

SCHEME OF EXAMINATION

&

SYLLABI

of

Bachelor of Business Administration

(Business Analytics)

(Honours/Honours with Research)

As per National Education Policy 2020

with effect from academic session 2023-24



Kurukshetra University

Kurukshetra-136119

(A+ Grade NAAC Accredited)

Abbreviations

AEC	Ability Enhancement Course
CC	Core Course
CC-H	Core course in Honours discipline
CC-HM	Core Course in Minor Subject of of Honours Program
DSE	Discipline Specific Elective Course
DSE-H	Discipline specific elective course in Honours
H	Honours
M	Minor
MDC	Multi-Disciplinary Course
PC	Practicum Course
PC-H	Practicum Course in Honours
SEC	Skill Enhancement Course
V	Vocational
VAC	Value Added Course
L	Lecture
T	Tutorial
P	Practical

FIRST YEAR: SEMESTER I

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)	
B23-UBA-101	Financial Accounting	CC-A1	30	70	-	100	4	3-1-0
B23-UBA-102	Principles of Management	CC-B1	30	70	-	100	4	3-1-0
B23-UBA-103	Business Organisation	CC-C1	30	70	-	100	4	3-1-0
	Each student will opt one course from pool of minor courses for Semester I	CC-M1				50	2	
	Each student will opt one multidisciplinary course from the discipline which is different from the discipline of business administration	MDC-1				75	3	
	Each student will opt one course from pool of ability enhancement courses provided by university	AEC-1				50	2	
	Each student will opt one course from pool of skill enhancement courses provided by university	SEC-1				75	3	
	Each student will opt one course from pool of value added courses provided by university	VAC-1				50	2	
Total						600	24	

POOL OF MINOR COURSES FOR SEMESTER I

Course code	Nomenclature of Minor Course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)	
B23-UBA-104	Business Mathematics-I	CC-M1	15	35	-	50	2	1-1-0

FIRST YEAR: SEMESTER II

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)	
B23-UBA-201	Business Statistics	CC-A2	30	70	-	100	4	3-1-0
B23-UBA-202	Managerial Economics	CC-B2	30	70	-	100	4	3-1-0
B23-UBA-203	Organisational Behaviour	CC-C2	30	70	-	100	4	3-1-0
	Each student will opt one course from pool of minor courses for Semester II	CC-M2				50	2	
	Each student will opt one multidisciplinary course from the discipline which is different from the discipline of business administration	MDC-2				75	3	
	Each student will opt one course from pool of ability enhancement courses provided by university	AEC-2				50	2	
	Each student will opt one course from pool of skill enhancement courses provided by university	SEC-2				75	3	
	Each student will opt one course from pool of value added courses provided by university	VAC-2				50	2	
Total						600	24	

POOL OF MINOR COURSES FOR SEMESTER II

Course code	Nomenclature of Minor Course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)	
B23-UBA-204	Business Mathematics-II	CC-M2	15	35	-	50	2	1-1-0

Exit Option: Any student opting for exit option after first year will get **Undergraduate Certificate in Business Administration** provided he/she completes 48 Credits of first two semesters and additional 4 credits of summer training report (100 External Marks) based on summer training of 4-6 weeks undertaken in a business organization. Thus, he/she will be eligible to exit the course with the said 52 Credits. Furthermore, the credits of summer internship report would be included/mention in the **Undergraduate Certificate in Business Administration** as follow:

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits
B23-UBA-205	Summer Internship Report	Internship	-	50*	50**	100	4

*The summer internship report would be evaluated by external expert from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra.

**Viva-Voce on the summer internship report will be conducted by examiner from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra.

SECOND YEAR: SEMESTER III

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)	
B23-UBA-301	Introduction to Business Analytics	CC-A3	30	70	-	100	4	3-1-0
B23-UBA-302	Internet of Things and Google Ads	CC-B3	30	70	-	100	4	3-1-0
B23-UBA-303	Managerial Accounting	CC-C3	30	70	-	100	4	3-1-0
	Each student will opt one course from pool of minor courses for Semester III	CC-M3					4	
	Each student will opt one multidisciplinary course from the discipline which is different from the discipline of business administration	MDC-3				75	3	
	Each student will opt one course from pool of ability enhancement courses provided by university	AEC-3				50	2	
	Each student will opt one course from pool of skill enhancement courses provided by university	SEC-3				75	3	
Total						600	24	

POOL OF MINOR COURSES FOR SEMESTER III

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)	
B23-UBA-304	Information Systems for Business	CC-M3	30	70	-	100	4	3-1-0
B23-UBA-305	Production Management	CC-M3	30	70	-	100	4	3-1-0

SECOND YEAR: SEMESTER IV

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)	
B23-UBA-401	Business Analytics Tools	CC-A4	30	70	-	100	4	3-1-0
B23-UBA-402	Fundamentals of Marketing Analytics	CC-B4	30	70	-	100	4	3-1-0
B23-UBA-403	Programming Fundamentals	CC-C4	-	50	50*	100	4	3-0-1
	Each student will opt one course from pool of vocational courses provided by university	CC-M4 (VOC-1)				100	4	
	Each student will opt one course from pool of ability enhancement courses provided by university	AEC-4				50	2	
	Each student will opt one course from pool of value added courses provided by university	VAC-3				50	2	
Total						500	20	

Exit Option: Any student opting for exit option after second year will get **Undergraduate Diploma in Business Administration** provided he/she completes 92 credits of first four semesters and additional 4 credits of summer training report (100 external marks) based on summer training of 4-6 weeks in a business organization undertaken after completion of second semester or fourth semester. Thus, he/she will be eligible to exit the course with the said 96 Credits. Furthermore, the credits of summer internship report would be included/mention in the **Undergraduate Diploma in Business Administration** as follow:

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits
B23-UBA-404	Summer Internship Report	Internship	-	50**	50***	100	4

*The practical/viva-voce examination would be conducted by an expert from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra.

**The summer internship report would be evaluated by external expert from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra.

***Viva-Voce on the summer internship report will be conducted by examiner from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra.

Note: The student seeking admission in fifth semester would have to undergo a compulsory 4-6 weeks summer internship in a business organization after fourth semester and credits for the same will be included in fifth semester.

THIRD YEAR: SEMESTER V

Course code	Nomenclature of the paper	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)	
B23-UBA-501	Fundamentals of Financial Analytics	CC-A5	30	70	-	100	4	3-1-0
B23-UBA-502	Fundamentals of HR Analytics	CC-B5	30	70	-	100	4	3-1-0
B23-UBA-503	Basics of Python	CC-C5	-	50	50*	100	4	3-0-1
	Each student will opt one course from pool of vocational courses provided by university	CC-M5 (VOC-2)				100	4	
B23-UBA-504	Summer Internship Report	Internship	-	50**	50***	100	4	
Total						500	20	

*The practical practical/viva-voce examination would be conducted by an expert from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra.

**The summer internship report would be evaluated by external expert from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra.

***Viva-Voce on the summer internship report will be conducted by examiner from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra.

THIRD YEAR: SEMESTER VI

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)	
B23-UBA-601	Fundamentals of Time Series Data Analysis	CC-A6	30	70	-	100	4	3-1-0
B23-UBA-602	Data Analysis Using SPSS	CC-B6	30	70	-	100	4	3-1-0
B23-UBA-603	Comprehensive Viva-Voce	CC-C6	-	-	100*	100	4	
	Each student will opt one course from pool of minor courses for Semester VI	CC-M6	30	70	-	100	4	
	Each student will opt one course from pool of vocational courses provided by university	CC-M7 (VOC-3)				100	4	
Total						500	20	

POOL OF MINOR COURSES FOR SEMESTER VI

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)	
B23-UBA-604	Basics of Social Media Analytics	CC-M6	30	70	-	100	4	3-1-0
B23-UBA-605	Web Analytics	CC-M6	30	70	-	100	4	3-1-0

*Comprehensive viva-voce would be conducted by external expert from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra.

Exit option: Any student who exit after 6 semesters must complete 132 credits and he/she would be awarded with **Bachelor of Business Administration (Business Analytics)**.

Bachelor of Business Administration (Business Analytics) (Honours)

Fourth Year: Semester VII

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)	
B23-UBA-701	Management Process and Organizational Behaviour	CC-H1	30	70	-	100	4	3-1-0
B23-UBA-702	Financial Statements and Analysis	CC-H2	30	70	-	100	4	3-1-0
B23-UBA-703	Statistics for Business Decisions	CC-H3	30	70	-	100	4	3-1-0
	Each student will opt one course from pool of discipline specific elective courses for Semester VII	DSE-H1				100	4	
B23-UBA-706	Seminar	PC-H1	-	-	100*	100	4	4-0-0
B23-UBA-707	Economics for Managerial Decisions	CC-HM1	30	70	-	100	4	3-1-0
Total						600	24	

POOL OF DISCIPLINE SPECIFIC ELECTIVE COURSES FOR SEMESTER VII

Course code	Nomenclature of Discipline Specific Elective Course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)	
B23-UBA-704	Business Communication for Managers	DSE-H1	30	70	-	100	4	3-1-0
B23-UBA-705	Business Eco-System and Environment	DSE-H1	30	70	-	100	4	3-1-0

*Seminar would be assessed by a presentation based on relevant topic assigned to the student by the institute/college and evaluation of the same will be done by the a two members committee comprising of an expert from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra and Head of Department (or his/her nominee) in concerned college/institute.

Fourth Year: Semester VIII

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)	
B23-UBA-801	Advanced Human Resource Management	CC-H4	30	70	-	100	4	3-1-0
B23-UBA-802	Comprehensive Viva-Voce	CC-H5	-	-	100*	100	4	
B23-UBA-803	Advanced Marketing Management	CC-H6	30	70	-	100	4	3-1-0
	Each student will opt one course from pool of discipline specific elective courses for Semester VIII	DSE-H2					4	
B23-UBA-806	Financial Management	PC-H2	30	70	-	100	4	3-1-0
B23-UBA-807	Optimization Models for Business Decisions	CC-HM2	30	70	-	100	4	3-1-0
Total						600	24	

POOL OF DISCIPLINE SPECIFIC ELECTIVE COURSES FOR SEMESTER VIII

Course code	Nomenclature of Discipline Specific Elective Course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)	
B23-UBA-804	Research Methods for Business	DSE-H2	30	70	-	100	4	3-1-0
B23-UBA-805	Production and Operations Management	DSE-H2	30	70	-	100	4	3-1-0

*Comprehensive viva-voce would be conducted by expert from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra.

Note: Student completing 180 credits would be eligible to obtain **Bachelor of Business Administration (Business Analytics) (Honours)**.

