade regulations.
- CLO3: Interpret foreign exchange mechanisms and identify risks and instruments used in global finance.
- CLO4: Develop strategic insights into international marketing, HRM, and supply chain practices in MNCs.

Course Content:**Module 1: Introduction to International Business**

- Meaning, scope, and importance of international business
- Globalization: Drivers, trends, and impact on business
- Differences between domestic and international business
- Modes of entry into international markets (exporting, franchising, joint ventures, etc.)
- International business environment: Economic, political, legal, and cultural

Module 2: International Trade Theories and Policies

- Classical and modern theories of international trade (Absolute, Comparative, Heckscher-Ohlin, etc.)
- Balance of payments: Components and significance
- Trade barriers: Tariffs, quotas, and non-tariff barriers
- Role of WTO, IMF, and World Bank in international trade

Module 3: Foreign Exchange and International Finance

- Foreign exchange market: Functions and participants
- Exchange rate systems and their determination
- Risks in international finance: Currency risk, credit risk, political risk
- International payment methods and instruments (LCs, Bills of Exchange, etc.)
- Role of international financial institutions and FDI

Module 4: Strategies and Operations in International Business

- Global marketing and branding strategies
- International supply chain and logistics management
- Cross-cultural management and ethics in international business
- International HRM: Staffing, training, and expatriation
- Challenges faced by MNCs and emerging market firms

Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

Evaluation and Assessment:

Sr. No.	CIE Components	Marks
1.	Role play/Case studies	05
	Quiz/Presentations	10
	Projects	10
	Assignments	05
	MID – Semester Exam	20
	Total:	50
2.	End – Semester Examination	50

Text Books:

- Hill, C.W.L., & Hult, G.T.M. (2021). International Business: Competing in the Global Marketplace. McGraw Hill Education.
- Daniels, J.D., Radebaugh, L.H., & Sullivan, D.P. (2018). International Business: Environments and Operations. Pearson Education.

Reference Books:

- Cherunilam, F. (2020). International Business: Text and Cases. PHI Learning.
- Aswathappa, K. (2019). International Business. McGraw Hill Education India.

Course: Consumer Behaviour (Marketing Elective)								
Course Code: BBA51EM01			Semester: V			Program: BBA & Integrated BBA-MBA		
Teaching Scheme				Evaluation Scheme				
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
4	0	0	4	18/50	-	18/50	-	36/100

Course Objectives

1. Understanding of consumer behaviour.
2. To learn and understand how the socio-cultural factors affects the consumer behaviour.
3. To learn how to motivate the consumer and change their behaviour.

Course Learning Outcomes (CLO's) At the end of

the course, the students will be able to:

1. Familiarize the students with the consumers behaviour.
2. Well verse with the different techniques to motivate consumer and change their minds.
3. Offer the products and services by taking into the socio-cultural factors.

Course Content

Module-I

Consumer Behavior and the Marketing Concept, Customer Value, Satisfaction, Trust and Retention, The Impact of New Technology on Marketing, The Consumer Research Process, Market Segmentation and Strategic Targeting.

Module-II

Consumer Motivation, Personality and Consumer Behavior, Consumer Perception

Module-III

Consumer Learning, Consumer Attitude Formation and Change, Communication and Consumer Behaviour.

Module-IV

Socio-Cultural settings and Consumer Behavior: The Family and Social Class, Influence of Culture on Consumer Behavior, Cross-cultural Consumer Behavior.

Consumer Decision Making: Consumers and the Diffusion of Innovation, Consumer Decision Making and Beyond.

Evaluation and Assessment: Total Marks = 100 Marks

1. **Continuous Internal Evaluation (CIE) : 50 Marks**
Mid-Semester Exam: 20
Projects/Assignments: 20
Quizzes/ Presentation: 10
Role play/Case studies: 10
2. **End Semester Examination : 50 Marks**

Text Books:

- Consumer Behavior by *Leon G. Schiffman and Joseph Wisenblit*
- Consumer Behaviour by *Michael Solomon*

Reference Books

1. Schiffman, Kanuk and Ramesh Kumar, Consumer Behaviour, Pearson.
 2. MajumudarRamanuj, Consumer Behavior: Insights from Indian Market, PHI.
- Blackwell and Engel, Consumer Behaviour, Cengage.

Course Code: BBA51EH01				Semester: V			Program: BBA & Integrated BBA-MBA	
Teaching Scheme				Evaluation Scheme				
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
4	0	0	4	18/50	-	18/50	-	36/100

Course Objectives

1. Understand the key analysis of the negotiation and conflict process.
2. Learn how to achieve collaborative value-adding negotiation results.
3. Expand range of negotiating skills and strategies.

Course Learning Outcomes (CLO's)

At the end of the course, the students will be able to:

1. Identify the types of conflict management styles.
2. Define, analyse, and understand the key practical and theoretical concepts of managing and resolving conflicts.
3. Apply the theoretical and practical components of negotiation and mediation.

Course Content

Module-I

Introduction: Understanding conflict, components, perspectives of conflict, types of conflict, models of conflict – Process and Structural Models, functional & dysfunctional conflict, relationship between conflict and performance in team, levels of conflict – intrapersonal, interpersonal, group & organizational conflicts, sources of conflict - intrapersonal, interpersonal, group & organizational sources.

Module-II

Conflict Management Design: Nature of conflict Management, contingency approach, conflict management process, the conflict domain, conflict trends, conflict distribution, conflict mapping and tracking.

Module-III

Managing Conflict: Managing interpersonal conflict: Thomas conflict resolution approach, behavioural style and conflict handling, the Cosier Schank model of conflict resolution, collaboration & conflict resolution, dealing with difficult subordinates, boss & colleagues, 1 to 1 dispute resolution.

Managing team & organization conflict: techniques to resolve team conflict, strategies to resolve organizational conflict, effective listening and dialogue skills, humour and conflict resolution, negotiation as a tool for conflict resolution.

Module-IV

Conflict resolution and Cost: Conflict resolution models, framework model, classical ideas, new developments in conflict resolution. Environmental conflict resolution, gender and conflict resolution. Assessing the cost of workplace conflict.

Evaluation and Assessment: Total Marks = 100 Marks

1. **Continuous Internal Evaluation (CIE) : 50 Marks**
Mid-Semester Exam: 20
Projects/Assignments: 20
Quizzes/ Presentation: 10
Role play/Case studies: 10
2. **End Semester Examination : 50 Marks**

Text Books:

- Negotiation by Roy J. Lewicki, Bruce Barry, and David M. Saunders
- Managing Conflict Through Communication by Ruth Anna Abigail and Dudley D. Cahn

Reference Books

- Lewicki, R., Barry, B., & Saunders, D. (2010). Essentials of Negotiation, Fifth edition.
- Fisher, R. & Shapiro, D. (2006). Beyond Reason: Using Emotions as You Negotiate.

Course: Fundamentals of Investment (Finance Elective)								
Course Code: BBA51EF01			Credit: 4	Program: BBA & Integrated BBA-MBA			Semester: V	
Teaching Scheme				Evaluation Scheme				
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
4	0	0	4	18/50	-	18/50	-	36/100

Course Objectives:

1. To understand the basic principles of investing
2. To familiarize the students with different investment alternatives
3. To Know the tools and techniques for analysing securities.

Course Learning Outcomes (CLO's):

At the end of the course, the students will be able to:

1. Apply the risk and return concept in investment.
2. Identify the securities which give the best return in available alternative.
3. Apply the tools and techniques to analysed the securities.

Course Content:**Module-I Introduction to Investment**

- Introduction to Investments: Meaning, key features, and objectives of investment.
- Types of investment options: Equity, debt, mutual funds, etc.
- Investment Process: Steps involved in making an investment decision.
- Introduction to Risk & Return: Concept and simple classification.
- Investment Environment: Overview of financial markets, intermediaries, instruments, and services.
- Basics of Stock Markets: Major stock exchanges, stock indices, and types of market participants.
- Introduction to Regulatory Framework: Brief role of SEBI and other regulators.

Module-II Security Analysis and Valuation

- Fundamental Analysis: Basics of analyzing the economy, industry, and company performance.
- Key tools for company analysis (basic ratios and qualitative factors).
- Technical Analysis: Introduction to charts (line, bar, candlestick), trends, and

patterns.

- Support and Resistance, common patterns (triangle, head & shoulders, etc.).
- Concept of Indicators: Only basic distinction between leading and lagging indicators.
- Overview of Dow Theory and Elliott Wave (basic concepts only).
- Key differences between Fundamental and Technical Analysis.

Module-III Portfolio Analysis

- Meaning of Portfolio and basics of portfolio management.
- Introduction to Portfolio Theory and Diversification.
- Overview of Markowitz Model: Concept of risk-return trade-off.
- Introduction to CAPM: Concept, basic assumptions, and significance of the Security Market Line.
- Arbitrage Pricing Theory: Basic understanding without deep technicality.

Module-IV Behavioural finance and the psychology of investing

- Introduction to Behavioural Finance: How psychology affects investment decisions.
- Differences between Traditional and Behavioural Finance.
- Key Concepts: Prospect theory, heuristics, biases, and emotional factors in investing.
- Common Behavioural Biases: Overconfidence, framing, mental accounting, and miscalibration.
- Real-world implications on investor behavior and market anomalies.

Teaching Methods:

1. Lectures
2. Case study Discussion
3. Problem Solving and Project

Evaluation and Assessment: Total Marks = 100 Marks

1. **Continuous Internal Evaluation (CIE)** : 50 Marks
Mid-Semester Exam: 20
Projects/Assignments: 20
Quizzes/ Presentation: 10
Role play/Case studies: 10
2. End Semester Examination : 50 Marks

Text Books:

1. Vanita Tripathi, 'Fundamentals of Investments', Taxmann, 5th Edition | January 2021

Reference Books:

1. Prasanna Chandra, Investment Analysis and Portfolio Management, McGraw-Hil.
2. F. C. Sharma, Fundamental of Investment.

Course: Event Management								
Course Code:			Semester: V			Program: BBA & Integrated BBA-MBA		
Teaching Scheme				Evaluation Scheme				
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
2	0	0	2	40/100	-		-	40/100

Course Objectives

- Understand the fundamental concepts, scope, and types of events.
- Develop skills in planning, organizing, and executing different kinds of events.
- Understand budgeting, marketing, and risk management in event planning.
- Gain insights into post-event evaluation and professional event management practices.

Course Learning Outcomes (CLO's)

At the end of the course, the students will be able to:

- Define and explain the types and importance of event management.
- Design and plan an event with clear objectives, timelines, and deliverables.
- Prepare budgets, marketing strategies, and operational plans for events.
- Evaluate event success and manage feedback and reporting mechanisms.

Course Content

Module-I Introduction to Event Management

- Concept, scope, and significance of event management
- Categories and types of events: Cultural, corporate, sports, personal, and others
- Role and importance of events in marketing and communication
- Skills and qualities of an event manager
- Introduction to the event industry and career opportunities

Module-II Event Planning and Design

- Steps in event planning and management process
- Setting objectives and defining target audience

- Venue selection, theme development, and scheduling
- Legal and ethical issues in event planning
- Licenses and permits required for events

Module – III Event Budgeting, Marketing & Operations

- Budget preparation and cost control
- Marketing of events: Promotion, media, digital tools, and sponsorships
- Logistics and operations: Vendor management, staffing, and contingency planning
- Risk management and safety measures in events
- Technology in event management: Online tools and virtual events

Module– IV Execution and Evaluation of Events

- Event day coordination and checklist
- Managing stakeholders and guest relations
- Post-event evaluation: Feedback collection and performance metrics
- Report writing and event documentation
- Case studies of successful events and event failure analysis

Evaluation and Assessment: Total Marks = 100 Marks

- | | | |
|----|---|--------------------|
| 1. | Continuous Internal Evaluation (CIE) | : 100 Marks |
| | Mid-Semester Exam: 20 | |
| | Projects/Assignments: 20 | |
| | Quizzes/ Presentation: 10 | |
| | Role play/Case studies: 10 | |

Text Books

- Gaur, S.S. & Saggere, S.V. (2013). Event Marketing and Management. Vikas Publishing.
- Van Der Wagen, L. (2007). Event Management. Pearson Education.
- Sharma, D. (2015). Event Management: A Blooming Industry and an Eventful Career. Kalpaz Publications.

Reference Books

- Goldblatt, J. (2011). Special Events: A New Generation and the Next Frontier. Wiley.
- Ferdinand, N., & Kitchin, P. (2012). Events Management: An International Approach. Sage Publications.
- Tum, J., Norton, P., & Wright, J. (2006). Management of Event Operations. Routledge.

Course: IT Tools – MS Office								
Course Code: BBA51CE01			Credit: 2		Program: BBA & Integrated BBA-MBA		Semester: V	
Teaching Scheme				Evaluation Scheme				
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
0	0	2	2	40/100	-	-	-	40/100

Course Objectives:

- CO1: Understand the features and functionalities of MS Word for document creation and editing.
- CO2: Apply MS Excel tools for organizing, analyzing, and visualizing data.
- CO3: Design effective presentations using MS PowerPoint and presentation tools.
- CO4: Demonstrate integration of MS Office tools and usage of digital collaboration platforms.

Course Learning Outcomes (CLO's):

- CLO1: Create well-structured and formatted documents with professional elements using MS Word.
- CLO2: Perform calculations, data management, and visual representation using Excel functions and charts.
- CLO3: Develop and deliver impactful presentations tailored to various professional contexts.
- CLO4: Use MS Office tools collectively with cloud platforms and practice digital work collaboration effectively.

Course Content:**Module I: Introduction to MS Word**

- Creating, editing, and formatting documents
- Using styles, themes, headers/footers, and templates
- Working with tables, lists, and images
- Mail Merge and label creation

- Proofing tools: Spelling, grammar, thesaurus, and track changes

Module II: Working with MS Excel

- Introduction to worksheets, data entry, and cell referencing
- Using formulas and built-in functions (SUM, IF, VLOOKUP, etc.)
- Sorting, filtering, and data validation
- Creating charts and graphs
- Pivot tables and basic data analysis

Module-III MS PowerPoint for Presentations

- Creating and designing professional presentations
- Slide layouts, themes, transitions, and animations
- Using multimedia: Images, audio, and video
- Presentation tips and best practices
- Collaboration tools and presenter view

Module-IV Advanced Features and Practical Applications

- Creating and using Macros in MS Word and Excel
- Protecting documents and workbooks (passwords, restrictions, permissions)
- Data import/export and linking between MS Word, Excel, and PowerPoint
- Templates and automation for business reports and dashboards
- Real-world applications: Resume making, invoice creation, MIS reports, etc.

Teaching Methods:

1. Lectures
2. Live data analysis and discussion
3. Project and Presentation

Evaluation and Assessment: Total Marks = 100 Marks

1. **Continuous Internal Evaluation (CIE) : 100 Marks**
 - Mid-Semester Exam: 40
 - Assignments: 40
 - Practical: 20

Text Books

- Microsoft Office 365: In Practice by Lisa Friedrichsen – McGraw-Hill

- Microsoft Office 2019 Step by Step by Joan Lambert – Microsoft Press
- Computer Fundamentals and Office Automation by Anita Goel – Pearson

Reference Books

- Learning MS Office 2019 by Ramesh Bangia – Khanna Book Publishing
- Microsoft Office 2016 Bible by John Walkenbach, Herb Tyson, Michael R. Groh – Wiley
- Office 365 All-in-One For Dummies by Peter Weverka – Wiley



SHREYARTH UNIVERSITY

School of Management

Master of Business Administration

(MBA) Syllabus

Semester – III

MBA Semester-III				
S.No	Course Name	Category	Credit	Total Credit
1	Summer Internship	Core	4	24
2	Strategic Management	Core	4	
3	Global Business Management	Core	4	
4	Specialisation Elective		12	
5	Strategic HRM	Elective HRM	4	
6	Employee Relations	Elective HRM	4	
7	Human Resource Development	Elective HRM	4	
8	Strategic Marketing	Elective MM	4	
9	Consumer Behaviour	Elective MM	4	
10	Sales and Distribution Management	Elective MM	4	
11	Investment Analysis & Portfolio Management (IAPM)	Elective FM	4	
12	Investment Banking	Elective FM	4	
13	Strategic Financial Management	Elective FM	4	

Course: Strategic Management								
Course Code: MBA			Credit: 4	Program: MBA			Semester: III	
Teaching Scheme				Evaluation Scheme				
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
4	0	0	4	25/50	-	25/50	-	100

Course Objectives:

- Develop a conceptual understanding of the frameworks of strategic management.
- Enable students to analyse internal and external business environments for effective strategy formulation.
- Equip students with the knowledge to evaluate and implement various business and corporate-level strategies.
- Foster strategic thinking to address contemporary challenges through innovation, sustainability, and leadership.
- Enhance decision-making skills through real-world case studies and problem-solving exercises.

Course Learning Outcomes (CLO):

After learning this course, students will be able to:

1. Understand the core concepts and frameworks of strategic management and their relevance to organisational success.
2. Analyse the internal and external environment of an organisation to identify strategic opportunities and threats.
3. Formulate business, corporate, and global strategies using strategic tools and models.
4. Evaluate the effectiveness of strategy implementation, structure, and control mechanisms.
5. Examine contemporary strategic issues such as sustainability, innovation, and leadership in dynamic business environments.

Course Content:**Module-I Introduction to Strategic Management**

- Introducing SM: Meaning, definitions, Stakeholders in Business; above-average models: The I/O Model and Resource-based Model, Strategic Intent;

Vision, Mission and Purpose

- Environmental Analysis: External Analysis – PEST and Porter's Five-Force Model, Conceptual understanding of Key Success Factors, Driving Forces, Strategic Groups
- Internal Analysis: Value Chain Analysis, SWOT Analysis; Resources, Capabilities and Competencies; Dynamic Capabilities, Core Competence of Organisations; Competitive Advantage and Sustainable Competitive Advantage

Module-II Strategy Formulation

- Strategy formulation process
- Business models: McKinsey's 7 S Model, BCG Matrix, GE 9 Cell Matrix
- Types of strategies: Functional, Business and Corporate level strategies
- Strategic Alliance and Joint Ventures
- Acquisitions and Restructuring
- Global or International level Strategies.

Module-III Strategy Implementation and evaluation

- Meaning, process, and Key considerations of implementation
- Types of organisational structures
- Matches between strategy and structures
- Strategic control and operational control
- Balanced scorecard

Module-IV Contemporary Topics in Strategy

- Strategic leadership
- Corporate Social Responsibility and Sustainability, Triple Bottom Line (TBL) approach
- Managing a dynamic environment through VUCA,
- Blue Ocean Strategy and Red Ocean Strategy
- Innovation: Grassroots, Jugaad

Teaching Methods:

- Lectures
- Case Study Discussion
- Project and Presentation

Evaluation and Assessment:

1. Continuous Internal Evaluation (CIE)

: 50 Marks

Mid-Semester Exam: 20

Quiz/Class test/Assignment: 10

Role play/Presentation/Case study/Practical: 10

Case studies: 10

Role play: 05

2. End Semester Examination

: 50 Marks

Text Books:

- Strategic Management: A South-Asian Perspective by Michael Hitt, Robert E., Hoskisson, R. Duane Ireland, S. Manikuttu, Cengage Learning publication, Latest Edition
- Strategic Management and Business Policy by Azhar Kazmi, McGraw-Hill publication, Latest Edition

Reference Books

- Crafting and Executing Strategy: The Quest for Competitive Advantage Concept and Cases by Arthur A. Thompson, A. J. Strickland, John E. Gamble and Arun K. Jain, McGraw-Hill, New Delhi publication, Latest Edition
- Contemporary Strategic Management by Robert Grant, published by Wiley India Pvt. Ltd.

Journals and Magazine

- Strategic Management Journal
- Harvard Business Review
- Vikalpa – A Journal for Decision Makers
- Management Review

Course: Global Business Management								
Course Code: MBA			Credit: 4		Program: MBA		Semester: 3	
Teaching Scheme				Evaluation Scheme				
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
4	0	0	4	25/50	-	25/50	-	100

Course Objective:

1. To provide an in-depth understanding of global business operations, international trade theories, and multinational business strategies.
2. To develop critical thinking and analytical skills in evaluating global business opportunities and risks.
3. To enhance knowledge of international marketing, cross-cultural management, and international financial management.
4. To equip students with practical skills in export-import documentation, international trade regulations, and logistics management.
5. To explore the impact of technology and information systems on global business management.

Course Outcomes (CO's):

1. Analyze the impact of globalization on business strategies and operations.
2. Apply international trade theories to evaluate trade policies and global market entry strategies.
3. Develop strategic business plans for international markets, considering cultural, political, and economic factors.
4. Formulate international marketing strategies, including global branding, segmentation, and positioning.
5. Evaluate financial management practices in multinational organizations, including foreign exchange risk management and capital budgeting.
6. Demonstrate proficiency in managing export-import documentation, customs procedures, and international logistics.
7. Assess the role of information technology in global business operations and decision-making.
8. Understand cross-cultural differences and develop negotiation strategies for international business transactions.