Bachelor of Business Administration (Business Analytics) (Honours with Research)

Fourth Year: Semester VII

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)	
B23-UBA-701	Management Process and Organizational Behaviour	CC-H1	30	70	-	100	4	3-1-0
B23-UBA-702	Financial Statements and Analysis	CC-H2	30	70	-	100	4	3-1-0
B23-UBA-703	Statistics for Business Decisions	CC-H3	30	70	-	100	4	3-1-0
	Each student will opt one course from pool of discipline specific elective courses for Semester VII	DSE-H1				100	4	
B23-UBA-706	Seminar	PC-H1	-	-	100*	100	4	4-0-0
B23-UBA-707	Economics for Managerial Decisions	CC-HM1	30	70	-	100	4	
Total						600	24	

POOL OF DISCIPLINE SPECIFIC ELECTIVE COURSES FOR SEMESTER VII

Course code	Nomenclature of Discipline Specific Elective Course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)	
B23-UBA-704	Business Communication for Managers	DSE-H1	30	70	-	100	4	3-1-0
B23-UBA-705	Business Eco-System and Environment	DSE-H1	30	70	-	100	4	3-1-0

*Seminar would be assessed by a presentation based on relevant topic assigned to the student by the institute/college and evaluation of the same will be done by the a two members committee comprising of an expert from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra and Head of Department (or his/her nominee) in concerned college/institute.

Fourth Year: Semester VIII

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)	
B23-UBA-801	Advanced Human Resource Management	CC-H4	30	70	-	100	4	3-1-0
B23-UBA-802	Comprehensive Viva-Voce	CC-H5	-	-	100*	100	4	
B23-UBA-807	Optimization Models for Business Decisions	CC-HM2	30	70	-	100	4	3-1-0
B23-UBA-808	Research Project	Project/ Dissertation	0	200**	100***	300	8+4 = 12	
Total						600	24	

*Comprehensive viva-voce would be conducted by expert from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra.

**Project Report will be evaluated by examiner from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra.

***Viva-Voce on Project Report will be conducted by examiner from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra.

Note: Students completing 180 credits would be eligible to obtain **Bachelor of Business Administration (Business Analytics) (Honours with Research)**.

Part A – Introduction				
Subject	Business Administration			
Semester	I			
Name of the Course	Financial Accounting			
Course Code	B23-UBA-101			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-A1			
Level of the course (As per Annexure-I)	100-199			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the accounting equations and the rules of recording accounting transactions. 2. Understand the recording of accounting transactions in the books of entry and the preparation of ledger accounts. 3. Understand the preparation of trial balance. 4. Analyze accounting transactions by preparing final accounts. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Basic Accounting-Nature, scope and objectives of accounting; accounting as information system, users of accounting information. Accounting equation: Accounting concepts and conventions, capital and revenue expenditure; Accounting principles, rules of accounting for recording the transaction for different accounts.			15
II	Journal and Ledger: Double Entry System; Journal and recording of entries in journal; Ledger- Posting from Journal to respective ledger accounts. Preparation of Cash book.			15
III	Trial Balance: Need and objectives; Preparation of Trial Balance; Different types of errors in preparation of trial balance and the rectification of errors. Preparation of Bank Reconciliation statement.			15
IV	Final Accounts: Preparation of Trading Account and Profit and Loss Account; Receipts and payments account, Preparation of Balance sheet for profit and non-profit organizations.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				

Recommended Books/e-resources/LMS:				
1. Gupta R. L.; <i>Advanced Accounting</i> ; S. Chand & Sons.				
2. Grewal T. S and M.C. Shukla; <i>Advanced Accounting</i> ; S. Chand & Sons.				
3. Williams, Haka, Bettner & Carcello; <i>Financial and Managerial Accounting</i> ; McGraw Hill.				
Part A – Introduction				
Subject	Business Administration			
Semester	I			
Name of the Course	Principles of Management			
Course Code	B23-UBA-102			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-B1			
Level of the course (As per Annexure-I)	100-199			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the Nature and Evolution of Management. 2. Apply the Managerial skills and roles at workplace. 3. Apprehend the functions of Management 4. Recognize the latest changes in the field of Management. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70		Time: 3 Hours		
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Introduction to Management: Concept, Evolution of Management Thought, Functions, Significance, Managerial Roles & Skills; Planning and Decision Making: Concept, Planning Process, Components of Plans.			15
II	Organizing: Concept, Guiding Principles, Types of organizational structure: Line, Functional, Line & Staff relationship, Delegation of Authority: Meaning and elements of Delegation, Centralization Vs Decentralization.			15
III	Staffing – Nature and Meaning, Importance, Steps; Directing: Elements, Principles and Importance.			15
IV	Communication: Meaning, Process, Barriers, Corrective Measures; Communication networks, Controlling: Concept, Importance, Process of controlling, Control Techniques.			15
Suggested Evaluation Methods				
Internal Assessment:				End Term Examination: 70
<ul style="list-style-type: none"> ➤ Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15 				
Part C-Learning Resources				
Recommended Books/e-resources/LMS:				
1. Koontz & Weirich. <i>Essentials of Management</i> . Tata McGraw Hill.				
2. Kaul Vijay Kumar. <i>Business Organization & Management – Text and Cases</i> . Pearson.				
3. Robbins. <i>Fundamentals of Management: Essentials Concept and Applications</i> . Pearson Education.				

Part A – Introduction				
Subject	Business Administration			
Semester	I			
Name of the Course	Business Organisation			
Course Code	B23-UBA-103			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-C1			
Level of the course (As per Annexure-I)	100-199			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the basic concepts in commerce, trade and industry. 2. Understand modern business practices, forms, procedures and functioning of various business organizations. 3. Understand the recent trends and practices in business world. 4. Understand the Government support and Community efforts. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70		Time: 3 Hours		
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Business Organisation: Meaning and nature, Objectives; Evolution; Forms/Types of Business Organisations; Partnership: Characteristics, Registration, Partnership Deed, Rights, Duties and Liabilities, Dissolution of Partnership.			15
II	Joint Stock Company-Concept, Characteristics, Types; Formation of Company; Multinational Companies; Conceptual Framework of Corporate Governance; One person Company.			15
III	Co-operative and State Ownership: Forms/Types; Non- Profit Organizations; Trade Associations; Emergence of Indian MNCs & transnational corporations-Recent trends business world. Globalization & challenges for Indian Business in new millennium.			15
IV	Setting up a New Enterprise Decisions in setting up an Enterprise – opportunity and idea generation, Role of creativity and innovation, Feasibility study and Business Plan, Business size and location decisions, various factors to be considered for starting a new unit, Relevant Government Policies - SEZ (Special Economic Zone) policy etc.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. C.R. Basu: <i>Business Organization and Management</i>; McGraw Hill. 2. P.C. Tulsian & Vishal Pandey: <i>Business Organization and Management</i>; Pearson. 3. C. B. Gupta: <i>Industrial Organization and Management</i>; Sultan Chand & Sons. 				

Part A – Introduction

Subject	Business Administration			
Semester	I			
Name of the Course	Business Mathematics-I			
Course Code	B23-UBA-104			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-M1			
Level of the course (As per Annexure-I)	100-199			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Understand set theory, logical statements and truth table. 2. Learn the concept and applications of permutations and combinations. 3. Understand the concepts related to functions, limit and continuity. 4. Understand the matrix algebra and its application to business problems.			
Credits	Theory	Tutorial	Practical	Total
	1	1	0	2
Contact Hours/Week	1	1	0	2
Max. Marks: 50 Internal Assessment Marks: 15 End Term Exam Marks: 35	Time: 3 Hours			

Part B- Contents of the Course

Instructions for Paper- Setter

The Paper-Setter shall set *nine* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *four* short answer type questions from the whole of the syllabus carrying 1.75 marks each, which shall be compulsory. **Part ‘B’** shall comprise *eight* questions (*two* questions from each unit) carrying 7 marks each and the student will be required to attempt *four* questions selecting *one* question from each unit.

Unit	Topics	Contact Hours
I	Set Theory: Representation of sets, equivalent sets, power set, complement of a set. Venn Diagrams: Union and Intersection of sets, De-Morgan’s laws.	8
II	Quadratic Equations with real roots: Relations between roots and coefficient of the quadratic equations, Methods of solving a quadratic equation.	8
III	Binomial Theorem (positive index). Functions, Limits and Continuity.	7
IV	Matrix System: Matrices, Basic operations on matrices (Addition, Multiplication, Transpose), Determinant of a square matrix, Inverse of a square matrix, Cramer’s rule.	7

Suggested Evaluation Methods

Internal Assessment: > Theory ● Class Participation: 4 ● Seminar/presentation/assignment/quiz/class test etc.: 4 ● Mid-Term Exam: 7	End Term Examination: 35
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Part C-Learning Resources

Recommended Books/e-resources/LMS:

1. Dr. Sancheti & Kapoor: *Business Mathematics and Statistics*; Sultan Chand.
2. R.S. Bhardwaj: *Mathematics for Economics & Business*; Excel Books, India.
3. M. Raghavachari: *Mathematics for Management: An Introduction*; Tata McGraw Hills.

4. Eugene Don, Joel Lerner: *Schaum's Outline of Basic Business Mathematics (Schaum's Outlines)*; McGraw-Hill Education.

Part A – Introduction

Subject	Business Administration			
Semester	II			
Name of the Course	Business Statistics			
Course Code	B23-UBA-201			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/VAC)	CC-A2			
Level of the course (As per Annexure-I)	100-199			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the meaning of the statistics and data in everyday. 2. Understand distinctive features and characteristics of data. 3. Analyses the departure from statistical normality of data for better business decision making. 4. Understand the significance of sampling in the statistical data collection and applications in business decision making. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			

Part B- Contents of the Course

Instructions for Paper- Setter

The Paper-Setter shall set *nine* questions in all and the question paper shall be divided into two parts. **Part 'A'** shall comprise *four* short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. **Part 'B'** shall comprise *eight* questions (*two* questions from each unit) carrying 14 marks each and the student will be required to attempt *four* questions selecting *one* question from each unit.

Unit	Topics	Contact Hours
I	Business Statistics: Introduction, Scope, Functions, Importance, Limitations; Distrust of Statistics; Collection of Primary and Secondary data; Types of Statistical Methods; Data Analysis and Interpretation; Graph: Characteristics, Types, Merits and Demerits.	15
II	Measures of Central Tendency: Meaning, Types; Arithmetic Mean; Geometric Mean; Harmonic Mean; Quadratic Mean; Moving Average; Progressive Average; Relation between Mean, Median and mode.	15
III	Measures of Dispersion and Skewness: Absolute and Relative measures of Dispersion range, Quartile deviation, Mean and Standard Deviation; Difference between Skewness and Dispersion, Empirical relation among various measures of Dispersion, Moments and Kurtosis.	15
IV	Sampling: Introduction, Census versus Sample, Errors in Sampling, Types of sampling, Judging reliability of sample; Index numbers: Introduction, Types of Index Numbers, Methods of constructing Index numbers, uses of Index numbers; Time Series analysis: Components and Seasonality analysis.	15

Suggested Evaluation Methods

Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15	End Term Examination: 70
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Part C-Learning Resources

Recommended Books/e-resources/LMS:

- i. J. K. Sharma. Fundamentals Business Statistics. Pearson Publication
- ii. Levine & Rubin. Statistics for Management. Pearson Publication.

Part A – Introduction				
Subject	Business Administration			
Semester	II			
Name of the Course	Managerial Economics			
Course Code	B23-UBA-202			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/VAC)	CC-B2			
Level of the course (As per Annexure-I)	100-199			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the nature and scope of managerial economics. 2. Understand theory of demand, law of demand and cardinal utility analysis. 3. Understand theory of production, costs, and revenue function. 4. Understand theory of firm and market organization. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70		Time: 3 Hours		
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Managerial Economics: Meaning, Nature and Scope. Objectives of the firm, Equilibrium, Utility, Opportunity cost, Marginal and Incremental Principles.			15
II	Theory of Demand: Nature of demand for a product, individual demand, market demand, determinants of demand, Law of demand, Elasticity of demand and its determinants; Theory of Consumer Behavior: Cardinal utility analysis, Indifference curve analysis, applications of Indifference curves.			15
III	Theory of Production and Costs: The concept of Production function, production with one and two variable inputs, theory of Cost in short run and long run, Revenue function.			15
IV	Theory of firm and market organization: Pricing under Perfect Competition, Pricing under Monopoly, Price Discrimination, Pricing under Monopolistic Competition, Selling cost, Pricing under Oligopoly.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Koutsoyiannis, A.: <i>Modern Microeconomics</i> ; Palgrave Macmillan. 2. Varshney, R. L. and Maheshwari, K. L.: <i>Managerial Economics</i> ; Sultan Chand & Sons. 3. Mote, V., Paul, S., and Gupta, G.: <i>Managerial Economics</i> ; McGraw Hill Education.				

Part A – Introduction				
Subject	Business Administration			
Semester	II			
Name of the Course	Organisational Behaviour			
Course Code	B23-UBA-203			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/VAC)	CC-C2			
Level of the course (As per Annexure-I)	100-199			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the Nature, Evolution of Organisational Behaviour. 2. Understand the process of group formation and role of Groups at workplace. 3. Discover and Understand the concept of Motivation and Leadership theories 4. Comprehend the latest changes happening in the field of Organisational Behaviour. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70			Time: 3 Hours	
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Organizational Behaviour: Definition, Fundamental concepts of OB, Historical Background.			15
II	Motivation: Definition, Importance, Motives, Characteristics, Content Theories of Motivation Morale - Definition and relationship with productivity - Morale Indicators.			15
III	Theories of Leadership -Trait Theory, Behavioural theories, Contingency Theories, Transactional Theories and Transformational Leadership Theory.			15
IV	Group Dynamics and Team building: Concept of Group & Team. Theories of Group Formation – Types of Groups. Importance of Team building at workplace.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Robbins, S. P. and Sanghi. <i>Organizational Behaviour</i> . Pearson Education. 2. Robbins, S. P. and Judge T. A. Vohra; <i>Organisational Behaviour</i> . Pearson Education.				

Part A – Introduction				
Subject	Business Administration			
Semester	II			
Name of the Course	Business Mathematics-II			
Course Code	B23-UBA-204			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-M2			
Level of the course (As per Annexure-I)	100-199			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the application of Average, Ratio and Proportion, Percentage, Profit and Loss, Commission, Discount, Broke in business organisation. 2. Understand simple interest and compound interest and annuities. 3. Understand indices & logarithms. 4. Understand applications of linear programming in solving business problems. 			
Credits	Theory	Tutorial	Practical	Total
	1	1	0	2
Contact Hours/Week	1	1	0	2
Max. Marks: 50 Internal Assessment Marks: 15 End Term Exam Marks: 35			Time: 3 Hours	

Part B- Contents of the Course

Instructions for Paper- Setter

The Paper-Setter shall set *nine* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *four* short answer type questions from the whole of the syllabus carrying 1.75 marks each, which shall be compulsory. **Part ‘B’** shall comprise *eight* questions (*two* questions from each unit) carrying 7 marks each and the student will be required to attempt *four* questions selecting *one* question from each unit.

Unit	Topics	Contact Hours
I	Average, Ratio and Proportion, Percentage, Profit and Loss, Commission, Discount, Broke.	8
II	Simple interest and compound interest. Annuities: Types of annuities, Present value and amount of an annuity (including the case of continuous compounding), Valuation of simple loans and debentures, Problems related to sinking funds.	8
III	Indices & logarithms, arithmetic and geometric progressions and their business applications; sum of first n natural numbers, sum of squares and cubes of first n natural numbers.	7
IV	Linear Programming: Formulation of linear programming problems (LPP) and their solution by graphical and simplex methods. Applications of linear programming in solving business problems.	7

Suggested Evaluation Methods

Internal Assessment:

➤ **Theory**

- Class Participation: **4**
- Seminar/presentation/assignment/quiz/class test etc.: **4**
- Mid-Term Exam: **7**

End Term Examination: **35**

Part C-Learning Resources

Recommended Books/e-resources/LMS:

1. E. Don and J. Lerner (2009). Schaum’s outline of Basic Business Mathematics (2nd Edition). McGraw Hill.
2. L.N.Paul (2002). Linear Programming: an introductory analysis. Tata Mcgraw Hill. New.

Part A – Introduction	
Subject	Business Administration

Semester	III			
Name of the Course	Introduction to Business Analytics			
Course Code	B23-UBA-301			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-A3			
Level of the course (As per Annexure-I)	200-299			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Understand the concept and practices of Business Analytics. 2. Understand concepts of Descriptive Analytics. 3. To learn about application of business analytics to real world problem. 4. Understand concepts of Prescriptive Analytics.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			

Part B- Contents of the Course

Instructions for Paper- Setter

The Paper-Setter shall set nine questions in all and the question paper shall be divided into two parts. **Part 'A'** shall comprise four short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. **Part 'B'** shall comprise eight questions (two questions from each unit) carrying 14 marks each and the student will be required to attempt four questions selecting one question from each unit.

Unit	Topics	Contact Hours
I	Introduction to business analytics, Data Scientist vs. Data Engineer vs. Business Analyst, , Categories of Business Analytical methods and models, Analyst Role in Business Analytics Model, Application of Business Analytics: Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics, Career in Business Analytics.	15
II	Descriptive analytics: Overview of Description Statistics (Central Tendency, Variability), Data Visualization - Definition, Visualization Techniques – Tables, Cross Tabulations, Charts, Dashboards.	15
III	Predictive Analytics: using Linear Regression, Factor Analysis, Cluster Analysis, Econometrics and Time Series Forecasting (concepts and practices).	15
IV	Prescriptive analytics: Concept of Descriptive Analytics – Meaning, Nature, Importance and applications – Decision tree analysis –Risk Analytics – Text Analytics – Web Analytics (Theory and practices)	15

Suggested Evaluation Methods

Internal Assessment:

➤ **Theory**

- Class Participation: 5
- Seminar/presentation/assignment/quiz/class test etc.: 10
- Mid-Term Exam: 15

End Term Examination: 70

Part C: Learning Resources

Recommended Books/e-resources/LMS:

1. Essentials of Business Analytics: An Introduction to the methodology and its application, Bhimasankaram Pochiraju, Sridhar Seshadri, Springer
2. Business Analytics : Albright & Winston, Cengage
3. Business Analytics, Tanushri Banerjee & Arindam Banerjee, SAGE Publishing.

Part A – Introduction

Subject	Business Administration			
Semester	III			
Name of the Course	Internet of Things and Google Ads			
Course Code	B23-UBA-302			
Course Type: (CC/MCC/MDC/CC- M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-B3			
Level of the course (As per Annexure-I)	200-299			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Understand the various concepts, terminologies and architecture of IoT systems. 2. Use sensors and actuators for design of IoT. 3. To understand the concepts of Google Ad Words. 4. To learn about the strategies of Google Ad Words			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			

Part B- Contents of the Course

Instructions for Paper- Setter

The Paper-Setter shall set nine questions in all and the question paper shall be divided into two parts. **Part 'A'** shall comprise four short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. **Part 'B'** shall comprise eight questions (two questions from each unit) carrying 14 marks each and the student will be required to attempt four questions selecting one question from each unit.

Unit	Topics	Contact Hours
I	Fundamentals of IoT: Introduction, Definitions & Characteristics of IoT, IoT Architectures, Physical & Logical Design of IoT, Enabling Technologies in IoT, History of IoT, About Things in IoT, The Identifiers in IoT, About the Internet in IoT, IoT frameworks, IoT and M2M.	15
II	Sensors Networks : Definition, Types of Sensors, Types of Actuators, Examples and Working, IoT Development Boards: Arduino IDE and Board Types, Raspberri Pi Development Kit, RFID Principles and components, Wireless Sensor Networks: History and Context, The node, Connecting nodes, Networking Nodes, WSN and IoT.	15
III	Overview of Google Ad Words, Scope, Objectives, Applications, Framework for Google Ads such as BFab.	15
IV	Content Strategies: Understand different structures and ad types. Master optimization basics, and explore platform reports. Search Advertising, keyword bidding, ad extensions, and various targeting methods.	15

Suggested Evaluation Methods

Internal Assessment:

➤ Theory

- Class Participation: **5**
- Seminar/presentation/assignment/quiz/class test etc.: **10**
- Mid-Term Exam: **15**

End Term Examination: **70**

Part C-Learning Resources

Recommended Books/e-resources/LMS:

1. Internet of Things (IoT): Architecture and Design Principles by by Raj Kamal. (2020). McGraw Hill Publications.
2. Ad words for Digital Marketing Ninjas by Mr. Saurabh Choudhary
3. Ultimate Google Ad Words Mastery for Beginners by Kerry Vinter
4. Ad words Campaign, How to run an Ad words Campaign in a safe way: How to set up.

Part A – Introduction

Subject	Business Administration			
Semester	III			
Name of the Course	Managerial Accounting			
Course Code	B23-UBA-303			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-C3			
Level of the course (As per Annexure-I)	200-299			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Understand the management accounting concepts and its application for decision making. 2. Have an analytical understanding of cost accounting. 3. Apply the budgetary control in different business scenarios. 4. Understand the practical application of management control techniques.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			

Part B- Contents of the Course

Instructions for Paper- Setter

The Paper-Setter shall set nine questions in all and the question paper shall be divided into two parts. **Part 'A'** shall comprise four short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. **Part 'B'** shall comprise eight questions (two questions from each unit) carrying 14 marks each and the student will be required to attempt four questions selecting one question from each unit.