Course Content:

Module-I Global Business Environment and International Trade

- Definition and Drivers of Globalization
- National and Transnational Business Environments
- International Trade Theories and Trade Policies
- Free Trade vs. Protectionism
- Multilateral Trade Agreements (WTO, NAFTA, ASEAN, SAARC)
- International Trade Finance and Foreign Exchange Markets

Module-II International Marketing and Cross-Cultural Management

- Global Marketing Strategy and Market Entry Modes
- Cross-Cultural Marketing and Consumer Behaviour
- Global Branding and Advertising Strategies
- Cultural Dimensions Cross-Cultural Communication and Negotiation
- Ethical and Social Responsibility in Global Business

Module-III International Financial Management and Export-Import Logistics

- International Financial Markets and Currency Exchange
- Capital Budgeting for Multinational Corporations
- Risk Management and Hedging Strategies
- Export-Import Procedures and Documentation
- Customs Procedures and Regulatory Frameworks
- Insurance, Payments, and Dispute Resolution in International Trade

Module-IV Information Technology and Global Business Strategy

- Role of IT in Global Business Management
- E-Commerce and Digital Marketing
- Data Analysis and Business Intelligence in International Business
- Cybersecurity and Data Protection in Global Operations
- Leveraging Technology for International Business Expansion

Teaching Pedagogy:

- Lectures
- Case study Discussion
- Project and Presentation

Evaluation and Assessment:

Continuous Internal Evaluation

50 Marks

(Mid-Semester Examination (20), Projects/Assignments (10), Unit Test/Presentation (05), Case study (10) & Role play (05))

End Semester Examination

50 Marks

Text Books and Reference books

1. Hill, C. W. (2021). International Business: Competing in the Global Marketplace. McGraw-Hill Education.
2. Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. (2020). International Business: Environments and Operations. Pearson.
3. Wild, J. J., & Wild, K. L. (2019). International Business: The Challenges of Globalization. Pearson.
4. Hodgetts, R. M., & Luthans, F. (2002). International Management. McGraw-Hill.
5. Pandey, I. M. (2019). Financial Management. Vikas Publishing House.
6. Johnston, R. (2005). Service operations management: From the roots up. International Journal of Operations & Production Management

Course: Strategic Human Resource Management								
Course Code:			Credit: 4	Program: MBA			Semester: III	
Teaching Scheme				Evaluation Scheme				
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
4	0	0	4	25/50	-	25/50	-	100

Course Learning Outcome:

CLO1: Grasp the fundamental principles of SHRM, understanding how it has evolved from traditional HRM and its strategic impact on organizational success.

CLO2: Analyze emerging trends in HR, such as globalization, digital transformation, and the role of data analytics, and how they shape modern HR practices.

CLO3: Demonstrate the ability to develop and implement strategic HR plans, integrating talent management, performance evaluation, and reward systems to drive organizational goals.

CLO4: Apply talent acquisition and development strategies effectively, ensuring alignment with broader business objectives and fostering employee growth.

CLO5: Evaluate and manage global HRM strategies, focusing on cross-cultural leadership, legal compliance, and ethical considerations in diverse work environments.

Course Outcome:

CO1: Students will be able to grasp the concept of SHRM and its critical role in aligning HR strategies with organizational strategy for achieving competitive advantage.

CO2: Students will be able to analyse contemporary HR trends and understand their relevance in shaping modern HRM practices.

CO3: Students will be able to develop strategic HR plans that integrate talent management, performance systems, and reward strategies to enhance organizational performance.

CO4: Students will be able to implement effective talent management practices, focusing on recruitment, development, and employee engagement.

CO5: Students will be able to navigate global HRM challenges and apply best practices in managing diverse teams, complying with legal requirements, and maintaining ethical standards.

Course Content:

Module 1: Introduction to Strategic Human Resource Management

- **Overview of SHRM:**
 - Definition and Scope
 - Evolution of HRM to SHRM
 - Strategic Role of HR in Organizations
- **Linking HRM to Organizational Strategy:**
 - Business Strategy and HR Strategy Alignment
 - Strategic HR Planning
 - HR as a Competitive Advantage
- **Contemporary Trends in SHRM:**
 - Globalization and HRM
 - HR Technology and Digital Transformation
 - The Role of Data Analytics in HR Decision Making

Module 2: Talent Acquisition and Development

- **Strategic Talent Management:**
 - Talent Acquisition Strategies
 - Workforce Planning
 - Employer Branding
- **Employee Learning and Development:**
 - Aligning Training with Organizational Goals
 - Leadership Development Programs
 - Digital Learning Tools
- **Contemporary Trends:**
 - Gig Economy and Flexible Workforce
 - Use of Artificial Intelligence in Recruitment
 - Employee Engagement through Learning Technologies

Module 3: Performance and Reward Management

- **Performance Management Systems:**
 - Setting Performance Standards and Metrics
 - Feedback and Coaching Mechanisms
 - Managing High Performers
- **Reward Systems:**
 - Compensation Strategies
 - Benefits and Incentives
 - Pay for Performance
- **Contemporary Trends:**
 - Employee Well-being Programs
 - Recognition and Non-Monetary Rewards
 - Global Pay Structures and Benefits

Module 4: Strategic HRM in the Global Context

- **Global HRM Strategy:**
 - Cross-Cultural Management
 - International Talent Mobility
 - Managing Global Teams and Remote Workforces
- **Legal and Ethical Considerations:**
 - Compliance with Global Labour Laws
 - Ethical HR Practices
 - Corporate Social Responsibility (CSR)
- **Contemporary Trends:**
 - Diversity and Inclusion Initiatives
 - Remote Work and Hybrid Models
 - Sustainability and Green HRM
- **Teaching Methods:**
 - ICT enabled Classroom discussions
 - Lectures
 - Case study Discussion
 - Project and Presentation
- **Evaluation and Assessment:**

Sr. No.	CIE	Marks
1.	Quiz/Class test/Assignment	10
	Presentation	10
	Role play	5
	Case study	5
	MID -Semester Exam	20
	Total:	50
2.	End – Semester Examination	50

- **Text Books:**

Sr. No.	Author	Name of the book	Publisher	Edition
1.	Charles R. Greer	Strategic Human resource Management	Pearson	Latest Edition
2	Jeffrey A Mello	Strategic HRM Cengage	Cengage Learning	Latest Edition
3	Pulak Das	Strategic Human Resource management	Cengage Learning	Latest Edition

Specialization: Employee Relations (ER)								
Course Code: MBA			Credit: 4	Program: MBA			Semester: III	
Teaching Scheme				Evaluation Scheme				
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
4	0	0	4	25/50	-	25/50	-	100

Course Objectives:

- To develop an in-depth understanding of employee relations and its evolution in India.
- To analyse workplace conflicts and evaluate dispute resolution systems, including grievance mechanisms and collective bargaining.
- To familiarise students with statutory provisions and legal frameworks governing employee relations in India.
- To examine emerging issues such as DEI, mental health, and flexible work in shaping contemporary employee relations.

Course Learning Outcomes (CLO's):

After learning this course, students will be able to:

1. Understand the concepts of employee relations and examine the evolution of ER and its stakeholders in the Indian and global context.
2. Demonstrate understanding of collective bargaining and alternative dispute resolution.
3. Analyse conflict triggers and apply appropriate grievance redressal mechanisms.
4. Interpret key employee-related laws and their applications in Indian organisations.
5. Evaluate contemporary challenges in modern ER

Course Content:**Module-I Introduction to Employee Relations**

- Employee Relations (ER) and Industrial Relations (IR) – Introduction, Definition, scope
- Evolution of employee relations (Pre & Post-Liberalisation Era), and contemporary scenario
- Key Stakeholders and their role - Employers, Employees, Trade Unions, Government (Bipartism & Tripartism)
- Psychological Contract & Trust in Indian Work Culture
- Employee Relations in India vs. Western Countries

- Changing Structure of Industrial Organisation and Employee Relations.

Module-II Conflict Resolution and Grievance Handling

- Understanding Workplace conflicts and resolution: Meaning, nature, common conflict triggers (hierarchy, working conditions, wage disputes, disciplinary actions, union recognition and union-management issues), Impact on employee relations
- Conflict Resolution by Collective Bargaining: Definitions, Characteristics, Types, Process of CB, Pre-requisites of a Successful CB, CB in India,
- Grievance Handling: Meaning, definition, Importance of grievance handling,
- Grievance Redressal Mechanism - Internal: Role of HR, Complaint Committee, Grievance handling procedures; External: Labour Courts, Industrial Tribunals
- Alternative Dispute Resolution (ADR) Mechanisms: Mediation, Arbitration, Role of Labour Commissioners

Module-III Statutory Employee Relations

- Trade Unions Act, 1926;
- Industrial Disputes Act, 1947; Causes of disputes, Authorities under the Act (Overview), Strikes, Lockout, Layoff, Retrenchment
- Industrial Employment (Standing Orders) Act, 1948;
- Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)
- Overview of New Labour codes – IR Code 2020, Social Security Code 2020, Occupational Safety, Health and Working Conditions Code, 2020, Code on Wages, 2019

Module-IV Contemporary Issues

- Diversity, Equity, and Inclusion (DEI) Initiatives
- Mental Health and Employee Well-Being
- Work-life integration and Employee Flexibility – Remote work, hybrid, Flextime, Compressed workweek, Job sharing, Post-COVID Trends
- Gig economy and platform workers
- Whistle blowing and ethical concerns – Protection of whistleblower, Impact on employee trust

Teaching Methods:

- Lectures
- Case Study Discussion
- Project and Presentation

Evaluation and Assessment:

1. Continuous Internal Evaluation (CIE)
Mid-Semester Exam: 20
Quiz/Class test/Assignment: 10
Role play/Presentation/Case study/Practical: 10 : 50 Marks
Case study: 5
Role play: 5
2. End Semester Examination : 50 Marks

Text Books:

- Mamoria, C.B., Satish Mamoria, and S.V Gankar, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, Latest Edition
- SC Srivastava, Industrial Relations and Labor Laws, Vikas publication, Latest Edition

Reference Books

- Agnihotri, Vidyadhar. (1970). Industrial Relations in India. New Delhi, India: Atma Ram and Sons.
- Khan N U, 2008, Industrial Relations in India: A Historical Perspective, New Delhi Sanjay Prakashan
- P K Pandhi, Labour and Industrial Laws, PHI, Latest Edition
- C S VenkataRatnam, Industrial Relations, Oxford Publication, Latest Edition
- B D Singh, Industrial Relations and Labour Laws, Excel Publication, Latest Edition

Journals and Magazine

- Journal of Industrial Relations
- Human Capital

Course: Human Resource Development								
Course Code:			Credit: 4	Program: MBA			Semester: III	
Teaching Scheme				Evaluation Scheme				
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
4	0	0	4	25/50	-	25/50	-	100

Course Learning Outcome:

This course aims to:

1. **Provide foundational knowledge** of HRD concepts, climate, strategic alignment, and employee behaviour models relevant to organizational development.
2. **Equip learners with skills** to perform systematic HRD needs assessment and design training programs, including resource selection and scheduling.
3. **Develop competence** in delivering training through multiple methods, including technology-enabled platforms, and in evaluating program impact using recognized models.
4. **Foster awareness** of globalization's impact on HRD, cultural diversity challenges, and practical HRD applications such as employee wellness, competency mapping, and career development.

Course Outcome:

By the end of this course, learners will be able to:

- CO1:** Understand and explain the fundamentals of HRD, including its relationship with HRM, roles of HRD professionals, and evolving theories from training to learning.
- CO2:** Conduct and prioritize HRD needs assessments at various organizational levels and design effective training programs aligned with strategic objectives.
- CO3:** Implement and evaluate diverse training delivery methods, applying appropriate frameworks and ethical considerations to assess HRD program effectiveness.
- CO4:** Analyze and apply global HRD perspectives, including cultural diversity management, knowledge management, and contemporary HRD applications such as career planning, coaching, and succession management.

Course Content:**Module 1: Fundamentals of HRD and Work System**

- **Introduction to HRD**
 - Definition and scope of HRD,
 - Relationship between HRM and HRD

- Functions and climate of HRD, Roles and competencies of HRD professionals
- Aligning HRD with corporate strategy
- **Evolution of HRD theory**
 - The shift from training to learning
 - Interventions in informal workplace training
 - Psychological and sociological perspectives on learning
 - Model of employee behaviour and influences
 - Human Resource Planning and procurement techniques
- **Overview of global sourcing**
 - Work planning, role analysis, work review, and feedback systems
 - Potential appraisal of individuals and teams
 - Trends in performance management and feedback

Module 2: HRD Needs Assessment and Designing Effective Training Programs

- **HRD Needs:**
 - Purpose and levels of Needs Assessment (Personal, Task, Organizational, Strategic)
 - Prioritizing HRD needs
 - Systematic approach to Training Need Assessment
 - Training and HRD process models
- **Designing Effective HRD Programs:**
 - Defining objectives of HRD interventions
 - Make-versus-buy decisions for training solutions
 - Trainer selection and preparation
 - Preparing lesson plans and training materials
 - Selecting training methods
 - Scheduling HRD programs

Module 3: Training Delivery and Evaluation

- **Various On-the-Job Training methods**
 - Different Off-the-Job/Classroom Training approaches
 - Computer-based training and other modern delivery methods
 - Implementing training programs effectively
- **Purpose and frameworks of HRD evaluation**
 - Models and approaches: ROI, Human Resource Effectiveness Index (HREI), Human Capital Measurement, Utility Analysis, HR Profit Center approach
 - Training evaluation process and data collection
 - Ethical issues in HRD evaluation

Module 4: Global Perspectives and Contemporary Applications of HRD

- Implications of globalization on HRD
- Current and future international trends in HRD
- Cultural diversity management
- HRD and knowledge management
- **Applications including:**
 - Management development and education/training
 - Socialization and orientation of employees

- Employee counselling and wellness services
- Coaching and performance management with competency mapping
- Assessment centers
- Career planning and development
- Succession planning and career management
- Employee skills and technical training: basic workplace competencies, literacy programs, interpersonal skill training, professional development and education

• **Teaching Methods:**

- Lectures
- Case study Discussion
- Project and Presentation

• **Text Books:**

Sr. No.	Author	Name of the book	Publisher	Edition
1.	Jon M. Werner, Randy L. DeSimone	Human Resource Development	Cengage Learning	Latest Edition
2	Raymond Noe	Employee Training & Development	McGraw Hill	2019 / 8 th edition
3	Udai Pareek	Designing and Managing Human Resource Systems	Oxford & IBH	2017 / 3rd edition
4	David Mankin	Human Resource Development	Oxford	2019

• **Evaluation and Assessment:**

Sr. No.	CIE	Marks
1.	Quiz/Class test	10
	Role play/Presentation	10
	Assignment	5
	Case study	5
	MID -Semester Exam	20
	Total:	50
2.	End – Semester Examination	50

Course: Strategic Marketing			
Course Code: MBA	Credit: 4	Program: MBA	Semester: III

Teaching Scheme				Evaluation Scheme				
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
4	0	0	4	25/50	-	25/50	-	100

Course Objectives:

- To provide a comprehensive understanding of marketing strategy formulation and execution.
- To enable students to align marketing strategies with business goals and market dynamics.
- To build analytical capabilities for assessing market opportunities and strategic positioning.
- To develop practical skills in creating and evaluating strategic marketing plans.

Course Learning Outcomes (CLO's):

- Analyze and formulate marketing strategies based on internal and external business environments.
- Design effective segmentation, targeting, and positioning strategies for diverse markets.
- Evaluate marketing mix decisions in a strategic context for competitive advantage.
- Apply strategic thinking through case-based learning and real-world marketing simulations.

Course Content:**Module-I Foundations of Strategic Marketing**

- Role of Marketing in Strategic Planning
- The Strategic Marketing Process
- Environmental Scanning and Competitive Analysis
- Customer-Centric Strategy and Value Creation
- Market Orientation and Strategic Fit

Module-II Advanced STP and Value Innovation

- Strategic Segmentation: Micro/Macro, Data-Driven Segmentation
- Advanced Targeting Techniques Using Predictive Analytics
- Differentiation and Strategic Positioning in Saturated Markets
- Value Innovation and Blue Ocean Strategy Applications
- Positioning in International and Multi-Brand Environments

Module-III Strategic Brand and Portfolio Management

- Strategic Brand Architecture and Equity Management
- Multi-Brand, Umbrella Branding, and Brand Extension Strategies
- Portfolio Analysis: GE Matrix, BCG Matrix in Practice
- Strategic Pricing: Value-Based, Dynamic, and Psychological Pricing
- Digital Strategy Integration: Omnichannel and Martech Platforms

Module-IV Strategy Execution, Measurement, and Control

- Designing Marketing Strategy Execution Plans
- Balanced Scorecard and Marketing Performance Metrics
- Strategic Budgeting, Resource Allocation & ROI Analysis
- Crisis Response, Strategic Agility, and Competitive Repositioning
- Strategic Case Studies: Global and Indian Brands – Presentation & Evaluation

Teaching Methods:

- Lectures
- Case study Discussion
- Project and Presentation

Evaluation and Assessment:

- Continuous Internal Evaluation (CIE)
 - Mid-Semester Exam: 20
 - Projects/Assignments: 10
 - Quizzes/ Presentation: 5
 - Case study: 10
 - Role play: 05**: 50 Marks**
- End Semester Examination **: 50 Marks**

Text Books:

- Strategic Marketing Management by Alexander Chernev
- Marketing Management by Philip Kotler & Kevin Lane Keller
- Marketing Strategy: A Decision-Focused Approach by Orville Walker, John Mullins & Harper Boyd

Reference Books

- Strategic Market Management by David A. Aaker
- Marketing Strategy: Based on First Principles and Data Analytics by Robert W. Palmatier & Shrihari Sridhar

Course Code: MBA Credit: 4

Program: MBA

Semester: III

Teaching Scheme				Evaluation Scheme				Total
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	
4	0	0	4	25/50	-	25/50	-	100

Course Objectives:

- To provide strategic insight into consumer behavior theories with business applications.
- To analyze complex behavioral patterns influenced by cognitive, emotional, and environmental factors.
- To evaluate the impact of emerging technologies and social shifts on consumption.
- To enable data-informed marketing decisions based on predictive behavioral insights.

Course Learning Outcomes (CLO's):

- Apply behavioral science frameworks to decode modern consumer behavior.
- Use advanced analytical tools to segment, profile, and predict consumer actions.
- Design customer-centric strategies that align with evolving behavioral trends.
- Critically evaluate real-world case studies using a behavioral lens in digital and global contexts.

Course Content:**Module-I Strategic Understanding of Consumer Behavior**

- Scope and Strategic Importance of Consumer Behavior
- Advanced Models of Consumer Decision-Making (e.g., Nicosia, Engel-Blackwell-Miniard)
- Consumer Journey Mapping and Touchpoint Analysis
- Behavioral Economics in Consumer Decision-Making
- Neuromarketing and Cognitive Psychology Applications

Module-II Psychological and Personal Determinants

- Deep Dive into Motivation Theories and Behavioral Triggers
- Sensory Marketing and Advanced Perception Analysis
- Implicit Learning and Behavioral Conditioning
- Personality Typologies and Psychographics in Digital Context
- Attitude Formation and Change: Persuasion and Biases

Module-III Socio-Cultural and Situational Influences

- Social Influence, Conformity, and Viral Behavior
- Advanced Reference Group Dynamics and Opinion Leadership in Social Media
- Evolving Family Structures and Decision Roles
- Global Consumer Culture and Cross-National Consumer Behavior
- Situational Context and Behavioral Triggers (Time, Place, Mood)

Module-IV Applications, Technology & Trends

- Consumer Behavior in Digital, Mobile, and AI-Driven Environments
- Behavioral Segmentation and Predictive Analytics
- Customer Experience (CX), Trust, and Loyalty Programs
- Sustainable Consumption and Ethical Consumerism
- Advanced Case Studies: Real-Time Behavior Tracking and Marketing Implications

Teaching Methods:

- Lectures
- Case study Discussion
- Project and Presentation

Evaluation and Assessment:

Continuous Internal Evaluation (CIE)

Mid-Semester Exam: 20

Projects/Assignments: 10

Quizzes/ Presentation: 5

Case study: 10

Role play: 05

: 50 Marks

End Semester Examination

: 50 Marks

Text Books:

- Consumer Behavior by Leon G. Schiffman, Joseph Wisenblit & S. Ramesh Kumar
- Consumer Behaviour: Insights from Indian Market by Ramanuj Majumdar
- Consumer Behavior: Buying, Having, and Being by Michael R. Solomon

Reference Books

- Predictably Irrational by Dan Ariely

Consumer Behavior: A Digital Native Perspective by Suja R. Nair

Course: Sales and Distribution Management**Course Code: MBA****Credit: 4****Program: MBA****Semester: III****Teaching Scheme****Evaluation Scheme**

Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
4	0	0	4	25/50	-	25/50	-	100

Course Objectives:

- To develop a strategic understanding of sales and distribution management functions.
- To equip students with knowledge of managing and motivating a sales force.
- To design and manage efficient distribution channels.
- To understand the application of technology and trends in sales and logistics.

Course Learning Outcomes (CLO's):

- Design and implement sales strategies aligned with organizational goals.
- Recruit, train, and manage a high-performing sales team.
- Analyze and improve channel efficiency and logistics operations.
- Apply technological solutions to optimize sales and distribution processes.