Unit	Topics	Contact Hours
I	Management Accounting : meaning, nature, usefulness, functions, scope, conventions, techniques and limitations. Management Accounting Vs. Financial Accounting, Ratio Analysis; meaning, types, nature and limitations.	15
II	Cost Accounting: meaning, uses of cost accounting; various cost concepts; organization of cost accounting department; Classification of Cost, Cost-Sheet and Costing methods	15
III	Budgets and Budgetary Control : meaning, nature, kinds, preparation of various types of budgets, advantages and limitations of budgetary control. Marginal Costing: Break- even -analysis and Decision Involving alternate choices.	15
IV	Standard Costing: Types of variances and their implementation. Management Accounting and Control Techniques : Activity based costing, Uniform Costing, Target Costing, Balanced Score Card.	15

Suggested Evaluation Methods

Internal Assessment:

➤ Theory

- Class Participation: **5**
- Seminar/presentation/assignment/quiz/class test etc.: **10**
- Mid-Term Exam: **15**

End Term Examination: **70**

Part C-Learning Resources

Recommended Books/e-resources/LMS:

1. SN Maheswari, Management Accounting - Sultan Chand & Sons.
2. Jhamb, Fundamentals of Management Accounting – An eBooks India - New Delhi.
3. Horngren/Sunderu Stratton, Introduction to Management Accounting - Pearson Education.
4. T. S. Reddy and Hari Prasad Reddy-Management Accounting, Maegham Publication.

Part A – Introduction

Subject	Business Administration
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Semester	III			
Name of the Course	Information Systems for Business			
Course Code	B23-UBA-304			
Course Type: (CC/MCC/MDC/CC- M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-M3			
Level of the course (As per Annexure-I)	200-299			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to; 1. To learn about various models of information systems in an organization. 2. To learn about various networks in an organization. 3. Learn about role of Information systems for business organisation. 4. To learn about role of information system in customer care management.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set nine questions in all and the question paper shall be divided into two parts. Part 'A' shall comprise four short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part 'B' shall comprise eight questions (two questions from each unit) carrying 14 marks each and the student will be required to attempt four questions selecting one question from each unit.				
Unit	Topics			Contact Hours
I	Overview of Information Systems in Organizations- Basic Model and types; Approaches of Organizational Computing- Centralized, Personal, Distributed, Networked and Client-Server.e-Business Systems: System and Models; Need for Framework and Models; Work System Framework; Work System Principles; Relationship between Work Systems and Information Systems; Need for Balanced View of a System; Information Technology as Driving Force for Innovations.			15
II	Business Processes: Concepts and Significance, Process Modeling: DFD, Flowcharts and Structured English; Communication and Decision Making; Evaluating Business Process Performance: Activity Rate and Output, Consistency, Productivity, Cycle Time, Downtime and Security; Basic Communication and Decision Making Concepts.			15
III	Information System Categories related to Specific Functional Areas of Business: Office Automation Systems; Communication Systems: Teleconferencing, E-Mail, Fax, SMS, Groupware, Internet, Intranets, Extranets, Knowledge Management, and Group Support Systems.			15
IV	Customer's View of Product and services; Experience; Evaluating Products and Services – Cost, quality, responsiveness, Reliability and Conformance to standards; Compatibility and Maintainability; Units of Measurement – Amount of Data, Time etc; Use of Digitization and Multimedia, Better Software Techniques and Interface with People; and Obstacles in Applying IT in Real World.			15
Suggested Evaluation Methods				
Internal Assessment: ➤ Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Haag & Cummings: Information Systems Essentials, 3ed; Tata McGraw Hill 2. Simha&Magal: Business Information Systems – Analysis and Design and Practice, 6ed, AW 3. Nickeson : Business Information Systems, 2nd ed, Prentice Hall of India				

Part A – Introduction

Subject	Business Administration			
Semester	III			
Name of the Course	Production Management			
Course Code	B23-UBA-305			
Course Type: (CC/MCC/MDC/CC- M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-M3			
Level of the course (As per Annexure-I)	200-299			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Understand the importance of Production management in business environment. 2. Learn about the significance of facility location and its various determinants. 3. Explore the various techniques of inventory control. 4. Familiarize with the concept of six sigma and virtual factory.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			

Part B- Contents of the Course

Instructions for Paper- Setter

The Paper-Setter shall set nine questions in all and the question paper shall be divided into two parts. **Part 'A'** shall comprise four short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. **Part 'B'** shall comprise eight questions (two questions from each unit) carrying 14 marks each and the student will be required to attempt four questions selecting one question from each unit.

Unit	Topics	Contact Hours
I	Production Management – Introduction, functions, Significance, Production system, Responsibilities of Production Manager. Production Planning & Control (PPC) –Concepts, Objectives, Functions, factors determining.	15
II	Introduction to Facility Location and its importance, Factors in Location Analysis: Location Analysis Techniques. Facility Layout – Objectives: Advantages: Basic types of layouts. Capacity Planning – Concepts: Factors Affecting Capacity Planning.	15
III	Inventory Management – Concepts, Classification: Objectives: Factors Affecting Inventory Control Policy: Inventory costs: Basic EOQ Model: Re-order Level: ABC Analysis. Quality Management - Quality Concepts, Difference between Inspections, Quality Control, Quality Assurances, Total Quality Management: Control Charts: acceptance sampling.	15
IV	Introduction to modern productivity techniques – just in time, Kanban system. Total Quality Management & six sigma. Functions of Purchasing Management – Objectives, Functions: Methods: Procedure. Value analysis – Concepts. Virtual factory concept.	15

Suggested Evaluation Methods

Internal Assessment:

➤ **Theory**

- Class Participation: **5**
- Seminar/presentation/assignment/quiz/class test etc.: **10**
- Mid-Term Exam: **15**

End Term Examination: **70**

Part C-Learning Resources

Recommended Books/e-resources/LMS:

1. K. Aswathappa and K. ShridharaBhat, Production and operations management, Himalaya publishing House.
2. S. N. Chary, Production and operations management, Tata McGraw Hill companies.
3. Chunawalla, Production and Operation Management, Himalaya Publishing House.

Part A – Introduction

Subject	Business Administration
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Semester	IV			
Name of the Course	Business Analytics Tools			
Course Code	B23-UBA-401			
Course Type: (CC/MCC/MDC/CC- M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-A4			
Level of the course (As per Annexure-I)	200-299			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Demonstrate a deep understanding of business analytics principles. 2. Proficiency in use of Excel, SPSS, and R for data analysis, visualization, and modelling. 3. To learn about process of data cleaning. 4. Develop predictive models using SPSS and make data-driven recommendations.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70				Time: 3 Hours

Part B- Contents of the Course

Instructions for Paper- Setter

The Paper-Setter shall set nine questions in all and the question paper shall be divided into two parts. **Part 'A'** shall comprise four short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. **Part 'B'** shall comprise eight questions (two questions from each unit) carrying 14 marks each and the student will be required to attempt four questions selecting one question from each unit.

Unit	Topics	Contact Hours
I	Introduction to Data Input: Overview of R Programming, Downloading and installing, Help of Function, Viewing documentation, Data Types, Sub setting, Writing data, Reading from csv files. Data Visualization-Creating bar chart and dot plot, Creating histogram and box plot, Plotting with base graphics.	15
II	Introduction to spreadsheets, reading data, manipulating data. Basic spreadsheet operations and functions, Introduction to some more useful functions such as the IF, nested IF, Introduction to the Data filtering capabilities of Excel, the construction of Pivot Tables to organize data and introduction to charts in Excel, Constructing various Line, Bar and Pie charts. Understanding and constructing Histograms and Scatter plots.	15
III	Basic Statistic-Computing Basic Statistics, Comparing means of two samples, Testing a proportion, Data Munging Basics, Data manipulation in R-List Management, Data Transformation, Merging Data Frames, Outlier Detection, Combining multiple vector.	15
IV	An Overview of SPSS, Listing cases, replacing missing values, computing new variables, recording variables, exploring data, selecting cases, sorting cases, merging files, Creating and editing graphs and charts, Descriptive Statistics: measures of central tendency, variability, deviation from normality, size and stability. Bivariate Correlation	15

Suggested Evaluation Methods

Internal Assessment:

➤ **Theory**

- Class Participation: **5**
- Seminar/presentation/assignment/quiz/class test etc.: **10**
- Mid-Term Exam: **15**

End Term Examination: **70**

Part C: Learning Resources

Recommended Books/e-resources/LMS:

1. R for Everyone: Advanced Analytics and Graphics by Lander Pearson Education.
2. Data Science for Business by Foster Provost and Tom Fawcett.
3. Python for Data Analysis by Wes McKinney.
4. R for Data Science by Hadley Wickham and Garrett Grolemund.
5. Excel 2019 Bible by Michael Alexander and Richard Kusleika.
6. Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die by Eric Siegel

Part A – Introduction

Subject	Business Administration
Semester	IV

Name of the Course	Fundamentals of Marketing Analytics			
Course Code	B23-UBA-402			
Course Type: (CC/MCC/MDC/CC- M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-B4			
Level of the course (As per Annexure-I)	200-299			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Understand the basic concepts of Marketing Analytics. 2. Understand various tools to have marketing insights in various marketing areas through empirical data. 3. Interpret the marketing data for effective marketing decision making. 4. Draw inferences from data in order to answer descriptive, predictive, and prescriptive questions relevant to marketing managers.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set nine questions in all and the question paper shall be divided into two parts. Part 'A' shall comprise four short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part 'B' shall comprise eight questions (two questions from each unit) carrying 14 marks each and the student will be required to attempt four questions selecting one question from each unit.				
Unit	Topics			Contact Hours
I	Introduction to Marketing Analytics: Meaning, characteristics, advantages and disadvantages of marketing analytics, Market Data Sources (Primary and Secondary). Market Sizing: Stakeholders, Applications & Approaches (Top-down and Bottom-up), PESTLE Market Analysis, Porter Five Force Analysis			15
II	Pricing Analytics: Pricing Policy and Objectives, Estimating Demand: Price Elasticity, Estimating Linear and Power Demand Curves, Optimize Pricing, Incorporating Complementary Products, Pricing using Subjective Demand Curve, Pricing Multiple Products, Price Bundling & Nonlinear Pricing: Pure Bundling & Mixed Bundling, Determine Optimal Bundling Pricing, Profit Maximizing strategies using Nonlinear Pricing Strategies, Price Skimming & Sales, Revenue Management: Markdown Pricing and Handling Uncertainty.			15
III	Sales Forecasting: Introduction, Simple Linear Regression & Multiple Regression model to forecast sales, Forecasting in Presence of Special Events, Modelling trend and seasonality Customer Lifetime Value: Concept, Basic Customer Value, Measuring Customer Lifetime value. Market Segmentation: The segmentation-targeting-positioning (STP) framework, Segmentation, Managing the Segmentation process.			15
IV	Retailing & Advertising Analytics: Market Basket analysis, Computing two-way and three-way lift, RFM Analysis. Allocating Retail Space and Sales Resources: Identifying the sales to marketing effort relationship & its modelling, optimizing sales effort. Advertising Analysis: Measuring the Effectiveness of Advertising, Pay per Click (PPC), Online Advertising			15
Suggested Evaluation Methods				
Internal Assessment: ➤ Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15			End Term Examination: 70	
Part C: Learning Resources				
Recommended Books/e-resources/LMS: 1. Marketing Analytics: Data-Driven Techniques with Microsoft Excel by Wayne L Winston, Wiley India Pvt. Ltd. 2. Marketing Analytics: Strategic Models and Metrics by Stephan Sorger, Create Space Publishing 3. Marketing Engineering and Analytics by Gary Lilen, Arvind Rangaswamy, and Arnaud De Bruyn, Decision Pro, Inc. 4. Marketing Metrics by Dugar Anurag, SAGE Publishing India				