Course Content:**Module-I Introduction to Sales Management**

- Nature, Role, and Scope of Sales Management, Role of a Sales Manager
- Theories of Selling and Sales Strategies
- Personal Selling Process and Buyer Behavior
- Sales Forecasting and Sales Planning, Sales Organization Structures
- Sales Budgeting and Sales Quotas

Module-II Sales Force Management

- Recruitment and Selection of Sales Personnel
- Sales Training and Development
- Sales Territory Design and Allocation
- Sales Compensation and Motivation
- Performance Evaluation and Control of Sales Force

Module-III Distribution Management - Channel Design

- Introduction to Distribution and Logistics, Need and scope of distribution management
- Channel Evolution & Emerging Formats, Types and Roles of Marketing Channels
- Designing Distribution Channels – Strategies and Structures, Retailing and Wholesaling
- Selection, Appointment, and Management of Channel Partners
- Channel Conflicts and Resolution Mechanisms

Module-IV Logistics and Emerging Trends in Distribution

- Supply Chain Management and Integration
- Inventory Management and Warehousing
- Transportation and Distribution Cost Management
- Technology in Distribution: E-commerce, Digital Channels, CRM
- Trends: Omnichannel, D2C Models, Rural and International Distribution

Teaching Methods:

- Lectures
- Case study Discussion
- Project and Presentation

Evaluation and Assessment:

Continuous Internal Evaluation (CIE)

Mid-Semester Exam: 20

Projects/Assignments: 10

Quizzes/ Presentation: 5

Case study: 10

Role play: 05

: 50 Marks

End Semester Examination

: 50 Marks

Text Books:

- Sales and Distribution Management by Krishna K. Havaladar & Vasant M. Cavale
- Sales Management: Analysis and Decision Making by Thomas N. Ingram et al.
- Marketing Channels by Bert Rosenbloom

Reference Books

- Logistics and Supply Chain Management by Martin Christopher
- Sales Force Management by Mark W. Johnston and Greg W. Marshall

Course: Investment Analysis and Portfolio Management**Course Code: MBA****Credit: 4****Program: MBA****Semester: III
(Finance Specialization)**

Teaching Scheme				Evaluation Scheme				Total
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	
4	0	0	4	25/50	-	25/50	-	100

Course Objective:

- To provide a solid foundation in the principles of investment, enabling students to distinguish between investment, speculation, and gambling, and to understand various investment objectives.
- To develop students' analytical skills in evaluating securities using fundamental, technical, and efficient market analysis techniques. To equip students with the knowledge and skills necessary to construct, optimize, and manage investment portfolios using modern portfolio theories.
- To enhance students' ability to monitor, revise, and measure portfolio performance using advanced portfolio management techniques.
- To familiarize students with the concepts of bond valuation, bond pricing, yield measurement, and bond portfolio management strategies.

Course Outcomes (CO's):

- Understand the fundamentals of investment, differentiate between investment, speculation, and gambling, and identify various investment objectives.
- Analyze and evaluate various securities using fundamental, technical, and efficient market analysis techniques.
- Apply portfolio theories, including Markowitz, Sharpe's Single Index Model, and CAPM, for constructing optimal portfolios.
- Evaluate and revise portfolios, measure portfolio performance, and manage bond investments using advanced techniques.

Course Content:

Module-I Introduction to Investment

Introduction to Investment
Investment vs. Speculation and Gambling
Investment Objectives, Attributes, and Process
Security Analysis vs. Portfolio Management
Portfolio Management Process: Types of Returns: Holding Period,
Expected Return, Annualized Return (**Numerical**)
Risk Analysis: Types of Risk and Measurement (**Numerical**)

Module-II Security Analysis and Valuation

Fundamental Analysis: Economic, Industry, and Company Analysis
Forecasting Earnings
Valuation Methods: Dividend Discount Models, P/E, and EPS-Based
Valuation (**Numerical**)
Efficient Market Hypothesis (EMH) - Forms and Empirical Tests
Technical Analysis: Charting Tools, Market Indicators, Dow Theory,
Elliott Wave Theory
Random Walk Theory
Introduction to Behavioural Finance

Module-III Portfolio Theory and Security Selection

Markowitz Model and Efficient Frontier (**Numerical**)
Sharpe's Single Index Model (**Numerical**)
Capital Market Theory: CML, SML, and Capital Asset Pricing Model
(CAPM) (**Numerical**)
Arbitrage Pricing Theory (APT)

Module-IV Portfolio Management and Measurement

- Portfolio Execution, Revision, and Performance Evaluation (**Numerical**)
- Bonds and Their Valuation
- Types of Bonds, Bond Pricing, and Yields (**Numerical**)
- Duration of Bonds and Bond Management Strategies
- Bond Analysis Techniques

Teaching Pedagogy:

- Lectures
- Case study Discussion
- Project and Presentation

Evaluation and Assessment:

Continuous Internal Evaluation

50 Marks

(Mid-Semester Examination (20), Projects/Assignments (10), Unit Test/Presentation (05), Case study (10) & role play (05))

End Semester Examination

50 Marks

Text Books:

- Prasanna Chandra – Investment Analysis and Portfolio Management – TATA McGraw-Hill (Latest Edition)

Reference Books

- Fisher & Jorden – Security Analysis and Portfolio Management – Pearson (Latest Edition)
- P. Pandian – Security Analysis and Portfolio Management – Vikas Publishing (Latest Edition)

Journals and Magazine

- Economic Times
- Financial Express & Journal of Finance.

Course: Investment Banking**Course Code: MBA****Credit: 4****Program: MBA****Semester: III
(Finance Specialization)****Teaching Scheme****Evaluation Scheme**

Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
4	0	0	4	25/50	-	25/50	-	100

Course Objective:

- To provide students with a clear understanding of the concept, evolution, and regulatory framework of investment banking. To equip students with the knowledge of various valuation techniques for companies, bonds, and equities used in investment banking.
- To develop students' understanding of the structure and functioning of primary and secondary financial markets.
- To familiarize students with the roles and responsibilities of merchant bankers, including IPO management, underwriting, and restructuring.
- To enable students to apply theoretical knowledge in practical scenarios through a comprehensive project on investment banking.

Course Outcomes (CO's):

- Understand the fundamentals of investment banking, including its history, structure, and services in various markets.
- Analyze various valuation models for companies, bonds, and equities, and apply them in real-world scenarios.
- Evaluate the structure and functions of primary and secondary financial markets and the role of private equity and venture capital.
- Demonstrate knowledge of the role of merchant bankers in IPO management, restructuring, and other allied activities.

Course Content:**Module-I****Introduction to Investment Banking**

Concept and Definition of Investment Banking
 Evolution of American, European, and Indian Investment Banking
 Characteristics and Structure of Indian Investment Banking
 Service Portfolio of Indian Investment Banks:

- Core Investment Banking Services
- Allied Businesses

Regulatory Framework for Investment Banking in India

Module-II**Valuation of Companies and Business**

Understanding Equity and Bond Valuation (Numerical)
 Equity Research in Investment Banks

Investment Banking Perspective in Corporate Restructuring and Mergers & Acquisitions (M&A)

Role of Investment Banks in Structuring M&A Transactions

Due Diligence Process

Module-III Financial Markets

Understanding Primary Market (IPO) and Secondary Market

Fund Raising through:

- Private Equity (**Numerical**)
- Venture Capital
- Private Placement

Regulatory Framework and Compliance in Financial Markets

Module-IV Role of Merchant Banker and Restructuring

Role of Investment Banking in Primary Market (IPO)

Functions of Merchant Bankers in Issue Management

Underwriting, Bought Out Deals, Buybacks, and Delisting

Restructuring of Business:

- Financial and Organizational Restructuring
- BIFR (Board for Industrial and Financial Reconstruction)
- Corporate Debt Restructuring (CDR)

Teaching Pedagogy:

- Lectures
- Case study Discussion
- Project and Presentation

Evaluation and Assessment:

Continuous Internal Evaluation

50 Marks

(Mid-Semester Examination (20), Projects/Assignments (10), Unit Test/Presentation (05), Case study (10) & role play (05))

End Semester Examination

50 Marks

Text Books:

- Pratap Giri – Investment Banking: Concepts, Analysis and Cases, Mc Graw Hill (Latest Edition)

Reference Books

- Ranjan Rakesh - "Investment Banking", Wiley (Latest Edition)
- Bharti Pathak - "Indian Financial System", Pearson (2014)
- Joshua Rosenbaum, Joshua Pearl, Joshua Harris, Joseph R. Perella - "Investment Banking: Valuation, Leveraged Buyouts, and Mergers and Acquisitions", Wiley (2013)

Journals and Magazine

- Economic Times
- Financial Express
- Journal of Finance.

Course: Strategic Financial Management**Course Code: MBA****Credit: 4****Program: MBA****Semester: III
(Finance Specialization)****Teaching Scheme****Evaluation Scheme**

Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
4	0	0	4	25/50	-	25/50	-	100

Course Objective:

- To develop a comprehensive understanding of strategic financial management concepts, including financial strategy formulation, project planning, and control.
- To equip students with the ability to identify, analyze, and evaluate various sources of finance, understanding their associated risks, costs, and strategic implications.
- To enable students to design and critically evaluate capital structures and leverage decisions, considering their impact on business risk and profitability.
- To foster analytical skills for effective business restructuring, including mergers, acquisitions, and managing industrial sickness.

Course Outcomes (CO's):

- Prepare and present management reports evaluating the financial implications of strategic decisions.
- Identify, analyse, and evaluate various sources of finance, understanding their risks and costs.
- Assess and recommend potential investment strategies and decisions.
- Select and critically evaluate techniques for optimizing the use of financial resources.

Course Content:**Module-I Financial Strategy and Planning, Project Planning, and Control**

- Financial Strategy: Objectives, Importance, and Components
- Project Planning: Capital Expenditure Planning, Project Evaluation, and Feasibility Analysis (**Numerical**)
- Project Control: Techniques, Budgetary Control, Performance Analysis (**Numerical**)

Module-II Risk Evaluation Techniques in Capital Budgeting, Dividend and Retention Policies, Valuation of Business.

- Risk Evaluation: Types of Risk, Risk Measurement, and Management Techniques (**Numerical**)
- Dividend and Retention Policies: Factors Influencing Dividend Decisions, Models of Dividend Policy (**Numerical**)
- Business Valuation: Methods of Valuation, Discounted Cash Flow, Relative Valuation Models (**Numerical**)

Module-III Business Restructuring and Industrial Sickness

- Business Restructuring: Mergers, Acquisitions, Demergers, Leveraged Buyouts (**Numerical**)
- Industrial Sickness: Causes, Consequences, and Remedial Measures

Module-IV Designing Capital Structure, Operating, Financial, and Combined Leverage

- Capital Structure: Factors Affecting, Theories of Capital Structure (**Numerical**)
- Leverage: Operating, Financial, and Combined Leverage Analysis
- Impact of Leverage on Business Risk and Profitability (**Numerical**)

Teaching Pedagogy:

- Lectures
- Case study Discussion
- Project and Presentation

Evaluation and Assessment:

Continuous Internal Evaluation

50 Marks

(Mid-Semester Examination (20), Projects/Assignments (10), Unit Test/Presentation (05), Case study (10) & role play (05))

End Semester Examination

50 Marks

Text Books:

- Ravi M. Kishor - Strategic Financial Management, Taxman (Latest Edition)

Reference Books

- J B Gupta – Strategic Financial Management, Taxman (Latest Edition)
- I M Pandey - Financial Management, Vikas Publishing (Latest Edition)
- Khan & Jain – Financial Management, Text, problems & Cases, Mc Graw Hill (Latest Edition)

Journals and Magazine

- Economic Times
- Financial Express
- Journal of Finance.



SHREYARTH UNIVERSITY

School of Management

Bachelor of Commerce (Honours)

Syllabus

Semester-III

Sr. No	Bcom	Course Name	Curricular Components	Credit	Total credit
1	III	Entrepreneurship Development	Major Course-5	4	22
2	III	Corporate Accounting	Major Course-6	4	
3	III	Business Management	Major Course-7	4	
4	III	Business and Co-operative Management	Interdisciplinary/ Multidisciplinary	4	
5	III	Workplace Communication	Ability Enhancement Courses	2	
6	III	IT Tools and Applications	Skill Enhancement Courses	2	
7	III	Indian Knowledge System-II	Value Added Courses	2	

Course: Entrepreneurship Development								
Course Code: B. Com			Credit: 4		Program: B.Com (Hons.)		Semester: III	
Teaching Scheme				Evaluation Scheme				
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
4	0	0	4	18/50	-	18/50	-	100

Course Objective:

1. To familiarize students with the core concepts of entrepreneurship and its development.
2. To provide insights into the various facets of project management within the current financial and legal framework of India.
3. To foster an understanding of the entrepreneurial environment and the support systems available for entrepreneurial ventures.
4. To analyses the role of government and other agencies in promoting entrepreneurship.
5. To explore the different types of entrepreneurship, including women, rural, social, and sustainable entrepreneurship.

Course Outcomes (CO's):

- CO1: Explain the fundamental concepts of entrepreneurship, including the traits, characteristics, and motivation of entrepreneurs.
- CO2: Analyze various business opportunities and apply the business planning process to create viable entrepreneurial ventures
- CO3: Examine the financial, technical, and marketing aspects involved in project management for entrepreneurial ventures.
- CO4: Evaluate the role of government and various support systems in promoting entrepreneurship, with a focus on women, rural, social, and sustainable entrepreneurship
- CO5: Demonstrate knowledge of the challenges and strategies associated with managing entrepreneurial ventures, both domestically and internationally.

Course Content:

Module-I Introduction to Entrepreneurship

- Definition and Concept of Entrepreneurship
- Classification of Industries and Entrepreneurs
- Traits and Characteristics of Entrepreneurs
- Entrepreneurial Motivation
- Entrepreneurship and Economic Development
- Concept of Intrapreneurship

Module-II Creating Entrepreneurial Ventures

- Business Planning Process
- Environmental Analysis and Business Idea Generation
- Identification of Business Opportunities
- Legal Procedures and Regulatory Framework
- Forms of Business Organization
- Government Policies for Entrepreneurs

Module-III Project Management

- Project Management Overview
- Management of Enterprises
- Production and Materials Management
- Technical Feasibility Analysis
- Marketing and Financial Management
- Financial Institutions and Funding Sources

Module-IV Entrepreneurship Development and Government

- Role of Central and State Governments in ED
- Agencies and Support Systems for Entrepreneurs
- Challenges and Reasons for Entrepreneurial Failures
- Women and Rural Entrepreneurship
- Social and Sustainable Entrepreneurship
- International Entrepreneurship
- Knowledge Management and Strategic Entrepreneurship

Teaching Pedagogy:

- Lectures
- Case study Discussion
- Project and Presentation

Evaluation and Assessment:

Continuous Internal Evaluation

50 Marks

(Mid-Semester Examination (20), Projects/Assignments (10), Unit Test/Presentation (05), Case studies (10) & Role play (05))

End Semester Examination

50 Marks

Text Books:

1. S.S. Khanka – Entrepreneurial Development (S. Chand & Company)

Reference Books

1. Neeta Baporikar – Entrepreneurship Development and Project Management (Himalaya Publishing House)
2. Vasant Desai – Dynamics of Entrepreneurial Development (Himalaya Publishing House)
3. Rajeev Roy – Entrepreneurship (Oxford University Press)
4. S. Kanka – Entrepreneurship Development (Sultan Chand & Sons)
5. Appannaiah, Gopal Krishna – Entrepreneurial Development (Himalaya Publishing House)

Course: Corporate Accounting								
Course Code: B. Com			Credit: 4		Program: B.Com (Hons.)		Semester: III	
Teaching Scheme				Evaluation Scheme				
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
4	0	0	4	18/50	-	18/50	-	100

Course Objective:

1. To make aware about Profit or Loss prior to Incorporation of Company.
2. To provide comprehensive understanding of all aspects relating to Business Purchase.
3. To enable the students to understand an event of Internal Reconstruction i.e. Capital Reduction.
4. To make students acquainted with Bank Accounts and equip them to Bank Accounts.
5. To make students acquainted with procedure at the time of Company Liquidation.

Course Outcomes (CO's):

1. Foundational Knowledge of Corporate Accounting.
2. Foundational Knowledge of Corporate Accounting by having knowledge about various events and forms in Corporate.
3. Functional skills of preparing Corporate Accounts.

Course Content:**Module-I A. Profit or Loss Prior to Incorporation**

Introduction, Methods of Ascertaining Profit or Loss to Incorporation, Some Essential Points, Calculation of Sales Ratio, Accounting Treatment of Reincorporation Profit, Accounting Treatment of Pre-incorporation Loss, Statement showing Apportionment of Profit between Pre and Post Incorporation Periods.

B. Accounts of Business Purchase

Introduction, Purchase Consideration, Goodwill, Capital Reserve, Entries in the books of Purchasing Company, Debtors and Creditors taken over on behalf of Vendors, When books of Accounts are to be continued, Some Essential Points.

Module-II Capital Reduction

(Excluding preparation of Scheme for Internal Reconstruction) Introduction, What is Capital Reduction, Reasons for Reducing Capital, Provisions of Companies Act, Methods of Reducing Share Capital, Accounting Entries for Reducing Share Capital, Preform of Capital Reduction Account, Practical Problems, Reconstruction Account, Surrender of Shares, Some Essential Points.

Module-III Bank Accounts

Legal Provisions (Concepts only)

Banking Regulation Act, 1949, Business carried on by banks, Non-Banking Assets and its disposal, Management of banks, Share capital, Creation of Floating charge on properties, Statutory Reserves, Cash Reserves and Statutory Liquidity Reserve, Restriction on Acquisition of Shares in other companies, Restriction on Loan and Advances

Non-Performing Assets (NPA)

Preparation of Final Accounts*

Notes :

(1) Only Simple adjustments to be asked.

(2) Income Statement OR Balance Sheet to be asked with relevant schedules. Combined question of final account is not expected.

Module-IV Liquidation of Companies

Meaning of Liquidation or Winding up (Concepts only)

Methods of Liquidation (Concepts only), Compulsory Winding up by National Law Tribunal, Voluntary Winding up, Consequences of Winding up (Concepts only), Preferential Payments, Overriding Preferential Payment as per the Companies Act, 2013, Powers and Duties of Liquidators (Concepts only), Order of disbursement to be made by Liquidator as per latest statutory revision, Preparation of Liquidator's Final Statement of Account as per latest statutory revision

Teaching Pedagogy:

- Lectures
- Case study Discussion
- Project and Presentation

Evaluation and Assessment:

Continuous Internal Evaluation (Mid-Semester Examination (20), Projects/Assignments (10), Unit Test/Presentation (05), Case studies (10) & Role play (05))	50 Marks
End Semester Examination	50 Marks

Text Books:

2. Dr. P.C. Tulsian – Corporate Accounting – S. Chand & Company Ltd. (Latest Edition)
3. M. P. Gupta & B. M. Agrawal – Grewal's Accounting - S. Chand & Company Ltd. (Latest Edition)

Reference Books

6. Arulanandan Raman & Sunivasan – Problems & Solutions in Advanced Accounting – Himalaya Publication (Latest Edition)
7. Dr. S. N. Maheshwari & Dr. S. K. Maheshwari – Problems & Solutions in Advanced

Accounting Vol. I & II – Vikas Publication House Pvt. Ltd. (Latest Edition)

Reference Books

8. Office 2003 in simple steps- Dreamtech Press.

Course: Business Management**Course Code:** **Credit: 4** **Program: B. COM (Hons.)** **Semester: III**

Teaching Scheme			Evaluation Scheme					Total
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	
4	0	0	4	18/50	-	18/50	-	100

Course Learning Outcome:

- **CLO1:** Define and explain key management concepts, including management levels, scope, and evolution, while distinguishing between management and administration, developing critical thinking, conceptual understanding, and the ability to differentiate management functions and administrative roles.
- **CLO2:** Understand the importance of planning and decision-making processes and apply decision-making techniques in organizational settings, enhancing strategic planning, decision-making, problem-solving, and the ability to apply decision-making frameworks effectively.
- **CLO3:** Analyze organizational structures, staffing functions, and design effective staffing policies, developing skills in organizational analysis, staffing optimization, policy design, and human resource management.
- **CLO4:** Evaluate leadership styles and theories, and understand the difference between managerial and leadership roles, fostering skills in leadership evaluation, role differentiation, theoretical application, and reflective analysis of various leadership styles.
- **CLO5:** Apply motivational theories to enhance employee performance and organizational effectiveness, honing skills in employee motivation, application of motivational frameworks, performance improvement strategies, and promoting organizational effectiveness.
- **CLO6:** Master controlling techniques, including budgetary control, to ensure organizational goals are achieved, while strengthening skills in budgeting, financial control, performance monitoring, and goal-setting within organizational contexts.

Course Outcome: From this course, at the end the students will be able to:

- CO1:** Explain key management concepts, including the different levels, scope, and evolution of management, and distinguish between management and administration.
- CO2:** Understand the significance of planning and decision-making processes and apply effective decision-making techniques within organizations.
- CO3:** Assess organizational structures, staffing functions, and develop efficient staffing policies.
- CO4:** Analyze various leadership styles and theories and differentiate between the roles of a manager and a leader.
- CO5:** Apply motivational theories to improve employee performance and enhance organizational effectiveness.

CO6: Implement control mechanisms, including budgetary control, to ensure the achievement of organizational objectives.

Course Content:

Unit 1: Introduction to Management:

- Meaning and definition of Business Management, Level of Management, Nature of Management, Importance of Management, Scope of Management
- Management as an Art, as a Science and as a Profession.
- Evolution of Management thoughts.
- Management Process, Difference between Management and Administration.
- Functions of Management (POSDCORB) and Managerial Roles.

Unit 2: Planning and Decision - Making:

- Introduction to Planning, Meaning and definition of planning.
- Nature, Importance, Characteristics of Planning, Advantages and Limitations of Planning.
- Planning Process, Methods of Planning and Types of Planning.
- Introduction to Decision – Making, Meaning and Characteristics of decision making.
- Types of Decision Making, Process of Decision Making.

Unit 3: Organization and Staffing:

- Introduction to Organization, Meaning, Nature and elements of organizing.
- Purpose, Steps in the process of organization, Principles of organization.
- Types of organizations
- Introduction to Staffing, Meaning, Features, Elements, Functions of staffing.
- Essentials of a Good staffing policy.

Unit 4: Leadership, Motivation and Controlling:

- Introduction, Meaning, definition, nature, functions of leadership.
- Qualities of a good leader, Difference between Manager and Leader.
- Leadership Styles, Theories of Leadership: Transformational, Transactional, LMX, Path – Goal theory of leadership.
- Introduction to Motivation, Meaning, Elements, Nature and Characteristics of motivation, Maslow's need theory.
- Introduction, Meaning, Nature, process of Controlling.
- Techniques of Managerial Control, Budgetary Control.

Teaching Pedagogy:

- Lectures
- Case study Discussion/Role Plays
- Project and Presentation

Evaluation and Assessment:

Sr. No.	CIE Component	Marks
1.	Class test/Objective test/ Quiz/Viva/Group discussion/MCQs	10
	Presentation/ Assignment writing/Essay writing/Role play/Co-curricular work/Activities and brainstorming games	10
	Inter forum debate	5
	Case studies	5
	MID SEMESTER EXAM	20
2.	END SEMESTER EXAM	50
	Total:	50

Text Books:

Sr.	Author	Name of the books	Publisher	Edition
1.	Tripathi, P. C. and Pandey, P. N.	Principles of Management	Tata McGraw Hill	Latest Edition.
2.	Prasad, L. M.	Principles of Management	Sultan Chand and Sons	Latest Edition.
3.	Shukla, M. C.	Business Organization and Management	Sultan Chand and Sons	18 th Edition or Latest Edition.

Reference Books:

- Koontz, H., & Weihrich, H. (2015). Essentials of Management: An International, Innovation, and Leadership Perspective. McGraw Hill Education.
- Stoner, J.A.F., Freeman, R.E., & Gilbert, D.R. (2011). Management. Pearson Education.

Course: Business and Co-operative Management**Course Code: BCom Credit: 4 Program: B. COM (Hons.) Semester: III**

Teaching Scheme			Evaluation Scheme					Total
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	
4	0	0	4	18/50	-	18/50	-	100

Course Objectives

- To provide an understanding of the legal structure, formation, and types of joint stock companies.
- To explain the roles, powers, and responsibilities of key managerial personnel in companies.
- Understand co-operative management functions and principles, and the role of administrative/government involvement in it.
- To enhance application of theoretical knowledge through real-world examples and discussions.

Course Learning Outcomes (CLO's)

At the end of the course, the students will be able to:

1. Understand and describe the concept, types, and legal formation process of joint stock companies.
2. Explain the legal roles and responsibilities of directors, managing directors, and secretaries.
3. Analyze the structure and functioning of cooperative management.
4. Evaluate the role of government and administration in cooperative development.
5. Apply learned concepts to practical or case-based business and cooperative scenarios.

Contents:**Module: I. Joint Stock Company**

- Meaning; definition under the Company's Act 1956; types;
- Difference between Public Ltd. and Pvt. Ltd. companies;
- Memorandum of Association and Articles of Association,
- Prospectus and Statement in lieu of Prospectus.

Module-II Company Formation and structure

- Forms of Business Organizations:
Sole Proprietorship – concept, merits and limitations
Partnership – concept, types, merits and limitations, registration of a partnership firm, partnership deed, types of partners
Company – concept, merits and limitations, types – private, public and one person

company (concept only)

- Steps and legal procedures for company formation in India
- Memorandum and Articles of Association: Meaning and importance
- Role of regulatory bodies: MCA, ROC, SEBI
- Corporate structure: Directors, Shareholders, Board, and their functions

Module-III Co-operative Management

- Introduction - Concept, Features, Functions and Objectives of Cooperative Management.
- Democratic Structure - General Body - Division of Function and Authority; The Board and the Chief Executive; Co-operative Leadership Special Aspects; Development of Professional Management in Co-operatives.

Module-IV Co-operative Administration

- Government Role in Cooperative Administration
- Cooperative Departmental Set-up at Different Levels
- Delegation of Powers
- Departmental Set-Up.

Teaching Methods:

1. Lectures
2. Case study Discussion
3. Project and Presentation

Evaluation and Assessment:

Components	Marks
Continuous Internal Evaluation (CIE)	
• Class test/Objective test/ Quiz/Oral exam/Group discussion/MCQs	10
• Presentation/ Assignment writing/Essay writing/Role play/Co-curricular work/Activities and brainstorming games	10
• Inter forum debate	5
• Case studies	5
• Mid-sem exam	20
End Semester Examination	50

Text Books:

1. M C Shukla; Business Organization and Management; S. Chand Publication; 18th edition.
2. Dr. V. Kulandaisamy, Co-operative Management, Arudra Academy, First Edition 2002.

Reference Books

1. Fundamentals of Business Organisation & Management by Y. K. Bhushan (Sultan Chand & Sons
2. M. Kutumba Rao, Professionalisation of Co-operative Management, Rainbow Printers, 1989
3. R. Thirunarayanan, Essays on Human Resource Development in Cooperative in Cooperatives,
4. Rainbow Printers, 1990
5. S. Nakkiran – Co-operative Management, Rainbow Publication
6. A. K. Sah, Functional Co-operative Management, Rainbow Publications

Journals and Magazines

- Business Today - India Today Group.
- Forbes India. Network18 Media & Investments Ltd.
- The Cooperator - National Cooperative Union of India (NCUI), New Delhi: NCUI.
- Yojana Magazine - Government of India. Yojana Publications Division, Ministry of Information and Broadcasting.

Course: Workplace Communication**Course Code: B.COM****Semester: III****Programme: B.COM
(Honours)**

Teaching Scheme			Evaluation Scheme					Total
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	
2	0	0	2	18/50	-	18/50	-	100

Course Objectives

- CO1: Understand the foundational concepts and importance of effective communication in the workplace.
- CO2: Develop proficiency in business writing and documentation practices.
- CO3: Demonstrate effective oral communication and interpersonal skills for professional settings.
- CO4: Use modern communication tools and techniques appropriately in a digital work environment.

Course Learning Outcomes (CLO's)

At the end of the course, the students will be able to:

- CLO1: Identify and explain key components of communication and barriers to effective workplace interaction.
- CLO2: Draft clear, concise, and professional business documents such as emails, reports, and proposals.
- CLO3: Participate confidently in presentations, meetings, and interviews using appropriate verbal and non-verbal cues.
- CLO4: Apply communication strategies effectively using digital tools and uphold communication ethics in virtual settings.

Module 1: Fundamentals of Workplace Communication

- Importance and purpose of workplace communication
- Types: Verbal, Non-verbal, Written, and Visual communication
- Communication process and barriers
- Principles of effective communication
- Communication styles and cultural aspects

Module 2: Business Writing and Documentation

- Email writing and professional correspondence
- Writing memos, notices, circulars, and agendas
- Report writing: Types and format
- Preparing business proposals and project summaries
- Use of formal tone, clarity, and conciseness in writing

Module 3: Oral and Interpersonal Communication

- Presentation skills: Structure, delivery, and visual aids
- Meeting etiquette and participation
- Group discussions and personal interviews
- Conflict resolution and negotiation skills
- Listening skills and giving constructive feedback

Module 4: Technology and Communication in the Workplace

- Digital communication tools: Emails, video conferencing, team collaboration apps
- Social media and professional communication ethics
- Remote communication and virtual teamwork
- Data privacy and cyber communication etiquette
- Preparing for digital interviews and webinars

Teaching Methods:

1. Lectures
2. Case study Discussion
3. Project and Presentation

Evaluation and Assessment:

Continuous Internal Evaluation (CIE)
(Mid-Semester Exam, Projects, Assignments, Quizzes, Presentation, etc.) 25 Marks

Mid- Semester Examination 25 Marks

End- Semester Examination 50 Marks

Text Books:

- Business Communication by Meenakshi Raman and Prakash Singh (Oxford University Press)
- Business Communication: Concepts, Cases and Applications by P.D. Chaturvedi and Mukesh Chaturvedi (Pearson Education)
- Workplace Communications: The Basics by George J. Searles (Pearson)

Reference Books:

- Excellence in Business Communication by John V. Thill and Courtland L. Bovee (Pearson)
- Effective Business Communication by Herta A. Murphy and Herbert W. Hildebrandt (Tata McGraw-Hill)
- Communication Skills for Professionals by Nira Konar (PHI Learning)

Course: IT Tools and Application**Course Code: B. Com****Credit: 2****Program: B.Com
(Hons.)****Semester: III****Teaching Scheme****Evaluation Scheme**

Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
0	0	2	2	-	18/50	-	18/50	100

Course Objective:

1. To introduce the students to the fundamentals of computers and familiarize them with the jargon commonly used by computer literates.
2. To introduce the students with some basic tools and applications which will enable them in e-communicating effectively and analyses data for decision making using data of different kinds.
3. To introduce the student to the internet and its applications and thereby empowering him to utilize e-sources for upgrading his knowledge base.

Course Outcomes (CO's):

4. Identify and explain the fundamental components, types, and applications of computers, including input, output, and storage devices.
5. Demonstrate knowledge of various operating systems, including Windows, and effectively use their features, utilities, and control panel settings. Use internet services such as email, web browsing, and online communication tools for effective e-communication.
6. Design, format, and manage professional documents using MS Word, including advanced features such as mail merge, indexing, and macros.
7. Create, edit, and deliver engaging presentations using MS PowerPoint, incorporating multimedia elements, transitions, and animations.
8. Use MS Excel for data management, perform data analysis with formulas and functions, and apply advanced Excel techniques for decision-making.

Course Content:**Module-I Windows & its Utilities**

Computer system components, Input devices, Output devices, storage devices, computer storage elements, types of computer, Applications of computers, advantages of using computer

Operating System

- o Computer software categories
- o Introduction to operating system
- o Types of User Interfaces
- o Functions of Operating Systems
- o Types of Operating Systems
- o Examples of Operating system
- o Booting Process

Windows

- o Introduction to Windows, features of Windows, various versions
- o Components Of Windows
 - Desktop, icon, My computer, My documents, Network Neighbourhood, Recycle bin, start menu, taskbar, Windows Explorer

Control Panel

- Date & time, display, mouse, user accounts, add & remove programs

Internet and Outlook

- o What is Internet
- o Most popular internet services
- o Functions of Internet like email, WWW, FTP, Usenet, IRC, instant messaging, Internet Telephony
- o How Internet works
- o Connecting to Internet
- o Managing emails
- o Using address book
- o Working with task list
- o Scheduling appointments
- o Reminders
- o Events
- o Journals
- o Notes

Module-II

MS Word

- o Creating, navigating and editing Word documents
- o Formatting text of a document
- o Formatting , viewing and printing a document
- o Inserting and removing page breaks
- o Insert Header and footers
- o Viewing a document
- o Page set up of a document
- o Printing a document
- o Working with tables and graphics
- o Working with objects
- o Mail merge and labels
- o Spelling and grammar tools
- o Autocorrect
- o Auto text
- o Auto format
- o Inserting endnotes and footnotes
- o Working with columns
- o Inserting comments

- Creating index and tables from the content of document
- Counting words
- Macros
- Saving document with passwords.

Module-III MS PowerPoint

- Creating , browsing & saving Presentation
- Editing & formatting slides
- Linking multiple slides using hyperlinks and advance buttons
- Using slide layouts
- Adding notes to the slides
- Editing and formatting slides
- Working with slide masters
- Inserting objects on the slide
- Animating objects
- Slide transitions
- Choosing present animations
- Triggering animations
- Applying sound effects to animation effects
- Playing videos
- Rehearsing timings
- Slide show
- Slide show options(using pen pointer, highlighter)
- Pack & go
- Custom Show

Module-IV Introduction to Excel & Advanced Excel

Introduction To Excel

- Concept of workbook, worksheet, workspace
- Types of data
- Formatting workbook
- Conditional formatting
- Sorting Data

Advanced Excel

- Data validation
- Data filter (Auto & Advance)
- Charts
- What if analysis
- Goal seek
- Scenario
- Protecting Worksheet
- Types of error
- Functions and formulas
 1. Mathematical: Round, ceil floor, fact, subtotal, sum , sum if
 2. Logical: AND, OR, NOT, if
 3. Statistical: Min, max, avg, count if
 4. Text: Concatenate, Exact, find, left, right, len, lower, upper, trim
 5. Lookup: Hlookup, Vlookup

Teaching Pedagogy:

- Lectures
- Hand on practice: Computer Lab

Evaluation and Assessment:

Continuous Internal Evaluation

25 Marks

(Mid-Semester Examination (20), Projects/Assignments (10), Unit Test/Presentation (05), Quiz (10) & Class exercise (05))

End Semester Examination

25 Marks

Text Books:

1. R.P.Soni, Harshal Arolkar, Sonal Jain, Wiley - Working with Personal Computer Software (2nd Ed.) – India Publications

Reference Books

- Office 2003 in simple steps- Dreamtech Press.

Course: Indian Knowledge System-II

Course Code: BCom		Credit: 2	Program: BCom				Semester: III	
Teaching Scheme				Evaluation Scheme				
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
2	0	0	2	9/25	-	9/25	-	50

Course Objectives:

1. To understand Indian philosophy.
2. To know the fundamentals of Linguistics & Phonetics
3. To understand the way of doing science and research in ancient India
4. To know the health wellness, governance and public administration during ancient India.

Course Learning Outcomes (CLO's):

1. Able to adopt the Indian philosophy.
2. Able to use and apply the concepts of science and technology in practice.
3. Able to apply the ancient research for resolving complex problems.
4. Able to use ayurveda and public administration to solve real life problems.

Course Content:**Module-I Introduction to Indian Philosophy**

- Introduction to Indian Philosophy: Civilization, its age, characteristics, and timeline.
- History of Indian Civilization: Indian belief system and values, method of Vedic studies.
- Approaches of Indian Philosophy: Types of approach, Advaita and Dvaita, Vaisheshika and Charvaka, ultimate goal of life.
- Concept of Manas, understanding mind-body harmony, mind-body intellect and consciousness complex, understanding consciousness and solutions to issues within the human mind, wisdom through the ages.
- Comparison with Western philosophy.

Module-II Foundational Concepts of Science and Technology

- Linguistics and Phonetics in Sanskrit

- Importance of Verbs, Role of Sanskrit in Natural Language Processing
- Number System and Units of Measurement, Concept of Zero and Its Importance
- Decimal System, Measurements of Time, Distance, and Weight
- Binary System
- Knowledge: Framework and Classification

Module-III Engineering and Technology

- Introduction to the science and the way of doing science and research in India; ancient science.
- Traditional agricultural practices: water-harvesting, livestock and veterinary sciences, houses and villages, forecasting.
- Traditional Ayurveda and plant-based medicine; traditional writing technology.
- Ancient Indian science: physics, chemistry, mathematics.
- Textile technology in India: cotton, silk, wool, bast and leaf fibres; dyeing, washing, spinning, and weaving technology.
- Agriculture in India: types of crops, manures, types of land, use of animals in warfare, animal husbandry, and animals for medicines.
- Ancient transport in India.

Module-IV Indian Health, Governance and Public Administration

- Health and Wellness: Introduction to Ayurveda, understanding the composition of the human body, sleep and food, role of water in well-being. Integrated approach to healthcare, medicine, microbiology, surgery, and yoga.
- Yoga as a way of life: Indian approach to psychology.
- Ethnic studies, life sciences in plants, anatomy, physiology, agriculture, ecology, and environment.
- Governance, public administration, and management with reference to Ramayana, Arthashastra, and Kautilya's statecraft.

Teaching Methods:

1. Lectures
2. Case study Discussion

Evaluation and Assessment:

Continuous Internal Evaluation (CIE)

Mid-Semester Exam: 10

Projects/Assignments: 5

Quizzes/ Presentation: 2.5

Case study: 5

Role play: 2.5

: 25 Marks

End Semester Examination

: 25 Marks

Text Books:

1. Mahadevan, B., Bhat, Vinayak Rajat, Nagendra Pavana R.N. 'Introduction to Indian Knowledge System: Concepts and Applications' by PHI Learning.

Reference Books:

1. Satishchandra Chatterjee , 'An Introduction to Indian Philosophy'.
2. Kapil Kapoor , Avadhesh K. Singh, 'Indian Knowledge Systems - Vol 1 & 2'.
3. <https://iksindia.org/book-list.php>



SHREYARTH UNIVERSITY

School of Management

Bachelor of Commerce (Honours)

Syllabus

Semester-IV

B.Com Semester IV - Syllabus

B.Com(H) Semester-IV				
S.No.	Course Name	Curricular Components	Credit	Total credit
1	Cost Accounting	Major	4	22
2	Auditing	Major	4	
3	Introduction to Taxation	Major	4	
4	Indian Financial System	Minor	4	
5	Public Speaking	Ability Enhancement Courses	2	
6	Written Communication and Analysis	Skill Enhancement Courses	2	
7	Business Ethics	Value Added Courses	2	

Course: Cost Accounting								
Course Code: B.COM			Credit: 4	Program: B.COM			Semester: IV	
Teaching Scheme				Evaluation Scheme				
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
4	0	0	4	18/50	-	18/50	-	100

Course Objectives: By the end of this course, students will be able to:

CO1 - Develop a conceptual understanding of cost accounting, its characteristics, and its relevance in managerial decision-making.

CO2 - Enable learners to classify various elements of cost and prepare cost sheets for service and manufacturing industries.

CO3 - Equip students with skills to allocate, apportion, and absorb overheads using traditional and modern (ABC) techniques.

CO4 - Train students to compute unit cost under single (unit) costing and apply cost information for pricing and cost control.

Course Learning Outcomes (CLO's): At the end of each module, learners will be able to:

1. **Explain** the nature, purpose, and scope of cost accounting, including cost elements and cost centres.
2. **Prepare** operating cost sheets for various service industries such as transport, hospital, canteen, hotel, and power house.
3. **Apply** overhead allocation, apportionment, and absorption techniques, and **interpret** cost behaviour using Activity-Based Costing.
4. **Prepare** detailed cost sheets under unit costing and **compute** per-unit cost for pricing, comparison, and cost control.

Course Content:

Module-I Introduction to Cost Accounting

- Meaning and definition; Need for Cost Accounting; Advantage and limitations; Cost Accounting and Financial Accounting; Cost concepts and cost objects; Elements of cost and classification of costs; methods of costing; Techniques of costing (with emphasis on Uniform costing); Cost centre and Cost unit; Installation of good cost accounting system.

Module-II Operating (Service) Costing

- Meaning and nature
- Operating cost sheet

Service industries:

- Transport (Goods & Passenger)
- Hospital
- Power house
- Hotel
- Canteen

Cost units (per passenger-km, per ton-km, per bed-day, etc.)

Module-III Overheads Costing including Activity Based Costing

A. Overheads Costing:

Definition; Classification of overheads; Techniques for segregation of Semi variable overheads; Cost allocation and apportionment; Basis of apportionment of Factory overheads and Reapportionment of service centre cost; Overhead absorption on the basis of Direct Material cost, Direct labour cost, Prime cost, Labour Hours and Machine Hours; Concept and Treatment in cost accounts of - Over absorption, Under absorption, Setting up time and Idle time; Absorption of Administration overheads and Selling & Distribution overheads (In theory only)

B. Conceptual Understanding of Activity Based Costing

Module-IV Single or Unit Costing

Meaning and Features of Unit Costing

Types of Industries Using Unit Costing (e.g., cement, bricks, electricity, mining, etc.)

Cost Unit (per kg, per litre, per ton, per meter, etc.)

Preparation of Cost Sheet

- Prime Cost
- Factory/Works Cost
- Cost of Production
- Cost of Goods Sold
- Cost of Sales
- Cost per Unit

Purpose of Unit Costing (pricing, cost control, comparison)

Teaching Methods:

- Lectures
- Case study Discussion
- Project and Presentation
- Problem Solving / Numerical Practice
- Quizzes / Class Tests

Evaluation and Assessment:

Continuous Internal Evaluation (CIE)

Mid-Semester Exam: 20

1. Projects/Assignments: 10

Quizzes/ Presentation: 5

Class Tests: 10

50 Marks

Role play: 05

2. End Semester Examination

50 Marks

Text Books:

M.N. Arora – Cost and Management Accounting
S.P. Jain & K.L. Narang – Cost Accounting
B.M. Lall Nigam & I.C. Jain – Cost Accounting: Principles and Practice

Reference Books

Charles T. Horngren, George Foster & Srikant Datar – Cost Accounting: A Managerial Emphasis
Colin Drury – Management and Cost Accounting
R.S. Kaplan & Anthony A. Atkinson – Advanced Management Accounting
Jawahar Lal – Cost Accounting
H. John Bernard – Cost Accounting

Journals and Magazine

- The Institute of Cost Accountants of India (ICMAI) – **Management Accountant Journal**
- The Institute of Chartered Accountants of India (ICAI) – **Journal of Chartered Accountants**
- International Journal of Accounting and Finance
- Indian Journal of Accounting

B.Com Semester IV - Syllabus

Course: Auditing								
Course Code: BCom			Credit: 4	Program: B.Com (H)			Semester: IV	
Teaching Scheme				Evaluation Scheme				
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
4	0	0	4	18/50	-	18/50	-	100

Course Objectives:

By the end of this course, students will be able to:

CO1: Understand the fundamental concepts of auditing, its objectives, scope, advantages, limitations, and the role of auditors.

CO2: Analyze the process of audit planning, audit evidence, and documentation to ensure effective audit execution.

CO3: Evaluate internal control systems, internal check, and vouching techniques to assess organizational compliance and the reliability of financial records.

CO4: Interpret audit reports and their implications in the context of corporate governance and regulatory provisions.

Course Learning Outcomes (CLO's):

At the end of each module, learners will be able to:

CLO1: Explain the origin, types, and principles of auditing while differentiating between accounting and auditing practices.

CLO2: Apply audit procedures, techniques, and documentation standards in preparing audit working papers and evidence.

CLO3: Assess the effectiveness of internal control systems and perform vouching of different transactions to detect errors and frauds.

CLO4: Analyze and interpret various types of audit reports, including qualified opinions, and relate them to corporate governance and legal provisions.