Part A – Introduction	
Subject	Business Administration
Semester	IV
Name of the Course	Programming Fundamentals

Course Code	B23-UBA-403			
Course Type: (CC/MCC/MDC/CC- M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-C4			
Level of the course (As per Annexure-I)	200-299			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. The objective of this course is to provide basic knowledge of MySQL, SAS, and R programming language. 2. To provide an Introduction to programming that combines standard programming capabilities with statistical analysis. 3. The course also gives students the ability to do data analysis and statistical computing. 4. To give an overview of basic data types and operations, functions and packages, charts and graphs. 			
Credits	Theory	Tutorial	Practical	Total
	3	0	1	4
Contact Hours/Week	3	0	2	5
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set nine questions in all and the question paper shall be divided into two parts. Part 'A' shall comprise four short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part 'B' shall comprise eight questions (two questions from each unit) carrying 14 marks each and the student will be required to attempt four questions selecting one question from each unit.				
Unit	Topics			Contact Hours
I	Fundamentals of computer programming, Definition, What is MySQL? MySQL Installer, Download sample Database, Loading Sample Database, Structured Query Language, Data types.			15
II	Concepts of GUI programming: Fundamentals of graphical user interface (GUI). Program Control, branching and looping, Use in computer programming. Introduction to SAAS and its installation.			15
III	Basics of R, Installation of R studio, Vectors, Matrices, Data types, Importing files, Writing files, Merging Files, Data Manipulation and Data Cleaning, Functions			15
IV	Functions and sub-routines, Use in computer programming. File handling: Applications and examples Creating Table, Data Integrity, Creating constraints, Querying Database, Retrieving result sets, Functions and Joins, Sub Queries.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory • Class Participation: 5 • Seminar/presentation/assignment/quiz/class test etc.: 10 • Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. "R Cookbook" by Paul Teetor 2. "R for Data Science", Garrett Golemund and Hadley Wickham 3. "Hands-On Programming with R", Garrett Golemund.				

Part A – Introduction	
Subject	Business Administration
Semester	V

Name of the Course	Fundamentals of Financial Analytics			
Course Code	B23-UBA- 501			
Course Type: (CC/MCC/MDC/CC- M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-A5			
Level of the course (As per Annexure-I)	300-399			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After studying this subject, students will be able to: 1. Understand the Corporate Financial Statements. 2. Understand the Financial Management Skills. 3. Understand the Analysis of Financial Statements using spreadsheet skills. 4. Forecasting the Annual Revenues by using Spreadsheet skills.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set nine questions in all and the question paper shall be divided into two parts. Part 'A' shall comprise four short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part 'B' shall comprise eight questions (two questions from each unit) carrying 14 marks each and the student will be required to attempt four questions selecting one question from each unit.				
Unit	Topics			Contact Hours
I	Corporate Financial Statements Spreadsheet skills: Organizing and creating spreadsheets; entering and formatting data values; entering expressions for calculating values; linking worksheets; splitting screens to facilitate working between several worksheets.			15
II	Financial management skills: Understanding the three key financial statements (i.e., a company's income statement, balance sheet, and cash flow statement) and the relationships between the various items on them. Analyzing the year-to-year changes in financial statements and various financial ratios; performing vertical analysis of financial statements; using financial ratios to benchmark a company's performance against competitors; inserting spreadsheet results into company reports.			15
III	Analysis of Financial Statements Spreadsheet skills: Using logical IF statements; using conditional formatting to call attention to conditions that need correcting; pasting an Excel document into a Word document.			15
IV	Forecasting Annual Revenues Spreadsheet skills: Creating, validating, and using linear, quadratic, cubic, and exponential regression models to fit the trends of historical data; creating various types of charts (e.g., scatter diagrams, forecast charts, error patterns, and downside risk curves); estimating the accuracy of forecasts; expressing forecast accuracy in terms of confidence limits and downside risk curves. Financial management skills: Making forecasts; recognizing the difference between valid and invalid forecasting models; handling the risks inherent in forecasts; adjusting regression models for changes in trends.			15
Suggested Evaluation Methods				
Internal Assessment: ➤ Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15				End Term Examination: 70
Part C-Learning Resources				
Recommended Books/e-resources/LMS:				
1. Day Alastair L. Mastering Financial Modelling in Microsoft Excel, Pearson 2 nd edition 2. Benninga Simon, Financial Modelling. 3. Pignataro Paul, Financial Modelling and Valuation: A Practical Guide to Investment Banking and Private Equity. 4. Rees Michael, Financial Modelling in Practice.				

Part A – Introduction	
Subject	Business Administration
Semester	V

Name of the Course	Fundamentals of HR Analytics			
Course Code	B23-UBA-502			
Course Type: (CC/MCC/MDC/CC- M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-B5			
Level of the course (As per Annexure-I)	300-399			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Fundamental understanding of HR analytics. 2. Apply HR Analytical techniques in the areas of HRP, recruitment and selection, Compensation and Benefits and Training etc. 3. To learn about performance analytics. 4. Monitoring and evaluation using HR analytics.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			

Part B- Contents of the Course

Instructions for Paper- Setter

The Paper-Setter shall set nine questions in all and the question paper shall be divided into two parts. **Part 'A'** shall comprise four short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. **Part 'B'** shall comprise eight questions (two questions from each unit) carrying 14 marks each and the student will be required to attempt four questions selecting one question from each unit.

Unit	Topics	Contact Hours
I	Introduction to HR Analytics and its role, evaluation.HR information systems and data sources, HR Metrics and HR Analytics; Intuition versus analytical thinking; HRMS/HRIS and data sources; Analytics frameworks like LAMP, HR Scorecard & Workforce Scorecard.	15
II	Human Resource Planning and forecasting: Quantitative and Qualitative Dimensions of HR Planning, Methods and Techniques of HR Demand Forecasting, Data Base for Manpower Forecasting. Recruitment and Selection Analytics: Evaluating Reliability and validity of selection models, Finding out selection bias, Predicting the performance and turnover.	15
III	Performance Analytics: Predicting employee performance, Training requirements, evaluating training and development, Optimizing selection and promotion decisions, Analysing and Classifying training needs, Measuring training effectiveness, Predicting training effectiveness and performance. Designing a Compensation System: Understanding compensation Analytics, quantifiable data, Factors affecting Compensation & Benefits, Analytics for compensation planning, Competency Scorecard.	15
IV	Monitoring impact of Interventions: Tracking impact interventions, Evaluating stress levels and value-change. Formulating evidence based practices and responsible investment, Evaluation mediation process, moderation and interaction analysis. Applications of HR Metrics: HR Metrics, Types of HR Metrics, Staffing Metrics, Training and Development Metrics.	15

Suggested Evaluation Methods

Internal Assessment:

➤ **Theory**

- Class Participation: **5**
- Seminar/presentation/assignment/quiz/class test etc.: **10**
- Mid-Term Exam: **15**

End Term Examination: **70**

Part C: Learning Resources

Recommended Books/e-resources/LMS:

1. Bhattacharya Kumar Dipak, HR Analytics Understanding Theories and Applications, SAGE Publishing
2. Publishing
3. Banerjee Pratyush, Pandey Jatin and Gupta Manish (2019), Practical Applications of HR Analytics,SAGE Publishing

Part A – Introduction

Subject	Business Administration
Semester	V

Name of the Course	Basics of Python			
Course Code	B23-UBA-503			
Course Type: (CC/MCC/MDC/CC- M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-C5			
Level of the course (As per Annexure-I)	300-399			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. To learn and understand Python programming basics and paradigm. 2. To learn and understand python looping, control statements and string manipulations. 3. Students should be made familiar with the concepts of GUI controls and designing GUI applications. 4. To learn and know the concepts of file handling, exception handling.			
Credits	Theory	Tutorial	Practical	Total
	3	0	1	4
Contact Hours/Week	3	0	2	5
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			

Part B- Contents of the Course

Instructions for Paper- Setter

The Paper-Setter shall set nine questions in all and the question paper shall be divided into two parts. **Part 'A'** shall comprise four short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. **Part 'B'** shall comprise eight questions (two questions from each unit) carrying 14 marks each and the student will be required to attempt four questions selecting one question from each unit.

Unit	Topics	Contact Hours
I	Introduction to Python: Python variables, Python basic Operators, Understanding python blocks. Python Data Types, Declaring and using Numeric data types: int, float etc. Introduction to Python packages: Simple programs using the built-in functions of packages	15
II	Python Program Flow Control Conditional blocks: if, else and else if, Simple for loops in python, For loop using ranges, string, list and dictionaries. Use of while loops in python, Loop manipulation using pass, continue, break and else. Programming using Python conditional and loop blocks.	15
III	Python Complex data types: Using string data type and string operations, Defining list and list slicing, Use of Tuple data type. String, List and Dictionary, Manipulations Building blocks of python programs, string manipulation methods, List manipulation. Dictionary manipulation, Programming using string, list and dictionary in-built functions. Python Functions, Organizing python codes using functions.	15
IV	Python File Operations: Reading files, Writing files in python, Understanding read functions, read(), readline(), readlines(). Understanding write functions, write() and writelines() Manipulating file pointer using seek Programming, using file operations. Database Programming: Connecting to a database, Creating Tables, INSERT, UPDATE, DELETE and READ operations, Transaction Control, Disconnecting from a database, Exception Handling in Databases.	15

Suggested Evaluation Methods

Internal Assessment:

➤ Theory

- Class Participation: **5**
- Seminar/presentation/assignment/quiz/class test etc.: **10**
- Mid-Term Exam: **15**

End Term Examination: **70**

Part C-Learning Resources

Recommended Books/e-resources/LMS:

1. Wesley J. Chun, "Core Python Applications Programming", 3rd Edition, Pearson Education, 2016
2. Charles Dierbach, "Introduction to Computer Science using Python", Wiley, 2015
3. Jeeva Jose & P. Sojan Lal, "Introduction to Computing and Problem Solving with PYTHON", Khanna Publishers, New Delhi, 2016

Part A – Introduction	
Subject	Business Administration
Semester	VI
Name of the Course	Fundamentals of Time Series Data Analysis

Course Code	B23-UBA-601			
Course Type: (CC/MCC/MDC/CC- M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-A6			
Level of the course (As per Annexure-I	300-399			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Know about the basics of time series analysis. 2. Present time series in an informative way, both graphically and with summary statistics. 3. Model time series to analyses the underlying structure(s) in both the time and frequency domains. 4. Draw interpretation from the time series analysis.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			

Part B- Contents of the Course

Instructions for Paper- Setter

The Paper-Setter shall set nine questions in all and the question paper shall be divided into two parts. **Part 'A'** shall comprise four short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. **Part 'B'** shall comprise eight questions (two questions from each unit) carrying 14 marks each and the student will be required to attempt four questions selecting one question from each unit.