Course Content:

Module-I Introduction to Auditing

- Auditing: Origin of Audit, Definition, Objectives, Scope Types, Advantages and Limitations, Accounting vs Auditing.
- Auditor: Meaning, Definition, Auditor's Role and Responsibilities, Audit Programmes. Principles Governing an Audit.
- Types of Audits: Internal vs. External Audits, Statutory and Non-Statutory Audits, Government Audits and Forensic Audits, Auditing for Non-Profit Organizations.

Module-II Audit Planning

- Audit Planning: Overview, Programming, and Documentation.
- Audit Process: Procedures, and Techniques, Audit Evidence and Its Importance, Audit Note Book.
- Audit Working Papers: Introduction, Meaning, Purpose, Types of Working Papers, Documentation Requirements and Standards, Working Papers and Their Role in Audit Quality.

Module-III Internal Control

- Understanding Internal Controls: Meaning and Significance, Internal Check & Internal Audit.
- Internal Control System: Introduction, Meaning, Features of a Good Internal Control System, Methods of Recording.
- Vouching: Voucher, Vouching of Cash Book, Vouching of Trading Transactions, Vouching of Impersonal Ledger.

Module-IV Audit Report

- Audit Report: Introduction, Meaning, Characteristics, Importance and Significance, Types of Audit Report, Qualifications in the Auditors Report.
- Interpretation and Analysis of Audit Reports: Identifying Key Sections, and Interpreting Audit Opinions, Understanding Qualified Opinions: Causes, implications, and examples.
- Corporate Governance: Introduction, Meaning, Corporate Governance and Audit Committees, Relevant Provisions of Companies Act, 2013.

Teaching Methods:

- Lectures
- Case Study Discussion
- Project and Presentation

Evaluation and Assessment:

1. Continuous Internal Evaluation (CIE)
 - Mid-Semester Exam: 20
 - Projects/Assignments: 10
 - Quizzes/ Presentation: 5
 - Case studies: 10
 - Role play: 05

: 50 Marks
2. End Semester Examination

: 50 Marks

Text Books:

B.Com Semester IV - Syllabus

1. Auditing by Tandon B. N., S Chand & Co Publishers, Latest Edition.
2. Auditing and Assurance by Sanjib Kumar Basu, Pearson, Latest Edition.

Reference Books:

1. Principal and Practice of Auditing by Pagare Dinkar, Sultan Chand.
2. Practical Auditing by Ghatalia S.V., Allied Publishers.

Journals and Magazine:

- International Journal of Auditing
- Journal of Auditing and Assurance Services
- Business Standards
- Harvard Business Review
- Business Today

Course: Introduction to Taxation								
Course Code: BCom			Credit: 4	Program: B.Com (H)			Semester: IV	
Teaching Scheme				Evaluation Scheme				
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
4	0	0	4	18/50	-	18/50	-	100

Course Objectives (CO's)

By the end of this course, students will be able to:

CO1: Demonstrate conceptual understanding of tax planning, including tax evasion, tax avoidance, residential status, exemptions, and investment-related tax strategies.

CO2: Apply tax planning principles to compute taxable income under various heads, including salary, house property, capital gains, and business/profession.

CO3: Analyse tax-saving opportunities using relevant sections (e.g., 80C, 80D) and evaluate their implications for individual taxpayers.

CO4: Develop the ability to prepare and review individual Income Tax Returns (ITR) using digital platforms and understand compliance requirements, forms, and timelines.

Course Learning Outcomes (CLO's)

At the end of each module, learners will be able to:

CLO1: Explain the significance of tax planning, differentiate between tax evasion and avoidance, and determine the residential status of individuals.

CLO2: Compute taxable income under salary and house property by identifying eligible exemptions, deductions, allowances, and tax-saving possibilities.

CLO3: Calculate capital gains and business income, and demonstrate strategies to minimize tax liability within legal frameworks.

CLO4: Prepare a basic individual tax computation, identify applicable deductions, understand ITR filing procedures, and navigate digital tax-filing platforms effectively.

Course Content

Module-I

Introduction Concept and Significance – Tax Evasion and Tax Avoidance – Methods of Tax Planning, Assessment of Individuals: Concept and Objectives, Residential Status, Tax Planning for Special Deductions and Exemptions, Tax Planning for Investments.

Module-II

- Tax Planning for Salary Income.
- Tax Planning for House Property Income.

Module-III

- Tax Planning for Capital Gains.
- Tax Planning for Profit and Gains from Business and Profession

Module-IV

- Understanding different sources of income: Salary, Business, Capital Gains, House Property, and Other Sources
- Basics of income tax calculation, deductions and tax slabs applicable to individuals
- Common deductions under Section 80C, 80D, and others
- Filing of Income Tax Returns (ITR): Process, forms, and timelines
- Introduction to digital platforms for tax filing (e.g., Income Tax portal, AIS/26AS)

Evaluation and Assessment: Total Marks = 100 Marks

1. **Continuous Internal Evaluation (CIE)** : 50 Marks
Mid-Semester Exam: 20
Projects/Assignments: 20
Quizzes/ Presentation: 10
Role play/Case studies: 10
2. **End Semester Examination** : 50 Marks

Text Books

- Dr Vinod Singhania and Dr Monica Singhania - Students' guide to Income Tax, Problems and Solutions –Taxmann Publications.

Reference Books

- Dr Girish Ahuja and Dr Ravi Gupta – Practical Approach to Direct and Indirect Taxes – Wolters Kluwer.
- Aprameya, Milinda, Arpita and Aparajita – Direct Tax Trady Reckoner with Tax Planning – Bharat Law House Pvt.Ltd.

B.Com Semester IV - Syllabus

Course: Indian Financial System								
Course Code: BCom			Credit: 4	Program: B.Com (H)			Semester: IV	
Teaching Scheme				Evaluation Scheme				
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
4	0	0	4	18/50	-	18/50	-	100

Course Objectives:

By the end of this course, students will be able to:

CO1: Understand the structure, role, and functions of the financial system and its key components in the Indian context.

CO2: Examine the significance and functioning of financial institutions and regulatory bodies in maintaining financial stability and promoting growth.

CO3: Evaluate the development, structure, and operations of Indian financial markets and their contribution to the economy.

CO4: Develop insights into financial services and instruments to apply them in real-world business and investment decisions.

Course Learning Outcomes (CLO's):

At the end of each module, learners will be able to:

CLO1: Explain the meaning, role, and functions of the financial system along with its components, including financial assets, instruments, intermediaries, markets, and the regulatory framework.

CLO2: Analyze the structure, role, and functioning of financial institutions and regulatory bodies such as RBI, SEBI, commercial banks, NBFCs, cooperative banks, and special financial institutions in India.

CLO3: Evaluate the composition, functioning, and importance of Indian financial markets, including money and capital markets, stock exchanges, and various market instruments.

CLO4: Apply knowledge of financial services such as venture capital, factoring, leasing, underwriting, and credit rating to understand their role in supporting business and economic growth.

Course Content:

Module-I Introduction to IFS

- Financial System: Meaning, Role and Functions of Financial System, Organised and Unorganised Financial System.
- Components: Financial Assets, Financial Intermediaries, Financial Instruments, Financial Markets (Money and Capital Markets in India) Relevance of various Interest/Return Rates, Regulatory Framework.

Module-II Financial Institutions and Regulatory Bodies

- Financial Institutions: Meaning, Role and Types of Financial Institutions.
- RBI-Meaning and Functions, SEBI-Meaning and Functions, Commercial Banking, Non-Banking Financial Companies, Cooperative Banking, Investment Banking, Merchant Banking.
- Special Institutions: IDBI, IFCI, SFCs, ICICI, Exim Bank in India.

Module-III Financial Markets in India

- Capital Markets: Meaning, Role and importance, Development initiatives and reforms, Composition: Primary-Secondary, Stock Market: Overview, BSE, NSE, OTCEI, STCI.
- Money Markets: Meaning, Features of Organized and Unorganised Money Markets Instruments: Treasury Bills, Certificate of Deposits, Commercial Paper, Call Money, Commercial Bills, Inter-Corporate Deposits, Inter-Bank Participation Certificates.

Module-IV Financial Services

- Venture Capital Financing: Meaning, Steps in VCF, Methods of VCF, Disinvestment Mechanism, VCF in India.
- Factoring: Meaning, Types, Costs and Benefits of Factoring, Difference between Factoring and Forfaiting.
- Leasing: Meaning, Definition, Advantages to Lessor and Lessee, Types of Leases (Operating, Finance, Leveraged, Sales and Lease-back, Leveraged and Cross-border.)
- Underwriting: Meaning and Benefits, IPO, FPO, QIP.
- Credit Rating Agencies: Meaning and Role of such Agencies. A brief idea about: CRISIL, CARE, ICRA, NSDL.

Teaching Methods:

- Lectures
- Case Study Discussion
- Project and Presentation

Evaluation and Assessment:

Continuous Internal Evaluation (CIE)

Mid-Semester Exam: 20

Projects/Assignments: 10

Quizzes/ Presentation: 5

Case studies: 10

Role play: 05

: 50 Marks

End Semester Examination

: 50 Marks

Text Books:

B.Com Semester IV - Syllabus

- The Indian Financial System by Dr. Bharti Pathak, Pearson.
- The Indian financial system and Development by Vasant Desai, Himalaya Publishing House.

Reference Books:

- Financial Markets and Institutions by Dr. S. Gurusamy, Tata McGraw Hill.
- Indian Financial System by M.Y.Khan, Mc.Graw Hill.

Journals and Magazine:

- Business Standards
- Harvard Business Review
- Business Today
- Indian Journal of Finance
- Indian Journal of Finance and Banking
- India's Financial System – IMF E-library

Course Code: BCom				Credit: 2	Program: BCom(H)			Semester: IV
Teaching Scheme				Evaluation Scheme				
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
2	0	0	2	18/50	-	18/50	-	36/100

Course Objectives:

By the end of this course, students will be able to:

CO1 - To understand the Public Speaking and types of speaking occasions.

CO2 - To build the self-confidence while delivering a public speaking.

CO3 - To understand the role of voice and verbal expression in public speaking.

CO4 - To know how to prepare and deliver the message

Course Learning Outcomes (CLO's):

At the end of each module, learners will be able to:

CLO1: Demonstrate awareness of the importance of public speaking in personal and professional contexts.

CLO2: Apply effective interpersonal, group, and public communication skills.

CLO3: Develop and implement strategies to manage and overcome speech anxiety.

CLO4: Deliver structured talks and presentations in diverse workplace situations.

Course Content:**Module-I Introduction to Public Speaking and Listening****Introduction to Public Speaking**

- The Origins of Public Speaking
- Speaking In Public
- Types of Speeches and Speaking Occasions, Giving Your First Speech

Informative Speaking

- Role of Speaker
- Types of Informative Speeches
- Developing Informative Speeches

Persuasive Speaking

- Functions of Persuasive Speeches
- Types of Persuasive Speeches
- Choosing a Persuasive Speech Topic

Listening:

- Hearing Versus Listening
- The Value of Listening
- Three A's of Active Listening
- Barriers to Effective Listening
- Strategies to Enhance Listening

Module-II Organizing and outlining

- Elements of an Excellent Demonstration Speech: Objectives, Outline, and Introduction
- The Topic, Purpose, and Thesis
- Writing the Body of Your Speech
- Organizational Styles
- Connecting Your Main Points
- Outlining Your Speech
- Outline for Monroe's Motivated Sequence
- Storytelling
- Methods of Delivery
- Organizing the Body of the Speech
- Beginning and Ending the Speech

Analysing the Audience

- Approaches to Audience Analysis
- Categories of Audience Analysis

Module-III Delivering Your Presentation.

- Preparing All Parts of the Assignment
- Organizing for Your Audience
- Attention-Getting Strategies
- Methods of Delivery
- Vocal Aspects of Delivery
- Nonverbal Aspects of Delivery
- Mastering the Location
- Preparation, Practice, and Delivery
- Visual Aids : Effective Visual Aids, Types of Visual Aids
- Language: Using Stylized Language, Accurate Language , Avoiding Language Pitfalls.
- Frames of Reference
- Personal and Professional Knowledge
- Critical Thinking and Reasoning

Module-IV Ethics in Public Speaking

- Ethics and Public Speaking
- Defining Ethics
- Ethical Speaking
- The Importance of Ethical and Accurate Language

- Ethical Listening

Teaching Methods:

- Lectures and Discussion
- Presentation

Evaluation and Assessment:

1. Continuous Internal Evaluation (CIE)
Mid-Semester Exam: 20
Projects/Assignments: 10
Quizzes/ Presentation: 10
Class participation: 10
: 50 Marks
2. End Semester Examination
: 50 Marks

Text Books

- Lucas, Stephen E. (2020). The Art of Public Speaking. McGraw Hill Education.
- Verderber, Rudolph F., Verderber, Kathleen S., & Sellnow, Deanna D. (2019). The Challenge of Effective Speaking. Cengage Learning.

Reference Books

1. Dale Carnegie, The Art of Public Speaking.
2. Dale Carnegie , The Quick and Easy Way to Effective Speaking
3. Dale Carnegie' , Public speaking and Influencing Men in Business

Course: Written Communication and Analysis								
Course Code: BCom			Credit: 2	Program: BCom (H)			Semester: IV	
Teaching Scheme				Evaluation Scheme				
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
2	0	0	2	18/50	-	18/50	-	36/100

Course Objectives:

By the end of this course, students will be able to:

- CO1 - To know the fundamentals of report writings
- CO2 - To aware about the formal and informal reports.
- CO3 - To understand the basic structure of reports.
- CO4 - To know the style of referencing in reports.

Course Learning Outcomes (CLO's):

At the end of each module, learners will be able to:

CLO1: Demonstrate an understanding of the writing process, principles of plain language, and effective techniques for professional report writing.

CLO2: Analyze and apply appropriate structures and components for different types of reports, including business, academic, formal, and informal reports.

CLO3: Design and format professional documents and presentations using suitable tools, layouts, and styles for clear and impactful communication.

CLO4: Apply proper referencing, citation styles, and bibliography techniques while adhering to copyright and legal guidelines using IT-based tools.

Course Content:**Module-I Introduction to Writing**

- Concept of Writing.
- Writing process: Planning, organising information, writing draft.
- Language: plain language, principles of plain language.

- Principles for effective report writing

Module-II Report Writing

- What is report writing? Type of Report.
- General report, academic report, business report
- Business Report: Concept, Types, Structure, needs.
- Formal Report: What is Formal Report? Components of formal report, Purpose of formal report, importance of formal report, Report Outline, Drafting the main body and appendixes, Issuing the report, key take aways of formal report.
- Informal Report: What is informal Report? Components of informal report, Purpose, importance of informal report.

Module-III Writing Format and presentations

- Word processing and desktop publishing.
- Format: Layout and design, Typography, Page Layout, size, margin, type, font type, font size, Styles, Columns, Line spacing, numbering, color, types of charts, graphs, tables, Page number, Page breaks etc.
- Paper type, covers, binding and indexing, printing.
- Presentation: Purpose of presentation, Contents, descriptions, highlights of key points.
- Presentation tools: Microsoft PowerPoint, Prezi, PowToon.

Module-IV References, Citation and Bibliography

- What is reference? need of references.
- Referencing styles: APA, MLA.
- Citations, Cross referencing, Footnote, Endnotes, bibliography, sources.
- Use of Software/IT tools for referencing.
- Legal laws relating to copyright and referencing.

Teaching Methods:

- Lectures
- Report Writing and Presentation

Evaluation and Assessment:

1. Continuous Internal Evaluation (CIE)

Mid-Semester Exam: 20

Projects/Assignments: 10

Quizzes/ Presentation: 10

Class participation: 10

: 50 Marks

End Semester Examination

: 50 Marks

Text Books

- Maybin, J., & Swann, J. (2006). The Art of English: Everyday Creativity. Palgrave Macmillan.
- Morley, David. (2007). The Cambridge Introduction to Creative Writing. Cambridge University Press.

Reference Books

1. Gerald J. Alred, Walter E. Oliu, Charles T. Brusaw, The Business Writer's Handbook, Edition 11, Bedford/St. Martin's
2. John Bowden, WRITING A REPORT, Constable & Robinson.

Course: Business Ethics								
Course Code: BCom			Credit: 2	Program: BCom(H)			Semester: IV	
Teaching Scheme				Evaluation Scheme				
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
2	0	0	2	18/50	-	18/50	-	36/100

Course Objectives:

By the end of this course, students will be able to:

- CO1 - To make students aware about the ethics and values in business and society.
- CO2 - To aware about the ethics at work place and decision making.
- CO3 - To know about the corporate social responsibility of the business.
- CO4 - To aware about the corporate governance at corporate level.

Course Learning Outcomes (CLO's):

At the end of each module, learners will be able to:

- CLO1: Demonstrate an understanding of the importance of ethics and values in business.
- CLO2: Identify and analyze ethical issues in business and apply appropriate solutions.
- CLO3: Apply the principles of corporate governance and corporate social responsibility in business decision-making.
- CLO4: Contribute towards fostering a happy, healthy, and ethically responsible society.

Course Content:**Module-I Introduction to Ethics**

- Ethical Concepts and Theories: Beliefs, values, ethics, laws, moral, human rights, social responsibility, ethical problems
- Kohlberg's six stages of moral development (CMD)
- The Importance and need of Business Ethics
- Ethical Theories

Module-II Ethics at Workplace

- Meaning, importance and Role of individual moral and ethics at work place.
- Emerging ethical issue at work place
- Ethical Problems-Dilemma at Work-Sources and Resolutions

- Whistle Blowing

Module-III Implementing Business Ethics

- Ethics in functional area of business: Finance, Human Resource and Marketing etc.
- Ethics in Formulation, implementation, evaluation and control of the strategies and Policies.
- Developing an Effective Ethics Program
- Implementing and Auditing an Ethics Program
- Business Ethics in a Global Economy

Module-IV Corporate Governance and Corporate Social Responsibility

- Overview about Corporate Governance
- Agency theory: Agency framework for conflict resolution.
- Corporate social responsibility.
- Discussion on recent issues of corporate governance in Indian corporate world.
- Case discussion on role of CSR on Brand valuation.

Teaching Methods:

- Lectures
- Case study Discussion

Evaluation and Assessment:

1. Continuous Internal Evaluation (CIE)
Mid-Semester Exam: 20
Projects/Assignments: 10
Quizzes/ Presentation: 10
Class participation: 10
: 50 Marks
2. End Semester Examination
: 50 Marks

Text Books

- Fernando, A. C. (2019). Business Ethics and Corporate Governance. Pearson Education.
- Velasquez, Manuel G. (2017). Business Ethics: Concepts and Cases. Pearson.

Reference Books

1. Mandal, S. K., Ethics in Business and Corporate Governance, TMH, New Delhi.
2. A.C. Fernando, Business Ethics: An Indian Perspective, Pearson.

Journals and Magazine

- The Journal of Ethics
- AMA Journal of Ethics
- Corporate Social Responsibility and Environmental Management
- Social Responsibility Journal



SHREYARTH UNIVERSITY

School of Management

BBA/BBA(H)/Integrated BBA-MBA

Syllabus

Semester - VI

BBA-BBA(H)-IMBA Sem-VI				
S.No	Course Name	Curricular Components	Credit	Total credit
1	Introduction to Strategic Management	Major Course	4	26
2	Project Management	Major Course	4	
3	Organizational Behavior	Major Course	4	
4	Specialization (any 2)		8	
5	Financial Technology (FinTech) & Digital Banking	Minor - Finance elective		
6	Retail Management	Minor - Marketing Elective		
7	Talent Acquisition & Retention	Minor - HR elective		
8	Environment Conservation & Disaster Management	Ability Enhancement Courses	2	
9	Dissertation		4	

Course: Introduction to Strategic Management								
Course Code: BBA			Credit: 4		Program: BBA		Semester: VI	
Teaching Scheme				Evaluation Scheme				
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
4	0	0	4	18/50	-	18/50	-	100

Course Objective:

By the end of this course, students will be able to:

CO1: Introduce the fundamental concepts, processes, and significance of Strategic Management in business.

CO2: Develop the ability to analyze external and internal business environments using strategic tools and frameworks.

CO3: Equip students with skills to identify and evaluate resources, competencies, and competitive advantages of firms.

CO4: Enable students to apply strategy formulation models and techniques for effective decision-making.

Foster critical thinking to integrate vision, mission, environment analysis, and functional strategies into organizational goals.

Course Learning Outcomes (CLO's):

At the end of the course, the students will be able to:

CLO1: Define and explain the meaning, importance, and process of strategic management, including vision, mission, and levels of strategy.

CLO2: Apply and analyze external environment scanning techniques such as SWOT, PESTEL, and Porter's Five Forces to evaluate industry conditions.

CLO3: Examine internal resources, competences, and value chains to identify and assess sources of sustainable competitive advantage.

CLO4: Formulate business strategies using BCG Matrix, Ansoff Model, Porter's

Generic Strategies, integration, and diversification approaches.

CLO5: Integrate environmental analysis and organizational objectives to develop coherent and implementable strategies.