Unit	Topics	Contact Hours
I	Introduction to times series data, application of time series from various fields, Components of a time series, Decomposition of time series. Trend: Estimation of trend by free hand curve method, method of semi averages, fitting a various mathematical curve, and growth curves.	15
II	Method of moving averages. Detrending. Effect of elimination of trend on other components of the time series. Seasonal Component: Estimation of seasonal component by Method of simple averages, Ratio to Trend, Ratio to moving average and Link relatives.	15
III	Variate component method: Stationary Time series: Weak stationary, autocorrelationfunction and correlogram of moving average .Forecasting: Exponential smoothing methods, Short term forecasting methods: Brown's discounted regression, Box-Jenkins Method.	15
IV	Depersonalization. Cyclic Component: Harmonic Analysis. Some Special Processes: Moving-average (MA) process and Autoregressive (AR) process of orders one and two, Estimation of the parameters of AR (1) and AR (2) – Yule-Walker equations.	15

Suggested Evaluation Methods

Internal Assessment:

➤ Theory

- Class Participation: **5**
- Seminar/presentation/assignment/quiz/class test etc.: **10**
- Mid-Term Exam: **15**

End Term Examination: **70**

Part C-Learning Resources

Recommended Books/e-resources/LMS:

1. Mukhopadhyay P. (2011): Applied Statistics, 2nd ed. Revised reprint, Books and Allied.
2. Time Series Analysis by James D. Hamilton. (1994). Princeton University Press.
3. Time Series Analysis: The Complete Guide by Binit Patel. 2023. Blue Rose One Publications.

Part A – Introduction

Subject	Business Administration
Semester	VI

Name of the Course	Data Analysis Using SPSS			
Course Code	B23-UBA-602			
Course Type: (CC/MCC/MDC/CC- M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-B6			
Level of the course (As per Annexure-I	300-399			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Basic concepts and features of SPSS software. 2. Descriptive Statistics and data visualization using SPSS. 3. Correlation, Regression and Data Manipulation Techniques 4. Hypothesis testing and inferential statistics using SPSS			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			

Part B- Contents of the Course

Instructions for Paper- Setter

The Paper-Setter shall set nine questions in all and the question paper shall be divided into two parts. **Part 'A'** shall comprise four short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. **Part 'B'** shall comprise eight questions (two questions from each unit) carrying 14 marks each and the student will be required to attempt four questions selecting one question from each unit.

Unit	Topics	Contact Hours
I	Introduction of SPSS: Overview of SPSS software and its interface, Data types and variable properties in SPSS, Data entry and importing data into SPSS. Data Cleaning and Manipulation: Identifying and handling missing data, Data transformation and recoding, Merging and splitting datasets in SPSS	15
II	Descriptive Statistics and Data Visualization: Calculating and interpreting measures of central tendency and dispersion, Creating charts and graphs in SPSS, Exploratory data analysis using SPSS.	15
III	Correlation and Regression Analysis: Understanding correlation and regression analysis. Performing bivariate and multiple regressions in SPSS. Interpreting regression output and assessing model fit. Data Manipulation Techniques: Creating and computing new variables in SPSS, Subsetting and filtering data in SPSS.	15
IV	Inferential Statistics: Introduction to hypothesis testing, Conducting t-tests and analysis of variance (ANOVA) in SPSS. Chi-square tests for categorical data.	15

Suggested Evaluation Methods

Internal Assessment:

➤ Theory

- Class Participation: **5**
- Seminar/presentation/assignment/quiz/class test etc.: **10**
- Mid-Term Exam: **15**

End Term Examination: **70**

Part C-Learning Resources

Recommended Books/e-resources/LMS:

1. Discovering Statistics Field,A., Miles J. SAGE Publications Ltd Using IBM SPSS Statistics and Field Z. (2017)
2. Watkins, M. W. (2021). *A step-by-step guide to exploratory factor analysis with SPSS*. Routledge.
3. A Beginner's Guide to Einspruch,E.L SAGE Publications (2020) SPSS for Windows .
4. SPSS for Psychologists: Brace,N. Kemp, R. Palgrave Macmillan (2016) A Guide to Data Analysis and Snelgar, R.

Part A – Introduction

Subject	Business Administration
Semester	VI

Name of the Course	Basics of Social Media Analytics			
Course Code	B23-UBA-604			
Course Type: (CC/MCC/MDC/CC- M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-M6			
Level of the course (As per Annexure-I	300-399			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Explain and discuss the importance of Social Media Analytics. 2. Analyze unstructured data primarily textual comments - for sentiments expressed in them. 3. Apply appropriate analytic tools to a range of social media data sources. 4. Learn about do's and don'ts of Social Media Analytics.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			

Part B- Contents of the Course

Instructions for Paper- Setter

The Paper-Setter shall set nine questions in all and the question paper shall be divided into two parts. **Part 'A'** shall comprise four short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. **Part 'B'** shall comprise eight questions (two questions from each unit) carrying 14 marks each and the student will be required to attempt four questions selecting one question from each unit.

Unit	Topics	Contact Hours
I	Phenomenology of social media; Analysis Basics; Sentiment Analysis; Network Analysis Basics.	15
II	Influence and Centrality in Social Networks; Information diffusion; Social ties and information diffusion. The social networks perspective - nodes, ties and influencers, Social network and web data and methods. Graphs and Matrices- Basic measures for individuals and networks. Information visualization	15
III	Social ties and link prediction; Social Spam and Malicious Behaviour. Geospatial social data mining; Privacy in a Networked World.	15
IV	Predicting the future with social media; Emotional contagion; Social tagging and folksonomies.	15

Suggested Evaluation Methods

Internal Assessment:

➤ Theory

- Class Participation: **5**
- Seminar/presentation/assignment/quiz/class test etc.: **10**
- Mid-Term Exam: **15**

End Term Examination: **70**

Part C-Learning Resources

Recommended Books/e-resources/LMS:

1. Social Media Analytics: Effective Tools for Building, Interpreting, and Using Metrics by Marshal Sponder. 2014. McGraw-Hill Education
2. Social Media Analytics and Practical Applications The Change to the Competition Landscape by Subodha Kumar & Liangfei Qiu. 2022. CRC Press.
3. Social Media Analytics by Matthew Ganis & Avinash Kohirkar. 2016. Pearson Publications.

Part A – Introduction

Subject	Business Administration
Semester	VI
Name of the Course	Web Analytics
Course Code	B23-UBA-605

Course Type: (CC/MCC/MDC/CC- M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-M6			
Level of the course (As per Annexure-I)	300-399			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Understand the concept of web analytics. 2. Learn about the data collection and measurement. 3. Develop analytical skills for effective decision alternatives in web analytics. 4. Acquaint with better understanding of implementation of web analytics tools.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set nine questions in all and the question paper shall be divided into two parts. Part 'A' shall comprise four short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part 'B' shall comprise eight questions (two questions from each unit) carrying 14 marks each and the student will be required to attempt four questions selecting one question from each unit.				
Unit	Topics			Contact Hours
I	Introduction to Web Analytics: Definition, Process, Key terms: Site references, Keywords and Key phrases; building block terms: Visit characterization terms, Content characterization terms, Conversion metrics; Categories: Offsite web, on site web; Web analytics platform, Web analytics evolution, Need of web analytics, Advantages & Limitations.			15
II	Data Collection and Web Analytics Fundamentals: Capturing Data: Web logs, web Beacons, java script tags, packet sniffing; Outcome data: E-commerce, Lead generation, Brand/ Advocacy and support; Competitive Data: Panel Based measurement, ISP based measurement, Search Engine Data; Organizational Structure. Type and size of data, identifying unique page definition, cookies, Link Coding Issues.			15
III	Web Metrics & Analytics: Common metrics: Hits, Page views, visits, unique page views, Bounce, Bounce rate & its improvement, Average time on site, Real time report, traffic source report, custom campaigns, content report, Google analytics; Key Performance Indicator: Need, characteristics, perspective and uses. Graphs and Matrices- Basic measures for individuals and networks. Random graphs & network evolution, Social Context: Affiliation & Identity.			15
IV	Web analytics tools: A/B testing, online surveys, Web crawling and Indexing. Natural Language Processing Techniques for Micro-text Analysis. Web analytics 2.0: Web analytics 1.0 & its limitations, Introduction to WA 2.0, competitive intelligence analysis and data sources; website traffic analysis: traffic trends, site overlap and opportunities.			15
Suggested Evaluation Methods				
Internal Assessment: ➤ Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15			End Term Examination: 70	
Part C: Learning Resources				
Recommended Books/e-resources/LMS: 1. Rob Stokes, (2014), e marketing: The Essential Guide to Digital Marketing, Quirk Education. 2. Tuten & Bikramjit Rishi, Social Media Marketing, 3rd Ed. 2020, SAGE Publishing India 3. Dave Chaffey, Fiona Ellis-Chadwick, Richard Mayer, Kevin Johnston, (2012), Internet 4. Marketing: Strategy, Implementation and Practice, Prentice Hall.				

Part A – Introduction	
Subject	Business Administration
Semester	VII
Name of the Course	Management Process and Organizational Behaviour

Course Code	B23-UBA-701			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/VAC)	CC-H1			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Understand evolution and basic concepts of management. 2. Understand the behavioral dynamics in an organizational setting. 3. Understand individual behaviour like personality, emotions, perception and learning and apply this knowledge in people management at workplace. 4. Apply the understanding of group dynamics and its importance in organisational development.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part 'A' shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part 'B' shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Management: Meaning, Nature, Significance; Evolution of Management Thought; Managerial Processes, Principles, Functions, Roles of Manager; Contemporary Management Issues and Challenges. Guidelines for Managerial Excellence in Contemporary business environment.			15
II	Planning (Strategies, Decision Making and MBO), Organizing (Organizational Design and Structure), Staffing (HR Functions), Directing (Leadership, Motivation and Communication) and Controlling (Control Measures).			15
III	Organisational Behaviour: Concept, nature, conceptual foundations, History of Organisational Behaviour, disciplines that contribute to the field of OB, Contemporary challenges & opportunities for OB.			15
IV	Understanding and Managing Group Processes- Interpersonal and Group Dynamics; Power & Politics at work, Organizational Culture; Learning Organizations and Organizational Learning.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory • Class Participation: 5 • Seminar/presentation/assignment/quiz/class test etc.: 10 • Mid-Term Exam: 15				End Term Examination: 70
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Robbins, S.P. Management Concepts, Pearson Education India, New Delhi. 2. Koontz, Weilhrich, Management: A Global and Entrepreneurial Perspective, McGraw Hill. 3. Jones and George, Contemporary Mangement , McGraw Hill.				