Course Content:

Module-I Introduction to Strategic Management

- Introduction to SM - Meaning and definition of strategy and strategic management
- Importance of Strategic Management
- Process of Strategic Management
- Vision : Meaning, Definition, characteristics of vision statement
- Mission : Definition, characteristics of mission statement
- Difference between vision and mission
- Levels of Strategy and their characteristics

Module-II External Environment Analysis

- Concept of External Environment Analysis
- PESTEL Analysis
- Porter's 5 Force Model
- Approaches to Environmental Scanning
- Sources used for Environmental Scanning
- Techniques of Environmental Scanning

Module-III Internal Environment Analysis

- Concept of Internal Analysis,
- Resources, Competences, Core Competencies, Capabilities
- Sustainable Competitive advantage and its criteria
- Value Chain Analysis of Business
- SWOT Analysis

Module-IV Strategy Formulation

- Strategy Formulation – Meaning, process
- Business Models: BCG Matrix and Ansoff Model
- Porter's five Generic Competitive Strategies
- Functional strategies
- Integration: Horizontal and Vertical (Forward and Backward) integration
- Diversification: Concentric and Conglomerate

- Interrelationship between formulation and implementation

Teaching Methods:

- Lectures
- Case study Discussion
- Project and Presentation

Evaluation and Assessment:

1. Continuous Internal Evaluation (CIE)

Mid-Semester Exam: 20

Projects/Assignments: 10

Quizzes/ Presentation: 10

Class participation: 10

: 50 Marks

2. End Semester Examination

: 50 Marks

Text Books

1. Strategic Management & Business Policy by Azhar Kazmi, 3rd Edition Mc Graw Hill Publication Pvt Ltd.
2. Business Policy & Strategic Management by P. Subba Rao, GTU Edition Himalaya Publication.

Reference Books

1. Strategic Management, A Dynamic Perspective - Concepts and Cases - Mason A. Carpenter, Wm. Gerard Sanders, Prashant Salwan, Published by Dorling Kindersley (India) Pvt Ltd, Licensees of Pearson Education in South Asia.
2. Strategic Management and Competitive Advantage - Concepts - Jay B. Barney, William S. Hesterly, Published by PHI Learning Private Limited, New Delhi.
3. Globalization, Liberalization and Strategic Management - V. P. Michael.
4. Business Policy and Strategic Management - Sukul Lomash and P. K. Mishra, Vikas Publishing House Pvt. Ltd., New Delhi.

Journals and Magazine

- Strategic Management Journal
- Harvard Business Review
- Vikalpa – A Journal for Decision Makers
- Management Review

Course: Project Management								
Course Code: BBA			Credit: 4		Program: BBA-BBA(H)-IMBA		Semester: VI	
Teaching Scheme				Evaluation Scheme				
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
4	0	0	4	18/50	-	18/50	-	100

Course Objectives

By the end of course, the student will be able to:

- CO1: To develop an awareness of the need for project planning and management
- CO2: To apply professional attitudes and techniques to managing a project
- CO3: Provide students with a basic understanding of project management principles and practices.
- CO4: Increase the student's ability to function effectively on a project team.
- CO5: Increase the student's ability to function effectively as a project manager.

Course Learning Outcomes (CLO's)

At the end of the course, the students will be able to:

- CLO1: To understand the importance of project management
- CLO2: To demonstrate the application of professional techniques in managing projects.
- CLO3: To explain the foundational principles and practices of project management.
- CLO4: To collaborate effectively as part of a project team and understand the rules and regulations to be followed from the idea generation till successfully completing the project.

Course Content:

MODULE –I Fundamentals of Project Management

- Introduction, Definition, Components, Importance of PM
- Fitting Projects into parent organization (functional, matrix, projectized structures, and strategic alignment)
- Types of Projects
- Project management vs. operations management
- Selection of Project Manager, Responsibilities of Project Manager,
- Phases of Project Management and Project Management Cycle

MODULE –II Project Planning and Scheduling

- Project planning process
- Project selection methods (NPV, IRR, Payback, Scoring models)
- Work Breakdown Structure (WBS)
- Project scheduling: Gantt charts, Network diagrams
- PERT (Program Evaluation & Review Technique) and CPM (Critical Path Method)
- Milestone planning and basics of resource levelling
- Introduction to Critical Chain Method (CCM)

MODULE –III Project Monitor, Evaluation, Control and Quality Management

- Introduction to Project monitoring, evaluation and control
- Relationship between Monitoring, Evaluation and Control.
- Project Audit – Process of Project Audit
- Types of Project Audit
- Quality Management for Projects
- Basic tools for Project Management like: Six Sigma, TQM, Kaizen, 5S.

MODULE –IV Project Closure and Termination

- Meaning and importance of project closure
- Types of project termination
- Steps in project closure: administrative closure & contract closure
- Project performance evaluation and audit
- Documentation and reporting in closure phase
- Capturing lessons learned and knowledge transfer
- Handover and release of project resources
- Managing stakeholder satisfaction at closure

Teaching Methods:

1. Lectures
2. Case study Discussion
3. Project and Presentation

- **Evaluation and Assessment:**

1.	Continuous Internal Evaluation (CIE) (Mid-Semester Exam (20 Marks), Assignments (10 Marks), Quizzes(10 Marks), Presentation (5 Marks), Case Study (5 Marks))	50 Marks
2.	End Semester Examination	50 Marks

- **Text Books:**

Sr. No.	Author	Name of the Book	Publisher	Edition
1	Clifford F Gray, Erik W Larson	Project Management-The Managerial Process	Mcgraw-Hill Publishing	Latest edition
2	Pinto	Project Management	Pearson	Latest edition

- **Reference Books:**

Sr. No.	Author	Name of the Book	Publisher	Edition
1	Prasanna Chandra	Project Planning Concept	TMH Publication	Latest Edition
2	Jack Meredith, Samuel J. Mantel Jr	“Project Management- A Managerial Approach”	John Wiley and Sons	Latest edition
3	P K Joy	Total Project Management- The Indian Context	Macmillan India Ltd	Latest edition

Course: Organizational Behaviour								
Course Code: -				Credit: 4	Program: BBA-IMBA		Semester: VI	
Teaching Scheme				Evaluation Scheme				
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
4	0	0	4	18/50	-	18/50	-	100

Course Objectives:

By the end of this course, students will be able to:

CO1: Understand the fundamental concepts, nature, and scope of Organizational Behavior (OB) and its relevance in modern organizations.

CO2: Analyze individual behavior by exploring personality, perception, attitudes, and motivation, and link them to organizational outcomes.

CO3: Examine group dynamics, team building, and stress management strategies to foster effective collaboration and improve workplace performance.

CO4: Evaluate different leadership styles, conflict management techniques, and power & politics to develop ethical and effective leadership skills. Apply OB theories and frameworks to real-life organizational problems.

Course Learning Outcomes (CLO's):

At the end of each module, learners will be able to:

CLO1: Explain the meaning, features, nature, scope, and basic assumptions of Organizational Behavior.

CLO2: Analyze personality, perception, attitudes, values, and motivation and their impact on individual behavior.

CLO3: Identify group dynamics, stages of group development, teamwork, and stress management techniques.

CLO4: Apply leadership theories and conflict management techniques in organizational situations. Differentiate between power, authority, and politics and use ethical practices in organizational decision-making.

Course Content:

Module-I	Introduction to OB
<ul style="list-style-type: none"> • Meaning, Features, Nature and Scope of OB • The Basic Assumptions of OB • Major Disciplines and their Contributions to OB • Opportunities for OB (Globalization, Indian workforce diversity, customer service, innovation and change, networked organizations, work-life balance, people skills, positive work environment, ethics) 	
Module-II	Individual Behaviour
<ul style="list-style-type: none"> • Personality: Meaning; Determinants; Personality attributes influencing OB • Perception: Meaning; Perceptual Process; Factors influencing perception • Attitudes and Values: Meaning and Characteristics, Attitude formation; Attitude & Behaviour; Values and Beliefs • Understanding Human Motivation at Work: Concept of Reinforcement, Motivational Theories • Transactional Analysis: Concept and Theory 	
Module-III	Group Dynamics and Stress Management
<ul style="list-style-type: none"> • Group Dynamics and Properties • Types of Groups • Stages of Group Development • Team building-Define, Difference between Team and Group. • Stress Management-Stress and Behaviour • Sources of Stress • Consequences of Stress and Performance. 	
Module-IV	Leadership, Conflict Management and Power & Politics
<ul style="list-style-type: none"> • Leadership-Introduction and characteristics of Leadership, Types, Theories of Leadership. • Conflict Management-Nature of Conflict, Sources of Organizational Conflict, Modes of Conflict Resolution. • Power & Politics-Difference between Influence, Power & Authority, Sources of power, Organizational Politics, Ethics of Power and Politics in Organizations. 	

Teaching Methods:

- Lectures
- Case study Discussion
- Project and Presentation

Evaluation and Assessment:

1. Continuous Internal Evaluation (CIE) : 50 Marks

Mid-Semester Exam: 20

Projects/Assignments: 10

Quizzes/ Presentation: 5

Case studies: 10

Role play: 05

2. End Semester Examination : 50 Marks

Text Books:

1. Stephen P. Robbins, Timothy A. Judge, Niharika Vohra (18th ed.), Pearson Education, New Delhi
2. K. Aswathappa Organizational Behaviour Himalaya Publishing House Pvt. Ltd. Latest Edition
3. Margi Parikh & Rajan Gupta Organizational Behaviour McGraw-Hill 2010 / Latest Edition

Reference book:

Luthans, F. (latest edition). Organizational Behavior: An Evidence-Based Approach. McGraw-Hill Education.

Journals and Magazine

- Harvard Business Review
- Management Review
- Business Standard/Economic Times/Financial Times/ Financial Express

Course: Financial Technology & Digital Banking								
Course Code:			Credit: 4	Program: BBA-IMBA			Semester: VI	
Teaching Scheme				Evaluation Scheme				
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
4	0	0	4	18/50	-	18/50	-	100

Course Objectives:

By the end of this course, students will be able to:

CO1: Understand the evolution, scope, and ecosystem of FinTech and digital banking.

CO2: Analyze digital banking systems, payment innovations, and their role in India's financial landscape.

CO3: Evaluate emerging FinTech innovations, technologies, and their applications in financial services.

CO4: Examine the regulatory framework, risk management practices, and future trends in FinTech and digital banking.

Course Learning Outcomes (CLO's):

At the end of each module, learners will be able to:

1. CLO1: Explain the key drivers of FinTech growth, its ecosystem, and the relevance of digital banking in today's economy.
2. CLO2: Apply knowledge of digital banking platforms, payment systems (NEFT, RTGS, UPI, etc.), and innovative payment solutions using real-world case studies.
3. CLO3: Assess the role of technologies such as blockchain, AI, ML, and Big Data in transforming financial services while addressing cybersecurity and fraud risks.
4. CLO4: Interpret regulatory provisions, compliance requirements, and recent innovations to understand the opportunities and challenges in the global FinTech landscape.

Course Content:**Module-I Introduction to FinTech and Digital Banking**

- Evolution of Financial Technology: From Traditional Banking to FinTech

- Definition, Scope, and Importance of FinTech
- Key Drivers of FinTech Growth (Technology, Regulation, Consumer Behaviour)
- Overview of Digital Banking: Concept, Need, and Benefits
- FinTech Ecosystem: Startups, Banking, Finance, Insurance and Technology

Module-II Digital Banking Systems and Payment Innovations

- Core Banking Solutions and Digital Banking Platforms
- Payment Systems in India: NEFT, RTGS, IMPS, UPI, BBPS, AEPS
- Mobile Banking, Internet Banking, and Digital Wallets
- Innovations in Payments: Contactless Payments, Smart Cards, QR Code Payments, NFC
- Role of NPCI in India's Digital Payment Landscape
- Case studies: Paytm, Google Pay, PhonePe, BHIM

Module-III Emerging FinTech Innovations and Technologies

- CBDC, Cryptocurrencies, and Blockchain
- Smart Contracts and Decentralized Finance (DeFi)
- Artificial Intelligence (AI), Machine Learning (ML) and Big Data in Financial Services
- Robo-advisory and Algorithmic Trading
- InsurTech, RegTech, and WealthTech Concepts
- Cybersecurity and Fraud Management in Digital Banking

Module-IV Regulatory Framework

- Regulatory Framework in India (RBI, SEBI, NPCI, IRDAI)
- Digital Lending, Peer-to-Peer Lending, and Crowdfunding Platforms
- Open Banking and Application Programming Interface (API) Economy
- Risk Management and Compliance in FinTech
- Future of FinTech and Digital Banking in India and Globally
- Case Studies on Recent Innovations and Disruptions

Teaching Methods:

- Lectures
- Case Study Discussion
- Project and Presentation

Evaluation and Assessment:

3. Continuous Internal Evaluation (CIE)
 - Mid-Semester Exam: 20
 - Projects/Assignments: 10
 - Quizzes/ Presentation: 5
 - Case studies: 10
 - Role play: 05**: 50 Marks**
4. End Semester Examination**: 50 Marks**

Text Books:

4. Financial Technology (FinTech) and Digital Banking in India by Jaspal Singh, New Century Publications.
5. Information Technology and digital banking by IIBF, Macmillan.

Reference Books:

1. Introduction to Fintech by Chandrahauns Chavan, & Atul Patankar, Pearson Education.
2. Fintech Future: The Digital DNA of Finance by Sanjay Phadke, Atlantic Publishers.

Journals and Magazine:

- Business Standards
- Harvard Business Review
- Business Today
- Indian Journal of Finance
- Indian Journal of Finance and Banking

Course: Retail Management								
Course Code: BBA-BBA(H)-IMBA				Credit: 4	Program: BBA-BBA(H)-IMBA			Semester: VI
Teaching Scheme				Evaluation Scheme				
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
4	0	0	4	18/50	-	18/50	-	100

Course Objectives:

By the end of this course, students will be able to:

- CO1: To provide students with an understanding of the concepts, functions, and significance of retail management.
- CO2: To familiarize students with retail formats, consumer behavior in retail, and emerging trends in retailing.
- CO3: To equip students with knowledge of retail operations, supply chain, merchandising, and store management.
- CO4: To enable students to analyze retail strategies, technology adoption, and future challenges in the retail industry.

Course Learning Outcomes (CLO's):

At the end of each module, learners will be able to:

- CLO1: Explain the fundamentals of retailing, retail environment, and retail formats.
- CLO2: Analyze consumer behavior in retail settings and factors influencing store choice.
- CLO3: Apply concepts of retail operations, merchandising, and supply chain management in real-world contexts.
- CLO4: Evaluate retail strategies, technological innovations, and sustainability practices in the retail industry.

Course Content:**Module-I Introduction to Retailing**

- Definition, nature, and importance of retailing
- Evolution and growth of retail industry in India & globally
- Retail formats: store-based, non-store-based, multichannel, e-retailing
- Retail environment and challenges in India
- Case study discussion

Module-II Consumer Behaviour in Retailing

- Understanding consumer buying behaviour in retail
- Factors influencing consumer decision-making (cultural, social, personal, psychological)
- Shopper typologies and shopping motivations
- Impulse buying behaviour and store loyalty
- Shift from convenience retail to e-commerce, large format retail, and omni-channel experiences
- Influence of digitalization, mobile apps, and social media on consumer behaviour
- Changing patterns in urban vs. rural consumer behaviour

Module-III Retail Operations & Merchandising

- Retail store operations: location, layout, design, atmosphere
- Merchandising: concept, category management, assortment planning
- Retail supply chain and logistics management
- Pricing and promotion strategies in retail

Module-IV Retail Strategies & Emerging Trends

- Retail strategy formulation and competitive advantage
- Role of technology in retail: CRM, ERP, EDI, RFID, AI, and e-commerce
- Emerging trends: omni-channel retailing, sustainable retailing, experiential retail
- Case studies of leading Indian/global retailers
- Case study discussion

Teaching Methods:

- Lectures
- Case study Discussion
- Project and Presentation

Evaluation and Assessment:

Continuous Internal Evaluation (CIE)

Mid-Semester Exam: 20

Projects/Assignments: 10

Quizzes/ Presentation: 10

Case studies: 10

: 50 Marks

End Semester Examination

: 50 Marks

Text Books:

- Berman, B., & Evans, J. R. (2018). Retail Management: A Strategic Approach. Pearson

Education.

- Pradhan, Swapna (2017). Retailing Management. McGraw Hill Education.

Reference Books

- Levy, M., Weitz, B., & Grewal, D. (2019). Retailing Management. McGraw Hill.
- Newman, A. J., & Cullen, P. (2017). Retailing: Environment and Operations. Cengage Learning.

Journals and Magazine

- International Journal of Retail & Distribution Management
- Journal of Retailing and Consumer Services
- Marketing Week
- Business Week

Course: Talent Acquisition and Retention								
Course Code: BBA		Credit: 4		Program: BBA		Semester: VI		
Teaching Scheme				Evaluation Scheme				
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
4	0	0	4	18/50	-	18/50	-	100

Course Objective:

By the end of this course, students will be able to:

CO1: Provide students with conceptual and practical understanding of talent acquisition and retention in organizations.

CO2: Enable students to design workforce planning, recruitment, and selection strategies aligned with organizational goals.

CO3: Develop skills to create effective onboarding programs and understand retention drivers in dynamic workplaces.

CO4: Familiarize students with tools, metrics, and analytics used to measure and improve acquisition and retention processes.

CO5: Sensitize students to contemporary issues in HR such as diversity, inclusion, ethics, and technology adoption in HRM.

Course Learning Outcomes (CLO's):

At the end of the course, the students will be able to:

CLO1: Explain the concepts, objectives, and challenges of talent acquisition and retention in organizations.

CLO2: Apply workforce planning techniques and design effective recruitment and selection strategies, including employer branding and the use of digital tools.

CLO3: Develop onboarding programs and recommend retention strategies to manage voluntary turnover and enhance employee engagement.

CLO4: Analyze factors contributing to attrition and evaluate the impact of retention practices on organizational success.

CLO5: Use HR metrics and technology to assess and improve acquisition and retention outcomes.

Course Content:

Module-I Introduction to Talent Acquisition

- Introduction to Talent Acquisition – Meaning and objectives
- Role of talent acquisition in organizational success
- Key challenges in talent acquisition and retention
- Developing effective job description and specification
- Developing workforce planning process – forecasting and job analysis

Module-II Talent Acquisition Strategies

- Preparing recruitment plan
- Searching & downloading applicant profile by using job portals
- Selecting sources for talent acquisition (Traditional v/s Digital)
- Preparing budget
- Employer Branding - Attracting the right candidate: EVP, Recruitment marketing, social/digital media in attraction
- Formulating a recruitment strategy (specifically for Managerial/Executive jobs),
- Selection process, Use of assessment centers, selection errors & minimizing selection errors, Reliability & Validity tests
- Choosing the types of interviews – Structured interview v/s unstructured interview, one on one, panel and sequential interview.

Module-III Employee Onboarding and Retention Drivers

- Onboarding & Induction: objectives, orientation programs, cultural integration.
- Employee retention: Meaning, significance, voluntary turnover & job withdrawals
- Factors affecting attrition
- Impact of attrition on organization
- Comprehensive approach to Retaining employees
- Managing Voluntary Turnover and dealing with Job Withdrawal,
- Key drivers to attract and retain talent
- Employee engagement and empowerment.

Module-IV Advanced Retention Strategies and Analytics

- Succession Planning & Talent Pool Development
- Strategic Compensation plan for Talent Engagement
- Defining the Elements of Total Rewards
- Integrated Rewards Philosophy and Designing Integrated Rewards
- HR Metrics: Turnover, retention rate, cost per hire
- Technology in Acquisition and Retention: HRIS, ATS, AI
- Contemporary Issues: DEI, Gig Workforce, Remote hiring, cross-cultural considerations, ethical challenges.

Teaching Pedagogy:

- Lectures

- Case study Discussion
- Project and Presentation

Evaluation and Assessment:

1. Continuous Internal Evaluation (CIE)
Mid-Semester Exam: 20
Projects/Assignments: 10
Quizzes/ Presentation: 10 : 50 Marks
Class participation: 10
2. End Semester Examination : 50 Marks

Text Books

- Taylor, S. – Resourcing and Talent Management, CIPD/Kogan Page.
- Lance A Berger, Dorothy R Berger – Talent Management Handbook, Mc.Graw Hill, Virginia, USA, Latest Edition

Reference Books

1. Armstrong, Michael - A Handbook of Human Resource Management Practice, Kogan Page Publication, Latest Edition.
2. Hasan, M., Singh, A. K., Dhamija, Talent management in India: Challenges and opportunities, Atlantic Publication, Latest Edition.
3. Dessler Gary - A Framework for Human Resource Management, Pearson Publication, Latest Edition
4. Effective Talent Acquisition and Retention Strategies: Private Companies, Zemelak Goraga

Course: Environment Conservation & Disaster Management								
Course Code: BBA			Credit: 2	Program: BBA			Semester: VI	
Teaching Scheme				Evaluation Scheme				
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
2	0	0	2	18/50	-	18/50	-	100

Course Objectives:

By the end of this course, students will be able to:

CO1 – To understand key concepts of ecosystems, biodiversity, natural resources, and disaster types so students can define and recall the foundational vocabulary.

CO2 – To apply environmental assessment tools and disaster management techniques in practical case studies to propose mitigation and preparedness strategies.

CO3 – To analyse relationships among human activity, environmental degradation, and disaster risk to identify vulnerabilities and causal factors in real regions.

CO4 – To create integrated plans for conservation and disaster risk reduction that balance environmental, social, and economic sustainability for a selected area.

Course Learning Outcomes (CLO's):

At the end of the course, the students will be able to:

CLO1: Students will remember and list the main environmental conservation principles and classify types of disasters (natural and human-induced).

CLO2: Students will apply risk mapping, environmental impact assessment, and stakeholder analysis to assess and plan for environmental threats and disaster risk.

CLO3: Students will analyse existing conservation policies and disaster responses to evaluate their effectiveness, strengths, and areas needing improvement.

CLO4: Students will create a comprehensive conservation and disaster management plan for a given region that incorporates resilience, sustainability, and community participation.