Part A – Introduction	
Subject	Business Administration
Semester	VII
Name of the Course	Financial Statements and Analysis
Course Code	B23-UBA-702
Course Type:	CC-H2

(CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/VAC)					
Level of the course (As per Annexure-I)		400-499			
Pre-requisite for the course (if any)		None			
Course Learning Outcomes (CLO):		After completing this course, the learner will be able to: 1. Understand principles and techniques of accounting. 2. Understand the steps involved in preparation and analysis of financial statements. 3. Understand the concept of marginal costing budgets. 4. Know the responsibility accounting and HR accounting.			
Credits		Theory	Tutorial	Practical	Total
		3	1	0	4
Contact Hours/Week		3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70			Time: 3 Hours		
Part B- Contents of the Course					
<u>Instructions for Paper- Setter</u>					
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part 'A' shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part 'B' shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.					
Unit	Topics				Contact Hours
I	Accounting: meaning, branches, principles, concepts and conventions, accounting process; Accounting for Decision Making- A Managerial Perspective, Financial Accounting and Management Accounting, Accounting as an information system, Indian Accounting Standards.				15
II	Financial statements: elements, preparation of financial statements; Financial Reporting: reporting practices, IFRS; Financial statement analysis: meaning, significance, and the analytical tools: Ratio analysis, Du Pont analysis, Cash flow analysis.				15
III	Marginal costing: Cost Volume Profit and Break-even analysis, contribution margin, profit volume graph; Budgeting: conceptual framework, types of budget: Master budget, fixed and flexible budgets, Zero-base budgeting, and Performance budgeting.				15
IV	Responsibility accounting and segmental analysis: meaning, types; Transfer pricing: objectives, transfer pricing methods; Contemporary issues in accounting: HR accounting and the Life Cycle Costing.				15
Suggested Evaluation Methods					
Internal Assessment: > Theory • Class Participation: 5 • Seminar/presentation/assignment/quiz/class test etc.: 10 • Mid-Term Exam: 15				End Term Examination: 70	
Part C-Learning Resources					
Recommended Books/e-resources/LMS:					
1. Anthony, R. N., Hawkins, D.F., & Merchant, K. A. (2006). Accounting: Text and Cases. McGraw Hill.					
2. Albrecht, W.S., Stice, J.D., Stice, E.K., & Swain, M.R. (2010). Accounting: Concepts and applications. Cengage Learning.					
3. Needles, B.E., & Powers, M. (2010). Principles of Financial Accounting. South Western Publication.					
4. Garrison, R.H., & Noreen, E.W. (2007). Managerial accounting. McGraw Hill.					

Part A – Introduction	
Subject	Business Administration
Semester	VII
Name of the Course	Statistics for Business Decisions
Course Code	B23-UBA-703
Course Type:	CC-H3

(CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/VAC)				
Level of the course (As per Annexure-I)		400-499		
Pre-requisite for the course (if any)		None		
Course Learning Outcomes (CLO):		After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the measures of central tendency and dispersion. 2. Understand the significance of sampling in the statistical data collection and applications in business decision-making. 3. Understand the application of correlation and regression analysis in business decision-making. 4. Understand the application of statistical tests for decision-making. 		
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week		3	1	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70		Time: 3 Hours		
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part 'A' shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part 'B' shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Statistics-Meaning, reasons for learning statistics, types of statistical methods; Sources of data - Primary data sources and secondary data sources; Classification, Tabulation and Presentation of Data. Measures of Central Tendency: Arithmetic Mean, Geometric Mean, Harmonic Mean, Median, Mode, Quartiles and Percentiles; Measures of Dispersion: Range, Mean Deviation, Standard Deviation and Variation.			15
II	Fundamentals of Probability: Definition, concepts, rules, probability tree diagram and Bayes' Theorem. Sampling: Reasons of sample survey, population parameters and sample statistics and sampling methods.			15
III	Correlation Analysis: Concepts, Scatter Diagram, Coefficient of Correlation -Karl Pearson's and Spearman's Rank Correlation; Regression Analysis - Assumptions for regression models, regression lines and regression coefficient; Business Forecasting: Methods of Forecasting, Time Series Analysis, and Components of Time Series.			15
IV	Statistical Inference: Hypothesis testing using parametric and non-parametric tests, analysis of variance and chi-square test. Data analysis using the Microsoft Excel and the SPSS.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15				End Term Examination: 70
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. D. N Elhance, Veena Elhance & BM Aggarwal. Fundamentals of Statistics. Kitab Mahal. 2. T.N Srivastava and Shailaja Rego. Statistics for Management. McGraw Hill. 3. J. K. Sharma. Fundamentals Business Statistics. Pearson Publication 				

Part A – Introduction				
Subject	Business Administration			
Semester	VII			
Name of the Course	Business Communication for Managers			
Course Code	B23-UBA-704			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/VAC)	DSE-H1			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Enhance their communication and presentation skills. 2. Get insights into body language and mannerisms 3. Improve their writing skills and Write effective professional documents 4. Present and share your ideas with confidence in a professional setting. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Business Communication: Understanding communication process, communication channels, communication barriers, The importance of effective communication at workplaces, and communication networks in organizations.			15
II	Non-Verbal Communication - Personal Appearance, Gestures, Postures, Facial Expression Eye Contacts ,Tips for Improving Non-Verbal Communication			15
III	Written Business Communication: Writing Reports, Proposals, Emails, press notes, Summaries, Presentation feedback, and Writing Resumes. Writing job application letters,			15
IV	Presentation skills, Difference between Group Discussion, Panel Discussion, and Debate, Group Discussion, Interview Skills,			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15				End Term Examination: 70
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. G.S. Chauhan, & Sharma, S. (2015). Soft Skills: An Integrated Approach to Maximize Personality. Wiley India. 2. Mitra, B.K. (2023). Personality Development and Soft Skills. Oxford Press. 3. Kalia, S., & Agrawal, S. (2015). Business Communication. Wiley India. 4. Rao, M.S. (2013). Soft Skills- Enhancing Employability. I. K. International.				

Part A – Introduction				
Subject	Business Administration			
Semester	VII			
Name of the Course	Business Eco-System and Environment			
Course Code	B23-UBA-705			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/VAC)	DSE-H1			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. To understand various environmental factors influencing business. 2. Understand comprehend business ecosystem. 3. To understand current dynamics and future outlook of Indian business environment. 4. To understand how domestic and global policies are shaping up environment for business. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Business environment- Nature, Scope and Components. Global and Indian macro environmental forces influencing Indian business environment at this juncture. Entrepreneurship and start-up drive in India-Issues and challenges. Creation of Innovation culture for businesses in India. A brief overview of business regulations and facilitation in India.			15
II	Current business fundamentals in India. Indian GDP- constituents and its growth rate at various stages with special emphasis on recent trends. Indian trade-direction and balance of trade since independence with special emphasis on recent trends. FDI inflows in India - prominent sectors and recent trends. Inflation- trends and impact on Indian business in recent times.			15
III	Indian policy framework and Indian businesses. Recent initiatives in industrialization like Make in India and Atamanirbhar Bharat. Policy framework for PSUs and SSIs in India. Fiscal and monetary policies.			15
IV	Global scenario and Indian business. Impact of recent global happenings such as wars, global economic scenario etc. on Indian business. Impact of other international organizations like WTO, IMF, IFC, UNIDO and World Bank on Indian businesses. Regional economic groupings like BRICS, SAARC, EU and their influence on Indian business.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Datt, G. & Nag, B. (2024). Datt & Sundharam’s Indian Economy. S.Chand. 2. Puri, V.K., Misra, S.K., & Garg, B. (2023). Indian Economy. Himalaya Publication. 3. Economic Survey, The Government of India Publication.				

Part A – Introduction				
Subject	Business Administration			
Semester	VII			
Name of the Course	Seminar			
Course Code	B23-UBA-706			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/VAC)	PC-H1			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the functioning of a particular industry, business etc. 2. Understand recent trends of a particular industry etc. 3. Understand relationship between government policies, economic growth etc. 4. Understand how can present a project, assignment etc. impressively to its clients, customer, policy makers etc. 			
Credits	Theory	Tutorial	Practical	Total
	4	0	0	4
Contact Hours/Week	4	0	0	4
Max. Marks: 100 Practical/Viva-Voce Marks/: 100 End Term Exam Marks: 0			Time: 3 Hours	
Part B- Contents of the Course				
Evaluation of Seminar				
Seminar would be assessed by a presentation based on relevant topic assigned to the student by the institute/college and evaluation of the same will be done by the a two members committee comprising of an expert from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra and Head of Department (or his/her nominee) in concerned college/institute.				
Unit	Topics			Contact Hours
I	The concerned college/institute/department will assign a relevant topic related to a company/industry/business organization/firm/banks/credit rating agency/NBFC/financial etc. to every student. The concerned college/institute/department will allot a teacher to a group of minimum of twenty students, who will supervise the student to prepare the presentation on assigned topic.			15
II				15
III				15
IV				15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 0 ● Seminar/presentation/assignment/quiz/class test etc.: 0 ● Mid-Term Exam: 0			End Term Examination: 0	
Part C-Learning Resources				
Recommended Books/e-resources/LMS:				

Part A – Introduction				
Subject	Business Administration			
Semester	VII			
Name of the Course	Economics for Managerial Decisions			
Course Code	B23-UBA-707			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/VAC)	CC-HM1			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 5. Understand the nature of managerial decision making and objectives of a firm. 6. Consumer Equilibrium. 7. Understand the theory of production. 8. Understand market structures. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70			Time: 3 Hours	
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Nature and Scope of Managerial Economics. Marginal and Incremental analysis. Understanding demand and demand function: Law of demand, Elasticity of demand and its significance in Managerial decision-making.			15
II	Consumer Equilibrium- Cardinal utility analysis; Law of diminishing marginal utility and equi-marginal utility. Indifference curve approach; Price, income and substitution effects; Essentials of demand estimation and forecasting.			15
III	Theory of Production: Production function, Law of diminishing returns, increasing returns, variable proportions and their applicability. Cost Analysis: Types of cost, short run and long run cost curves, economics and diseconomies of scale.			15
IV	Market structures: Types of market structures and their features, Price and output determination under perfect competition, monopoly, monopolistic competition, and oligopoly. Pricing strategies and tactics. Inflation— types, measurement and control.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15				End Term Examination: 70
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. Peterson, Lewis, Managerial Economics, Prentice Hall of India, N. Delhi. 2. Salvatore, Managerial Economics in Global Economy; Thomson learning; Bombay. 3. EF. Brigham And J.L. Pappas, Managerial Economics, Dryden Press, illinois. 4. Dwivedi, D.N. Managerial Economics, Vikas Publishing House, New Delhi. 				