Course Content:

Module-I Multidisciplinary nature of environmental studies

- Definition and Scope of Environment
- Significance, Types of Pollution : Air pollution, Water pollution, Soil pollution, Marine pollution, Noise pollution, Radiation pollution
- Causes of Pollution, Need for Public Awareness
- Case study discussion

Module-II Natural Resources & Biodiversity

- Types of Resources: Forest resources, Water resource, Mineral resource, Food resource, Energy resource
- Associated Problems and Potential Solutions
- Introduction-Definition; Biogeographically classification of India
- Concept of sustainable development and Need of Renewable Energy

Module-III Disaster Management

- Disaster Management: Types of disasters (natural and Man-made) and their causes and effect)
- Vulnerability Assessment and Risk analysis: Vulnerability to various disasters(Flood, Cyclone, Earthquake, Heat waves, Desertification and Lightning)
- Institutional Framework: Institutional arrangements for disaster management (National Disaster Management Authority (NDMA), State Disaster Management Authority (SDMA), Disaster Management Act, 2005, District Disaster Management Authority(DDMA), National Disaster Response Force(NDRF) and Odisha Disaster Rapid Action Force(ODRAF)
- Preparedness measures: Disaster Management cycle, Early Warning System, Pre-Disaster and Post-Disaster Preparedness, strengthening of SDMA and DDMA, Community Preparedness for flood cyclone, heat waves, fire safety, lightning and snake biting. Stakeholders participation, Corporate Social Responsibility (CSR)
- Survival Skills: Survival skills adopted during and after disaster (Flood, Fire, Earthquake, Cyclone and Lightning), Disaster Management Act-2005, Compensation and Insurance

Module-IV Social Issues and the Environment Impact

- Environmental Ethics: Issues and possible solutions.
- Environmental Acts
- Solid waste management Cause, effect and Control Measure of Urban and Industrial waste (Role of each individual in conservation of Natural resources and prevention of pollution)
- Case study discussion

Teaching Methods:

- Lectures
- Case study Discussion
- Project and Presentation

Evaluation and Assessment:

Continuous Internal Evaluation (CIE)

Projects/Assignments: 10

Quizzes/ Presentation: 10

: 50 Marks

Case studies: 20

Role play: 10

End Semester Examination

: 50 Marks

Text Books:

- Environmental Studies by Deeksha Dave & S. S. Katewa
- Environmental Studies and Disaster Management by Anil Kumar

Reference Books

- Environmental Engineering and Disaster Management by R. C. Gaur
- Environment & Disaster Management: Ecology, Climate Change, Biodiversity (3rd Edition)

Journals and Magazine

- Journal of Marketing
- Harvard Business Review (HBR)
- Marketing Week



SHREYARTH UNIVERSITY

School of Management

Master of Business Administration

(MBA) Syllabus

Semester – IV

MBA Semester-IV				
S.No.	Course Name	Curricular Components	Credit	Total credit
1	Legal Aspects of Business	Core	4	24
2	Project Management	Core	4	
3	Project/Dissertation	Project	8	
4	Specialisation Elective (Any Two)		8	
5	Performance Management	Elective HRM		
6	Change Management and Organizational Development	Elective HRM		
7	Derivatives and Risk Management	Elective FM		
8	Corporate Restructuring and Valuation	Elective FM		
9	Brand Management	Elective MM		
10	Services Marketing	Elective MM		

Course: Legal Aspect of Business								
Course Code: MBA				Credit: 4	Program: MBA			Semester: IV
Teaching Scheme				Evaluation Scheme				
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
4	0	0	4	25/50	-	25/50	-	100

Course Objectives:

By the end of this course, students will be able to:

- Provide a comprehensive understanding of the legal framework governing business operations in India.
- Develop the ability to interpret and apply key provisions of contract law, special business legislations, company law, and regulatory statutes in business decision-making.
- Enhance analytical skills to evaluate the legal implications of commercial transactions and managerial actions.
- Foster awareness of contemporary issues such as consumer rights, corporate governance, intellectual property, information technology, and environmental compliance.

Course Learning Outcomes (CLO's):

After learning this course, students will be able to:

1. Identify and analyse the essentials of valid and specific contracts under the Indian Contract Act, 1872.
2. Define and interpret the provisions of the Negotiable Instruments Act, Sale of Goods Act, GST Act, and Consumer Protection Act in commercial transactions.
3. Recognize and evaluate the provisions Company laws in the context of corporate governance and compliance.
4. Describe and examine the regulatory frameworks such as RTI, IT Act, IPR, and Environmental Laws for ensuring compliance.
5. Apply legal reasoning and create ethically sound solutions to business problems through case analysis.

Course Content:

Module-I Law of Contract

- **Indian Contract Act – 1872** General Principles of Contract Act-Introduction, Essentials of a valid contract, Agreement and contract, Types of contracts, Proposal/Offer and Acceptance, Consideration, Capacity to contract, free consent, performance and discharge of a contract, remedies on breach of a contract.
- **Specific Contracts** - Indemnity, guarantee, bailment, pledge, agency, etc. Rights & Duties of the respective parties, applications in the real World

Module-II Special Contracts

- **Negotiable Instruments Act, 1881**– Instruments, Types of Negotiable instruments and their essential features, Dishonor of instruments
- **Sale of Goods act, 1930** – Contract of sale and its features, conditions & warranties, Rights of an unpaid seller, Breach of Contract
- **GST Act, 2017** – Basic understanding and applicability, registration process
- **Consumer Protection Act, 1986** – Introduction, Consumer & consumer disputes, Consumer protection councils, various consumer disputes redressal agencies, rights of consumers.

Module-III The Companies Law

- **Companies Act, 2013** - Introduction, Types of Companies, Memorandum & Articles of Association, Prospectus, Meetings, Appointment and removal of directors, Membership of a company, Issue of Capital, Amalgamation and Reconstruction.
- **Partnership Act** Applications of the Act, Definition of Partner, Mutual rights and liabilities
- **Indian Trusts Act:** Meaning of Trust, Creation of Trust, Purpose of a Trust, Who can be a Trustee

Module-IV Other Laws

- **The Right to Information Act 2005** – Salient features and coverage of the act, definition of terms information, right, record, public authority, obligations of public authorities, requesting information and functions PIO.
- **Information Technology act, 2000** - Introduction, Digital Signature, cybercrimes and remedies. Electronic records, Controlling and certifying authority, cyber regulation appellate tribunals
- **Intellectual Property Rights (IPRs)** - Introduction, their major types like Patents, Trademarks, Copyrights, Industrial designs, etc. Important provisions with respect to registration, renewal, revocation, remedies in case of infringement.
- **Environmental Laws** - Introduction, Major laws like Air pollution, Water

pollution, Environment protection, Powers of Central & State Governments, various offences & penalties

Teaching Methods:

- Lectures
- Case Study Discussion
- Project and Presentation

Evaluation and Assessment:

1. Continuous Internal Evaluation (CIE) **: 50 Marks**
Mid-Semester Exam: 20
Quiz/Class test/Assignment: 10
Role play/Presentation/Practical: 10
Case studies: 10
2. End Semester Examination **: 50 Marks**

Text Books:

- N. D. Kapoor, Mercantile Law, Sultan Chand & Sons

Reference Books

1. K. R. Bulchandani, Business Laws for Management, Himalaya Publication
2. Prof Akhileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill

Journals and Magazine

- India Business Law Journal
- Indian Journal of Law & Technology
- IUP Law Review

Course: Project Management								
Course Code: MBA			Credit: 4	Program: MBA				Semester: IV
Teaching Scheme				Evaluation Scheme				
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
4	0	0	4	25/50	-	25/50	-	100

Course Objectives:

By the end of this course, students will be able to:

CO1: Demonstrate an advanced understanding of project management as a strategic tool within organizations.

CO2: Develop advanced competencies in project planning, scheduling, risk management, and financial evaluation to enhance strategic project control and decision-making.

CO3: Develop leadership, team management, stakeholder engagement and ethical decision-making capabilities in project environments.

CO4: Critically analyze global practices, digital tools, and future trends in project management through real-world case studies.

Course Learning Outcomes (CLO's):

At the end of each module, learners will be able to:

CLO1: Evaluate and justify project selection using strategic alignment and advanced decision models.

CLO2: Apply advanced tools to analyze project performance, optimize resources, and evaluate project feasibility under uncertainty.

CLO3: Formulate strategies for leading diverse teams, managing stakeholders, and resolving conflicts ethically and sustainably.

CLO4: Assess the application of technology, AI, and global practices in managing complex projects and recommend improvements.

Course Content:**Module-I Strategic Dimensions of Project Management**

- Project Management as a Strategic Tool
- Linking Projects with Organizational Strategy & Competitive Advantage
- Project Governance Frameworks: PMO (Project Management Office), Portfolio & Program Management

- Advanced Project Selection Models (multi-criteria, scoring, real options)
- Strategic Risk Assessment in Project Selection

Module-II Advanced Planning, Scheduling and Control

- Agile, Hybrid & Lean Project Management Approaches
- Advanced Project Scheduling: Critical Chain Project Management (CCPM), Resource Optimization & Multi-Project Scheduling
- Earned Value Management (EVM): Cost, Schedule & Performance Analysis
- Advanced Risk Management: Risk Identification, Quantitative Risk Analysis, Monte Carlo Simulation & Contingency Planning
- Project Finance & Economic Evaluation: Cost of Capital, Sensitivity Analysis, Real Options in Project Decision-Making
- Integration of Planning with Control Systems & Performance Dashboards

Module-III Leadership, Human Factors and Stakeholder Management

- Leadership Styles in Project Management (Transformational, Situational, Servant)
- Managing High-Performance & Virtual Teams
- Stakeholder Mapping, Engagement & Communication Strategies
- Negotiation and Conflict Management in Projects
- Ethics, Corporate Governance and Sustainability in Project Management

Module-IV Technology, Innovation and Global Practices

- AI, Data Analytics & Digital Tools in Project Management
- Knowledge Management and Continuous Learning in Projects
- Managing Mega Projects & International/Global Projects
- Project Termination: Strategic Implications, Benefit Realization & Post-Implementation Review
- Case Studies: Successes & Failures in Global Project Management

Teaching Methods:

- Lectures
- Case study Discussion
- Project and Presentation

Evaluation and Assessment:

Continuous Internal Evaluation (CIE)

- | | | | |
|----|--------------------------|----|------------|
| | Mid-Semester Exam: | 20 | |
| 1. | Projects/Assignments: | 10 | |
| | Quizzes/ Presentation: | 10 | : 50 Marks |
| | Case studies: | 10 | |
| 2. | End Semester Examination | | : 50 Marks |

Text Books:

1. Kerzner, H. (2022). Project Management: A Systems Approach to Planning, Scheduling, and Controlling (13th ed.). Wiley.
2. Pinto, J. K. (2020). Project Management: Achieving Competitive Advantage (6th ed.). Pearson.

Reference Books

1. Meredith, J. R., Mantel, S. J., & Shafer, S. M. (2021). Project Management: A Managerial Approach (10th ed.). Wiley.
2. Schwalbe, K. (2022). Information Technology Project Management (10th ed.). Cengage.

Journals

- International Journal of Project Management
- Project Management Journal – Project Management Institute (PMI)

Magazine

- PM Network – Project Management Institute (PMI)
- Harvard Business Review

Course: Performance Management								
Course Code: MBA				Credit: 4	Program: MBA			Semester: IV
Teaching Scheme				Evaluation Scheme				
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
4	0	0	4	25/50	-	25/50	-	100

Course Objectives:

By the end of this course, students will be able to:

1. To provide an in-depth understanding of the foundations, concepts, and strategic relevance of Performance Management Systems (PMS).
2. To equip students with knowledge of appraisal methods and tools, ensuring fair, transparent, and effective evaluation of employee performance.
3. To develop skills in conducting performance reviews, delivering constructive feedback, and linking PMS with rewards, training, and career development.
4. To analyze contemporary issues, technology trends, and global best practices in performance management to prepare students for future HR challenges.

Course Learning Outcomes (CLO's):

At the end of this course, students will be able to:

1. Explain and apply the principles of PMS, including goal setting, KPIs, MBO, and competency mapping.
2. Design and evaluate appraisal systems using traditional, modern, and advanced methods like 360° feedback and Balanced Scorecard.
3. Demonstrate proficiency in performance review techniques, feedback models (SBI, BOOST, STAR, Pendleton), and employee development practices.
4. Critically assess emerging trends, technologies, and best practices in PMS to recommend strategies for creating a culture of continuous performance improvement.

Course Content:

Module – 1 Foundations of Performance Management

- Concept, evolution, and importance of PMS
- Performance management vs. performance appraisal
- Performance management cycle and strategic alignment with organizational goals
- Key performance indicators (KPI), goal setting, and SMART objectives
- Management by Objectives (MBO)
- Competency mapping and performance standards
- Methods and tools of performance measurement

Module - 2 Performance Appraisal Systems & Methods

- Traditional vs. modern appraisal systems
- 360-degree feedback, Balanced Scorecard, BARS, and other advanced methods
- Designing appraisal forms, formats, and policies
- Biases in appraisal and techniques to overcome them
- Legal and ethical issues in PMS

Module - 3 Performance Review, Feedback, and Development

- Concept and process of performance review
- Types of reviews: annual, project-based, continuous check-ins
- Appraisal interviews: objectives, types (tell & sell, problem-solving, etc.)
- Feedback models: SBI, BOOST, STAR, Pendleton
- Coaching, mentoring, and counselling in performance management
- Handling difficult conversations and poor performance
- Role of line managers and HR in review process
- Linking PMS with rewards, compensation, incentives
- Integration with training, development, career, and succession planning

Module - 4 Contemporary Issues & Emerging Trends

- Use of HR analytics in PMS
- Technology-driven PMS (AI, digital dashboards, real-time feedback apps)
- PMS in start-ups, SMEs, and MNCs
- Future of PMS in remote & hybrid work models
- Best practices in PMS (Google, Adobe, Deloitte case examples)
- Creating a culture of continuous feedback and high performance

Evaluation and Assessments:

1.	Continuous Internal Evaluation (CIE)	
	Mid-Semester Exam	20
	Assignments	10
	Quizzes/Unit Test	05
	Case studies/Role Play	10
	Presentations	05
	Total	50
2.	End Semester Exam	50
	Total	100

Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

Text Books:

Sr. No.	Name of the Author	Name of the Book	Publication	Edition
1.	Herman Aguinis	Performance Management	Pearson	2012 /Latest
2.	Dipak Kumar Bhattacharya	Performance Management system and strategies	Pearson	Latest
3.	Soumendra N. Bagchi	Performance Management	Cengage	2013/Latest

Reference Book:

- Performance Management: A New Approach for Driving Business Results by Elaine D. Pulakos

Course: Change Management and Organization Development								
Course Code: MBA			Credit: 4	Program: MBA		Semester: IV (HR Specialization)		
Teaching Scheme				Evaluation Scheme				
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
4	0	0	4	25/50	-	25/50	-	100

Course Objective:

By the end of this course, students will be able to:

1. Understand Change and OD – Explain key concepts, forces, and models of organizational change and development.
2. Analyze Organizational Dynamics – Examine culture, resistance to change, and use diagnostic tools effectively.
3. Evaluate OD Interventions – Design and assess interventions to improve organizational performance and transformation.
4. Develop Leadership Skills – Build change teams, manage conflicts, and apply suitable leadership styles for change.

Course Outcomes (CO's):

At the end of each module, learners will be able to:

- 1 Discuss forces of change, resistance models, and strategies to overcome resistance in real or hypothetical contexts.
- 2 Use OD models (Action Research, Appreciative Inquiry, 5-Stage Model) to analyze organizational issues and plan interventions.
- 3 Assess major OD intervention techniques (team development, intergroup development, TQM, career planning) and recommend suitable solutions.
- 4 Build and equip a change team, practice collaborative problem-solving, and apply appropriate leadership styles for effective organizational transformation.

Course Content:

Module-I	<p>Organizational Change:</p> <ul style="list-style-type: none"> • Introduction, Importance & imperative of change • Forces of change, types of change • Types of planned and unplanned change, Models of change. <p>Organizational renewal:</p> <ul style="list-style-type: none"> • The challenge of change • Change and its impact • Operational effect, psychological effect, social effect; people reactions to change. • Changing the organizational culture <p>Resistance to change:</p> <ul style="list-style-type: none"> • Lifecycle to resistance to change • Resistance model of change • Driving forces and restraining forces blocking change • Overcoming and minimizing resistance to change
Module-II	<p>Organizational development:</p> <ul style="list-style-type: none"> • Introduction, concept, characteristics, Need, Evolution of • OD, OD Assumptions & Values. • OD Models • 5 stage model of OD • Action Research model of OD & its features • Appreciative Inquiry model <p>OD practitioners:</p> <ul style="list-style-type: none"> • Role and style of OD practitioners • Formation of Practitioner and client relationship • Relationship modes, issues in relationship <p>Diagnosis:</p> <ul style="list-style-type: none"> • Process, models and skills required • Methods of obtaining diagnosis information <p>Process Intervention Skills:</p> <ul style="list-style-type: none"> • Process interventions • Group process • Types of process interventions • Results of process interventions
Module-III	<p>OD Interventions:</p> <ul style="list-style-type: none"> • Definitions, • Strategies for OD Intervention: <ul style="list-style-type: none"> • Basic Strategies to change • Integration of change strategies • Stream analysis • Selecting OD interventions • Major OD intervention techniques.

	<p>OD personal & Interpersonal Interventions:</p> <ul style="list-style-type: none"> • Empowering the individuals and employees • Laboratory learning • Interpersonal styles • Career Life Planning Interventions <p>Team development Interventions:</p> <ul style="list-style-type: none"> • Organizing around teams • Need for team development • Team development process • Outdoor experiential laboratory training • Role negotiation, role analysis <p>Intergroup Development & work team development interventions:</p> <ul style="list-style-type: none"> • Changing relationships • Collaboration and conflict • Intergroup problems • Managing conflicts of various levels • Continuous improvement process • Job design • TQM –eight pillars of TQM and Self- Managed Work Teams
Module-IV	<p>High Performing Teams and Learning Organizations:</p> <ul style="list-style-type: none"> • System-wide interventions • Survey Research and feedback • Learning organizations • Reengineering • System-4 management • High performing systems • Grid-OD program • Third wave Organizations OD. <p>Organizational Transformation and Strategic Management:</p> <ul style="list-style-type: none"> • Strategy and transformation • Organizational transformation • Role of culture • Strategic change management • Changing the culture • Power, politics and ethics in OD • OD for Future: • Organizations for the future • Monitoring and stabilizing action programs • Emerging issues and values • Future trends in OD

Teaching Pedagogy:

- Lectures
- Case study Discussion
- Project and Presentation

Evaluation and Assessment:

Continuous Internal Evaluation Mid-Semester Examination (20), Projects/Assignments (10), Unit Test/Quiz (10), Presentations (05) & Case study/Role Play (05)	50 Marks
End Semester Examination	50 Marks

Text Books:

1. Donald R. Brown, "An experiential Approach to Organization Development- Pearson, (Latest Edition)
2. French, W. L., Bell, C. H., & Zawacki, R. A. (latest edition). Organization Development: Behavioral Science Interventions for Organization Improvement. Pearson Education.

Reference Books

1. Kavita Singh, "Organization Change & development"- Excel Books (Latest Edition)
2. Mark Hughes," Managing Change: A Critical Perspective" - Kogan Page (Latest Edition)

Journals

- Journal of Organizational Change Management (Emerald Insight)
- Journal of Applied Behavioral Science (SAGE)

Magazines

- Harvard Business Review (HBR) – covers leadership, change, and OD strategies.
- MIT Sloan Management Review – focuses on innovation, organizational change, and management practices.

Course: Derivative and Risk Management								
Course Code: MBA			Credit: 4	Program: MBA		Semester: IV (Finance Specialization)		
Teaching Scheme				Evaluation Scheme				
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
4	0	0	4	25/50	-	25/50	-	100

Course Objective:

By end of this course, student will able to;

- Understand the concepts of financial risk, its types, and approaches to risk management.
- Analyze and evaluate derivative instruments such as forwards, futures, options, and swaps for risk management.
- Apply pricing models like Cost of Carry, Binomial Model, and Black-Scholes Model to real market data.
- Develop hedging, speculation, and arbitrage strategies using derivative contracts.

Course Outcomes (CO's):

At the end of each module, learners will be able to;

- Explain the fundamentals of risk and derivative markets.
- Calculate forward and futures prices using cost of carry models and analyze hedging strategies.
- Identify option terminologies, compute option premiums, and apply binomial option pricing.
- Use the Black-Scholes model to value options and interpret Greeks in risk hedging and SWAP contracts.