Part A – Introduction				
Subject	Business Administration			
Semester	VIII			
Name of the Course	Advanced Human Resource Management			
Course Code	B23-UBA-801			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/VAC)	CC-H4			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the evolution, fundamental concepts and functions of HRM 2. Understand the interlinkages among the pivotal functions concerning procurement of human resources. 3. Get the knowledge of different aspects concerning work motivation, training and development, performance management and compensation management in an organization. 4. Gain knowledge of emerging HR issues concerning employee engagement, unions and their role in management of industrial relations and grievance management. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Human Resource Management- Concept, Scope and Functions of HRM; Evolution of HRM, HR Philosophy, HR Models HR Policies; HR Challenges in a changing business environment , HRIS.			15
II	Job Design & Job Analysis; Recruitment, Selection and Retention of human resources; Placement, Induction and Socialization; Learning, Training and Development.			15
III	Appraising and Managing Performance, Potential Appraisal; Career Planning and Development; Succession Planning; Job Evaluation; Compensation Management, Rewards and Recognition Programs; Employee Separations Practices.			15
IV	Industrial Relations and Trade Unions; Industrial Dispute & Its Settlement, Grievance Management; Occupational Safety and Health and HR Ethics. Recent Trends in HRM: Employee Engagement; Social Media & HR; HR Analytics; Talent Management; Digital Transformations in HR; Artificial Intelligence & Machine Learning in HR.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15				End Term Examination: 70
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. Dessler, G., & Varakkey, B. (2023). Human Resource Management. Pearson Education. 2. Aswathapa, K., & Dash, S. (2023). Human Resource Management: Text and Cases. McGraw Hill. 3. Sanghi, S. (2017). Human Resource Management. Vikas Publishing House. 				

Part A – Introduction				
Subject	Business Administration			
Semester	VIII			
Name of the Course	Advanced Marketing Management			
Course Code	B23-UBA-803			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/VAC)	CC-H6			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the dynamics of a prominent functional area of marketing management. 2. Understand the significance of market research, insight of consumer behavior. 3. Understand how the companies get an edge over their competitors through its marketing practices. 4. Get insights on promotion, distribution and the emerging trends. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Marketing: Evolution and Importance. Modern concept of marketing. Holistic Marketing, Ethics in marketing. Role of Information Technology in marketing, Marketing Environment.			15
II	Marketing Mix and STP (Segmentation, Targeting and Positioning), Marketing Research: meaning, scope and techniques. Consumer Behaviour: meaning and importance, buying motives, buying process, factors influencing consumer behaviour.			15
III	Product and Brand decisions: concept, classification, product-line decisions, new product development process, product life cycle, brand names, packaging and labelling. Pricing Concepts: objectives, policies and procedures, factors affecting pricing, pricing strategy and product life cycle, price changes and organizational strategies, product line pricing			15
IV	Integrated Marketing Communication: Promotion-Mix; Advertising, sales promotion, public relations, personal selling and direct marketing. Channels of distributions: Concept, types and factors affecting channel selection. Recent developments in marketing.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory • Class Participation: 5 • Seminar/presentation/assignment/quiz/class test etc.: 10 • Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Kotler, P., & Keller, K. L. (2016). Marketing management. Pearson Education. 2. Ramaswamy, V. S., & Namakumari, S. (2018). Marketing management. Sage Publications. 3. Walker, B. J., Etzel, M. J., & Stanton, W. J. (2004). Marketing: Concepts and cases, Tata McGraw-Hill Education.				

Subject	Business Administration			
Semester	VIII			
Name of the Course	Research Methods for Business			
Course Code	B23-UBA-804			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/VAC)	DSE-H2			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Appreciate the value of research as an empowering tool for business decision-making. 2. Develop an understanding of various major research designs. 3. Design data collection tools. 4. Enable familiarity with advanced analysis techniques with practical application in software like SPSS. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part 'A' shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part 'B' shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Introduction to Research Methodology: Research- Meaning, Nature, and Types of research; Research Process. Research Applications in Business Decision, Formulation of the Research Problem and Development of the Research Hypothesis, Hypothesis testing Procedure.			15
II	Research Design- Meaning and Process of formulating a Research Design. Types of Research Design- Exploratory, Descriptive, Experimental, Diagnostic and Correlational research. Applications of these Research Design in business. Specifying data and Acquisition Methods. Data types and data sources- Primary and Secondary data and their types. Comparison between various data. Actualization Method.			15
III	Measurement and Scaling Fundamentals and types. Commonly used scales in business research. Reliability and validity of scales. Questionnaire designing using scaling. Sampling Design- Sampling techniques, Sample Size determinations, Sampling Errors and Control.			15
IV	Data Editing, Coding and Tabulation; SPSS: Meaning, Frequency Distribution and Cross-Tabulation using SPSS, Advance Techniques of Data Analysis through SPSS: Factor analysis, Cluster Analysis, Conjoint Analysis; Report Writing and Presentation of Results.			15
Suggested Evaluation Methods				
Internal Assessment: ➤ Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15				End Term Examination: 70
Part C-Learning Resources				
Recommended Books/e-resources/LMS:				
1. Malhotra, N. K., & Dash, S. (2019). Marketing research: An applied orientation. Pearson. 2. Chawla, D., & Sondhi, N. (2015). Research methodology: Concepts and cases. Vikas Publishing House. 3. Cooper, D., & Schindler, P. (2010). Business research methods. McGraw Hill Education.				

Part A – Introduction

Subject	Business Administration			
Semester	VIII			
Name of the Course	Production and Operations Management			
Course Code	B23-UBA-805			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/VAC)	DSE-H2			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Understand the production systems, facility location and facility location. 2. Understand capacity planning, product planning and process planning etc. 3. Understand the maintenance management and work study. 4. Understand the inventory control techniques.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part 'A' shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part 'B' shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Nature and Scope of Production and Operations Management; Types of production systems: Product, Job, Batch & Mass production systems; Facility Location- Importance, Factors in Location Analysis, Location Analysis Techniques. Facility Layout - Objectives, Advantages, Basic Types of Layouts.			15
II	Material Handling: Principles and Equipments; Line Balancing; Production Planning & Control (PPC) - Concepts, Objectives, Functions; Capacity Planning. Product Planning and Selection; Process Planning; Aggregate Planning and Master Production Scheduling.			15
III	Maintenance Management; Work Study: Method Study and Work Measurement. Material Management: An Overview of Material Management.			15
IV	Inventory Management - objectives, factors, process and inventory control techniques. Just-in Time (JIT); Purchase Management; Stores Management; Quality Assurance: Acceptance Sampling, Statistical Quality Control, Total Quality Management; ISO-9000.			15
Suggested Evaluation Methods				
Internal Assessment: ➤ Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15				End Term Examination: 70
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Chary, S.N: Production and Operations Management, New Delhi, Tata McGraw Hill, 2nd Edition. 2. Ashwathapa: Production and Operations Management, Himalaya Publishing House. 3. R. Panneerselvam: Production and Operations Management, 3rd Edition, PHI				

Part A – Introduction				
Subject	Business Administration			
Semester	VIII			
Name of the Course	Financial Management			
Course Code	B23-UBA-806			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/VAC)	PC-H2			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Familiarize with the principles and techniques of corporate finance. 2. Develop and sharpen analytical abilities for financial decision making using cost of capital and capital structure concepts. 3. Extrapolate how companies make financial decisions by applying financial modelling techniques. 4. Understand management of working capital and estimate the same for an organization.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Nature, Scope and objectives of Corporate Finance, Time value of money, Investment decisions: Importance, Difficulties in determining cash flows, Methods of capital budgeting and Risk analysis.			15
II	Cost of capital; Concept and importance, Computations of cost of various sources of finance; Weighted Average Cost of Capital. Capital Structure decisions; Theories of capital structure, Factors determining capital structure.			15
III	Internal Financing and Dividend Policy, Sources of Finance: Short term and Long term. Financial Modelling: Essentials and financial modelling framework.			15
IV	Management of working capital – Cash management, models of cash management, Receivables Management and Inventory Management. Financing of working capital.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15				End Term Examination: 70
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Pandey, IM. : Financial Management, Vikas Publication House, 2000. 2. Khan, M.Y. and Jam, P.K.: Financial Management, McGraw Hill, 2001. 3. Chandra, Financial Management 9th edn. McGraw Hill Education. 4. Hamton, John; Financial Decision-Making, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1997.				

Part A – Introduction				
Subject	Business Administration			
Semester	VIII			
Name of the Course	Optimization Models for Business Decisions			
Course Code	B23-UBA-807			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/VAC)	CC-HM2			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: i. Understand linear programming problems and its solutions. ii. Understand the application of transportation, assignment and queuing models in business world. iii. Understand the techniques of Project Management. iv. Understand decision making under certainty, uncertainty and risk.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Operations Research: History, meaning, features, models, scope and applications in business organisations. Linear programming: Meaning, structure, scope and application areas. Linear programming: Formulation of industrial and business problem as linear programming problems and solution by graphical and simplex methods. Duality and sensitivity analysis in linear programming problems.			15
II	Transportation problem: Initial feasible solution by North-West Corner, Least Cost Method and Vogel’s Approximation Method, and test for optimality by Modified-Distribution Method and Stepping-Stone Method. Solution of assignment problems by Hungarian method. Waiting line models: Introduction to theory of queues, standard terminologies, pure birth-and-death model, M/M/1 and M/M/c models.			15
III	Project Management: Using a network to visually display a project, scheduling a project with PERT/CPM and considering time-cost trade-offs. Deterministic and probabilistic inventory control models. Markov processes: Introduction to stochastic process, terminologies, Markov process, transition probabilities.			15
IV	Decision theory: Decision making under uncertainty and risk, posterior probabilities and Bayesian analysis, and decision trees. Theory of games: Games with pure strategies and mixed strategies. Rule of dominance and solution of games without saddle point. Simulation: Meaning, process, types, advantages, limitations and applications.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory • Class Participation: 5 • Seminar/presentation/assignment/quiz/class test etc.: 10 • Mid-Term Exam: 15				End Term Examination: 70
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Powell, S. G., & Baker, K. R. (2017). Business analytics: The art of modeling with spreadsheets. Wiley. 2. Sharma, J. K. (2009). Operations research: Theory and applications. Macmillan Publishers India Ltd. 3. Vohra, N. D. (2017). Quantitative techniques in management. Tata McGraw-Hill Education.				