Course Content:

Module-I	Introduction to Risk Management & Derivatives (Theory) ➤ Introduction to risk management: <ul style="list-style-type: none"> • Defining and managing risk • Upside and downside risks • Commodity price risk • Interest rate risk • Approaches to risk management
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	<ul style="list-style-type: none"> ➤ Introduction to derivatives: <ul style="list-style-type: none"> ➤ Defining derivatives and derivative markets , Spot v/s Derivatives markets ➤ Forward, Futures, Options, Swaps ➤ Uses of derivatives ➤ Derivatives Market: <ul style="list-style-type: none"> ➤ Regulatory framework of derivatives market in India. ➤ Derivative exchanges ➤ Trading system and types of traders ➤ Trading process, online trading , Clearing and settlement system
Module-II	<p>Forward, Futures Contracts & Hedging Strategies (Numerical)</p> <ul style="list-style-type: none"> ➤ Forward Contracts: <ul style="list-style-type: none"> • Meaning, purpose, advantages and problems • Pricing of commodity forward contracts • Interest rate forwards ➤ Future Contracts: <ul style="list-style-type: none"> • Meaning, difference between forward and future contracts • Specifications of future contracts • Closing the position • Margins and marking-to-market • Cost of Carry Models • Price quotes, settlement price, open interest • Types of orders ➤ Hedging, Speculation and Arbitrage using Futures: <ul style="list-style-type: none"> • Basis risk. Factors affecting basis risk • Single stock futures and Stock Index Futures. • Commodity futures
Module-III	<p>Options & Pricing Fundamentals (Numerical)</p> <ul style="list-style-type: none"> ➤ Fundamentals of Options: <ul style="list-style-type: none"> • Options issued by corporations (introduction) • Meaning of options contract, options terminologies • Moneyness in options (ITM, ATM, OTM) • Factors affecting Options premium • Exchange traded options Call and Put options. ➤ Options Trading Strategies: <ul style="list-style-type: none"> • Uncovered • Covered • Spread • Combination ➤ Binomial Options Pricing Model: <ul style="list-style-type: none"> • Binomial Options Pricing model for call and put options • Single period and two-period binomial options pricing model
Module-IV	<p>Black-Scholes Model & Swaps (Theory & Numerical)</p> <ul style="list-style-type: none"> ➤ Black-Scholes Options Pricing model: <ul style="list-style-type: none"> • Stock price behaviour • Assumptions in Black-Scholes model • Black-Scholes model for pricing call and put options ➤ Greeks in Options (Theory):

	<ul style="list-style-type: none"> • Risks in options trading • Characteristics of options hedging <p>➤ SWAPS (Theory):</p> <ul style="list-style-type: none"> • Swaps: meaning, types, terminologies, Equity & Commodity swaps
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Teaching Pedagogy:

- Lectures
- Case study Discussion
- Project and Presentation

Evaluation and Assessment:

Continuous Internal Evaluation (Mid-Semester Examination (20), Assignments (10), Unit Test/Presentation (05), Practical Project (10) & Class Participation (05))	50 Marks
End Semester Examination	50 Marks

Text Books:

1. Derivative and Risk Management – Sundaram Jankiramanan, Pearson Education, Latest Edition.

Reference Books

1. Derivative & Risk Management – Rjiv Shrivastav, Oxford University, Latest Edition.
2. Derivative & Risk Management – Varma, Tata McGraw Hill, Latest Edition.

Journals and Magazine

1. Business Standard
2. The Economic Times
3. Financial Express
4. NSE & BSE, SEBI, FMC, RBI Websites
5. ICFAI journal of Derivative Market
6. Financial Risk Management

Course: Corporate Restructuring and Valuation								
Course Code: MBA			Credit: 4	Program: MBA		Semester: IV (Finance Specialization)		
Teaching Scheme				Evaluation Scheme				
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
4	0	0	4	25/50	-	25/50	-	100

Course Objective:

By end of this course, student will able to;

- To understand the strategic motives and types of corporate restructuring and mergers & acquisitions.
- To develop the ability to apply different business valuation approaches (asset, income, and market based).
- To analyze exchange ratios, synergy, and post-merger financial performance through quantitative models.
- To apply accounting standards and real case insights to restructuring decisions.

Course Outcomes (CO's):

At the end of each module, learners will be able to;

- Explain the principles, motives, and forms of corporate restructuring and acquisitions.
- Apply asset-based and income-based valuation models to estimate firm value.
- Calculate exchange ratios, synergy, and post-merger performance using market-based approaches.
- Demonstrate knowledge of accounting treatment and practical corporate cases with valuation analysis.

Course Content:

Module-I	Corporate Restructuring & Strategic Motives (Theory) <ul style="list-style-type: none"> • Concept, Reasons of Restructuring and Barriers to restructuring • Types of Corporate Restructuring: <ul style="list-style-type: none"> • Amalgamation, Absorption, Asset acquisition / Mergers & Acquisitions • Concept, Classification of Mergers • Motives behind M & A • Reasons for failure • Reverse Merger • Recent Examples of M & A in India • Concept of Acquisition and types of Acquisitions
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	<ul style="list-style-type: none"> • Contraction: <ul style="list-style-type: none"> • Spin-offs, Split-ups, Equity carve-outs, Divestiture. • Corporate Controls: <ul style="list-style-type: none"> • LBOs, Takeovers & Anti-takeover defence, ESOPs.
Module-II	Valuation Approaches – Asset & Income Based (Numerical) <ul style="list-style-type: none"> • Introduction to Business Valuation: <ul style="list-style-type: none"> • Purpose & Concepts of Value (Market Value, Book Value, Liquidation Value). • Asset-Based Valuation: <ul style="list-style-type: none"> • Net Asset Method (Book Value, Market Value, Liquidation Value). • Income-Based Valuation: <ul style="list-style-type: none"> • Discounted Cash Flow (DCF) – FCFF & FCFE models (Stable Growth & Two-stage Growth). • Dividend Yield Model. • Capitalization Method.
Module-III	Market-Based Valuation, Exchange Ratio & Synergy (Numerical) <ul style="list-style-type: none"> • Market-Based Valuation: <ul style="list-style-type: none"> • Comparable Company Analysis & Transaction Analysis. • Valuation Using Multiples: <ul style="list-style-type: none"> • Earning Based Approach (Earning Capitalization Approach, EPS, MPS, P/E Ratio) • Exchange Ratio & Synergy: <ul style="list-style-type: none"> • Concept • ER based on EPS, MPS, PE • Combined EPS, Combined MPS, Combined PE • Minimum and Maximum Exchange Ratio based on MPS and EPS • Market value of merged firm • Cost and Benefits of a merger
Module-IV	Overview of Valuation of Intangible Assets (Theory) <ul style="list-style-type: none"> • Definition of Intangibles, Reasons to Conduct Intangible Valuation, Recognition, Valuation of Goodwill, Brands and Human Resource • Accounting for Mergers: <ul style="list-style-type: none"> • AS14 • Methods of Accounting • Balance Sheet Treatments after M & A • Discussion on the Practical Ecosystem for Corporate Restructuring through real Indian cases such as Split of Reliance Industries Limited, RIL-RPL merger, ICICI-ICICI Bank Merger, LIC-IDBI Bank, IDBI-IDBI Bank etc.

Teaching Pedagogy:

- Lectures
- Case study Discussion
- Project and Presentation

Evaluation and Assessment:

Continuous Internal Evaluation (Mid-Semester Examination (20), Assignments (10), Unit Test/Presentation (05), Practical Project (10) & Class Participation (05))	50 Marks
End Semester Examination	50 Marks

Text Books:

- Mergers, Acquisitions and Corporate Restructuring - Prasad G. Godbole, Vikas Publication, 2009 Edition.
- Mergers and Acquisitions - Rajinder S. Aurora, Kavita Shetty, Sharad Kale, Oxford Publication, 2011 Edition.

Reference Books

- Corporate Valuation: A Guide for Analysts - Managers and Investors - Prasanna Chandra, McGraw Hill, 2014 Edition.
- Mergers, Acquisitions and Corporate Restructuring - Pradip Kumar Sinha, Himaliya Publishing House, 2016 Edition.

Journals and Magazine

- Business Standard
- The Economic Times
- Financial Express
- Chartered Financial Analyst
- Journal of Applied Finance
- CFA Reader
- Business Today

Course: Brand Management								
Course Code: MBA			Credit: 4	Program: MBA			Semester: IV	
Teaching Scheme				Evaluation Scheme				
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
4	0	0	4	25/50	-	25/50	-	100

Course Objectives:

By the end of this course, students will be able to:

- CO1** - To develop understanding of the concepts, significance, and role of branding in marketing strategy.
- CO2** - To familiarize students with tools and techniques for creating, measuring, and managing brand equity.
- CO3** - To analyze brand positioning, communication, and extension strategies in a competitive environment.
- CO4** - To equip students with knowledge of contemporary challenges in global and digital branding.

Course Learning Outcomes (CLO's):

At the end of each module, learners will be able to:

1. Demonstrate conceptual understanding of branding and its role in consumer decision-making.
2. Apply frameworks to design brand positioning and brand identity strategies.
3. Evaluate brand equity measurement approaches and brand performance metrics.
4. Critically analyze contemporary issues in brand management including digital branding, co-branding, and global branding.

Course Content:**Module-I Fundamentals of Brand Management**

- Meaning and importance of brand, evolution of branding.
- Concepts of brand identity, brand image, brand personality.
- Strategic brand management process.
- Differentiation between product and brand.
- Case study discussion

Module-II Building and Positioning Brands

- Designing and implementing brand positioning strategies.
- Crafting brand identity and value proposition.
- Brand resonance model and customer-based brand equity (CBBE).

- Shifts in brand positioning: From convenience brands to e-commerce and experiential brands.
- Role of culture, emotions, and storytelling in branding.

Module-III Measuring and Managing Brand Equity

- Meaning, importance, and sources of brand equity.
- Methods of measuring brand equity – qualitative and quantitative research.
- Brand audits, brand tracking, and brand valuation techniques.
- Brand reinforcement and revitalization strategies.
- Brand extension and brand portfolio management.

Module-IV Contemporary Issues in Brand Management

- Digital branding: Social media, influencer branding, online reputation.
- Co-branding, ingredient branding, cause-related branding.
- Global branding: Standardization vs. adaptation.
- Branding challenges in emerging markets.
- Case studies on successful and failed branding strategies.

Teaching Methods:

- Lectures
- Case study Discussion
- Project and Presentation

Evaluation and Assessment:

Continuous Internal Evaluation (CIE)

	Mid-Semester Exam:	20	
3.	Projects/Assignments:	10	
	Quizzes/ Presentation:	10	: 50 Marks
	Case studies:	10	
4.	End Semester Examination		: 50 Marks

Text Books:

3. Keller, K. L., Parameswaran, M. G., & Jacob, I. (2015). Strategic Brand Management: Building, Measuring, and Managing Brand Equity. Pearson.
4. Kapferer, J. N. (2012). The New Strategic Brand Management. Kogan Page.

Reference Books

3. Aaker, D. A. (2010). Building Strong Brands. Free Press.
4. Holt, D. (2004). How Brands Become Icons: The Principles of Cultural Branding. Harvard Business Review Press.

Journals

- Journal of Brand Management (Palgrave Macmillan).
- Journal of Product & Brand Management (Emerald).
- International Journal of Research in Marketing (Elsevier).

Magazine

- Brand Equity (The Economic Times, India).
- Campaign India (Advertising, branding, and communication).
- Adweek (Global branding, advertising, and digital media trends).

Course: Service Marketing								
Course Code: MBA			Credit: 4	Program: MBA			Semester: IV	
Teaching Scheme				Evaluation Scheme				
Lecture	Tutorial	Practical	Contact Hours	CIE Theory	CIE Practical	ESE Theory	ESE Practical	Total
4	0	0	4	25/50	-	25/50	-	100

Course Objectives:

By the end of this course, students will be able to:

CO1 - Understand the distinctive characteristics and how they affect marketing strategies.

CO2 - Apply the extended services marketing mix to design effective service offerings.

CO3 - Analyse service quality, customer expectations, perception gaps, and service-failure/recovery strategies to improve service delivery.

CO4 - Create customer-centric service models and experiences using tools like service blueprinting, relationship marketing, and technology in services.

Course Learning Outcomes (CLO's):

At the end of each module, learners will be able to:

- Identify and explain the key differences between goods and services, and apply those differences in evaluating service marketing challenges.
- Use the 7 Ps framework to develop and assess marketing strategies for service firms in different sectors.
- Analyse case studies of service failures and recovery efforts, assess service quality using models.
- Design a comprehensive service experience blueprint or customer journey map that includes touchpoints, internal process design, and ways to integrate customer feedback and technology to enhance value.

Course Content:**Module-I Introduction to Service Marketing**

- Nature of Service Economy
- Characteristics of Services
- Classification Of Services and Service Quality
- Consumer Behaviour; Segmentation and Targeting in Services Marketing
- Differences Between Goods and Services
- Characteristics of Services

- Classification of Services
- Growth of Service Sector in India and Factors Responsible

Module-II Service Marketing Mix

- Services Marketing Triangle
- Implications for Marketing Mix
- Marketing Mix for Services- Product, Place, Price, Promotion, People, Process and Physical Evidence
- Service Product – Service Life Cycle,
- Pricing the Service- Factors Involved in Pricing the Services,
- Service Location (Place) and Channels of Services,
- Promotion and Communication of Services – Promotion Mix
- Service as a Process and People
- Physical Evidence in Services.

Module-III Service Marketing Strategies

- Role of Service Employees, Training of Service Employees,
- Strategic Options for Services- Marketing Strategies
- Meaning of Service Quality
- Importance of Service Quality
- Quality Issues in Services
- Role of Information Technology in Improving Service Quality

Module-IV Management Demand and Supply of Services

- Globalization of Services
- Small Services
- Introduction to CRM and e-CRM
- Patterns and Determinants of Demand
- Strategies for Managing Demand
- Service Capacity Management

Teaching Methods:

- Lectures
- Case study Discussion
- Project and Presentation

Evaluation and Assessment:

Continuous Internal Evaluation (CIE)

Mid-Semester Exam: 20

Projects/Assignments: 10

Quizzes/ Presentation: 5

Case studies: 10

Role play: 05

: 50 Marks

End Semester Examination

: 50 Marks

Text Books:

- Services Marketing: People, Technology, Strategy by Jochen Wirtz & Christopher Lovelock
- Services Marketing: Concepts, Strategies & Cases by K. Douglas Hoffman & John E.G. Bateson

Reference Books

1. Services Marketing 2nd edition by Rajendra Nargundkar
2. Services Marketing (The Indian Context) by Srinivasan

Journals and Magazine

- Journal of Marketing
- Harvard Business Review (HBR)
- Marketing Week

SOM Paper Setters AY 25-26					
S.No.	Program	Semester	Course Name	Credit	Faculty
1	B.Com	I	History of Commerce and Trade	4	Dr. Vinod Parghi
2	B.Com	I	Financial Accounting	4	Prof. Suzan Sheikh
3	B.Com	I	Business Statistics-I	4	Prof. Jigar Solanki
4	B.Com	I	Micro Economics	4	Prof. Ankita Thakur
5	B.Com	I	Basics of English Grammar	2	Prof. Sanjana R Sharma
6	B.Com	I	Soft Skills	2	Prof. Sanjana R Sharma
7	B.Com	I	Indian Knowledge System-I	2	Self-study
8	B.Com	III	Entrepreneurship Development	4	Prof. Ankita Thakur
9	B.Com	III	Corporate Accounting	4	Prof. Suzan Sheikh
10	B.Com	III	Business Management	4	Prof. Hiral Vora
11	B.Com	III	Business and Co-operative Management	4	Dr. Anjali Manglani
12	B.Com	III	Workplace Communication	2	Prof. Sanjana R Sharma
13	B.Com	III	IT Tools and Applications	2	Prof. Suzan Sheikh
14	B.Com	III	Indian Knowledge System-II	2	Prof. Shraddha Trivedi (visiting)
15	BBA	I	Introduction to Management Thought and Forms of Business Organization	4	Dr. Vinod Parghi
16	BBA	I	Financial Accounting	4	Prof. Suzan Sheikh
17	BBA	I	Principles of Micro Economics	4	Prof. Jigar Solanki
18	BBA	I	Business Mathematics	4	Prof. Nirav Patel (visiting)
19	BBA	I	Basics of English Grammar	2	Prof. Sanjana R Sharma
20	BBA	I	Soft Skills	2	Prof. Sanjana R Sharma
21	BBA	I	Indian Knowledge System-I	2	Self-study
22	BBA	III	Human Resource Management	4	Prof. Nishit Sagotia
23	BBA	III	Cost and Management Accounting	4	Prof. Abhishek Shah (visiting)
24	BBA	III	Financial Management	4	Prof. Krupal Acharya
25	BBA	III	Digital Marketing	4	Dr. Anjali Manglani
26	BBA	III	Personality Development	2	Prof. Ankita Thakur
27	BBA	III	Computer Based Accounting	2	Prof. Yash Dagla (visiting)
28	BBA	III	Indian Knowledge System-II	2	Prof. Shraddha Trivedi (visiting)
29	BBA	V	Entrepreneurship & Start Up	4	Dr. Pallavi Agarwal
30	BBA	V	Introduction to Taxation	4	Prof. Abhishek Shah (visiting)
31	BBA	V	International Business	4	Prof. Nishit Sagotia
32	BBA	V	Event Management	2	Dr. Jayraj Pandya
33	BBA	V	IT Tools - MS Office	2	Dr. Pallavi Agarwal
34	BBA	V	Consumer Behaviour	4	Dr. Anjali Manglani
35	BBA	V	Negotiations and Conflict Management	4	Prof. Ankita Thakur
36	BBA	V	Fundamentals of Investment	4	Prof. Krupal Acharya
37	MBA	I	Principles of Management	4	Dr. Anjali Manglani
38	MBA	I	Managerial Economics	4	Dr. Vinod Parghi
39	MBA	I	Organizational Behavior	4	Prof. Hiral Vora

40	MBA	I	Marketing Management	4	Dr. Pallavi Agarwal
41	MBA	I	Financial Accounting	4	Prof. Jigar Solanki
42	MBA	I	Business Communication	2	Prof. Sanjana R Sharma
43	MBA	I	Computer Applications for Business	2	Prof. Vishwas Shukla
44	MBA	III	Strategic Management	4	Prof. Nishit Sagotia/Dr. Jayraj Pandya
45	MBA	III	Global Business Management	4	Prof. Hiral Vora
46	MBA	III	Strategic HRM	4	Prof. Nishit Sagotia
47	MBA	III	Employee Relations	4	Prof. Ankita Thakur
48	MBA	III	Human Resource Development	4	Prof. Hiral Vora
49	MBA	III	Investment Analysis & Portfolio Management (IAPM)	4	Prof. Krupal Acharya
50	MBA	III	Investment Banking	4	Dr. Vinod Parghi
51	MBA	III	Strategic Financial Management	4	Prof. Krupal Acharya



SHREYARTH UNIVERSITY
School of Management
Teaching Scheme for MBA Program
Effective from AY-2024-25 as per NEP-2020

Sr. No.	Course Code	Course Name	Category	Teaching Scheme						Evaluation Scheme				
				Credit	Total credit	Lecture	Tutorial	Practical	Contact Hours	CIE (TH)	CIE (PR)	ESE (TH)	ESE (PR)	Total Marks
Semester-I														
1	MGM401-1C	Principles of Management	Core	4	24	4	0	0	4	50	0	50	0	100
2	ECM401-1C	Managerial Economics	Core	4		4	0	0	4	50	0	50	0	100
3	HRM401-1C	Organizational Behavior	Core	4		4	0	0	4	50	0	50	0	100
4	MKM401-1C	Marketing Management	Core	4		4	0	0	4	50	0	50	0	100
5	FIM401-1C	Financial Accounting	Core	4		4	0	0	4	50	0	50	0	100
6	MGM402-1C	Business Communication	Core	2		2	0	0	2	25	0	25	0	50
7	CSM401-1C	Computer Applications for Business	Core	2		2	0	0	2	25	0	25	0	50
Semester-II														
8	HRM402-1C	Human Resource Management	Core	4	24	4	0	0	4	50	0	50	0	100
9	FIM402-1C	Corporate Finance	Core	4		4	0	0	4	50	0	50	0	100
10	MGM403-1C	Entrepreneurship and Start-Ups	Core	4		4	0	0	4	50	0	50	0	100
11	MGM404-1C	Production and Operations Management	Core	4		4	0	0	4	50	0	50	0	100
12	MGM405-1C	Business Statistics	Core	4		4	0	0	4	50	0	50	0	100
13	MGM406-1C	Research Methods for Business	Core	2		2	0	0	2	25	0	25	0	50
14	HRM403-1C	Business Ethics and CSR	Core	2		2	0	0	2	25	0	25	0	50
Semester-III														
15	MGM501-2C	Summer Internship	Core	4	24	0	0	0	4	0	100	0	100	200
16	MGM502-2C	Strategic Management	Core	4		4	0	0	4	50	0	50	0	100
17	MGM503-2C	Global Business Management	Core	4		2	0	0	2	25	0	25	0	50
19-22	Specialisation Elective (Any Three)			12										
	HRE501-2C	Strategic HRM	Elective HRM	4		4	0	0	4	50	0	50	0	100
	HRE502-2C	Employee Relations	Elective HRM	4		4	0	0	4	50	0	50	0	100
	HRE503-2C	Human Resource Development	Elective HRM	4		4	0	0	4	50	0	50	0	100
	MKE501-2C	Strategic Marketing	Elective MM	4	24	4	0	0	4	50	0	50	0	100
	MKE502-2C	Consumer Behaviour	Elective MM	4		4	0	0	4	50	0	50	0	100
	MKE503-2C	Sales and Distribution Management	Elective MM	4		4	0	0	4	50	0	50	0	100
	FIE501-2C	Investment Analysis & Portfolio Management	Elective FM	4		4	0	0	4	50	0	50	0	100
	FIE502-2C	Investment Banking	Elective FM	4		4	0	0	4	50	0	50	0	100
	FIE503-2C	Strategic Financial Management	Elective FM	4		4	0	0	4	50	0	50	0	100
Semester-IV														
24		Course Name	Curricular Components	Credit	24	4	0	0	4	50	0	50	0	100
25		Legal Aspects of Business	Core	4		4	0	0	4	50	0	50	0	100
26		Project Management	Core	4		6	0	0	4	50	0	50	0	100
27-28		Dissertation Project	Project	8										
		Specialisation Elective (Any Two)		8		4	0	0	4	50	0	50	0	100
		Performance Management	Elective HRM			4	0	0	4	50	0	50	0	100
		Change Management and Organizational development	Elective HRM			4	0	0	4	50	0	50	0	100
		Derivatives and Risk Management	Elective FM			4	0	0	4	50	0	50	0	100

		Corporate Restructuring and Valuation	Elective FM			4	0	0	4	50	0	50	0	100
		Brand Management	Elective MM			4	0	0	4	50	0	50	0	100
		Services Marketing	Elective MM			4	0	0	4	50	0	50	0	100