



KANNUR UNIVERSITY
കണ്ണൂർ സർവകലാശാല

(Abstract)

FYUG - Bachelor of Business Administration Programme -Modified Scheme and Syllabus for V Semester Elective Course KU5DSEBBA304: Portfolio Management - Approved & Implemented w.e.f 2024 Admission - Orders issued

ACADEMIC C SECTION

ACAD C/SO - ACAD C/21160/2024

Dated: 08.07.2026

- Read:-1.U.O of even no. dated.19.10.2024 and 05.02.2025
2.U.O. of even no. dated.02.07.2025 and 30.12.2025
3.U O of even no.dated. 24/03/2026
4. Emai dated.05/06/2026 from Sri. Sumesh P C ,Former Chairperson, Board of Studies, BBA
5.Email dated.01/07/2026 from the Dean of Faculty of Commerce and Management Studies
6. Orders of the Vice Chancellor in the file of even no. dtd. 06.07.2026

ORDER

1.The Scheme and Syllabus (First to Fourth Semesters only) of the B.B.A. Programme under the FYUGP pattern were approved and implemented in the affiliated colleges under the University with effect from the 2024 admission, vide papers read as (1) and (2) above.

2.The Scheme and Syllabus (Fifth to Eighth Semesters only) of the B.B.A. Programme under the FYUGP pattern were approved and implemented in the affiliated colleges under the University with effect from the 2024 admission, vide papers read as (3) above

3.Meanwhile,vide papers read as (4) above, former Chairperson ,Board of Studies BBA informed that certain corrections and additions had been made to the syllabus of the **V Semester Elective Course KU5DSEBBA304: Portfolio Management (FYUGP 2024 Admission onwards)** and submitted the modified Scheme and Syllabus of **V Semester Elective Course KU5DSEBBA304: Portfolio Management (FYUGP 2024 Admission onwards)** for approval.

4.The modified Scheme and Syllabus was forwarded to the Dean, Faculty of Commerce & Management studies for verification and the Dean, after vetting the syllabus recommended to approve vide paper read as (5) above.

5.The Vice Chancellor after considering the recommendation of the Dean, Faculty of Commerce & Management Studies and in exercise the powers of the Academic Council conferred under the Section 11 (1) chapter III of Kannur University Act 1996,and all other enabling provisions read together with, **approved the the modified Scheme and Syllabus of V Semester Elective Course KU5DSEBBA304: Portfolio Management (FYUGP 2024 Admission onwards in the Affiliated Colleges under the University,**



subject to reporting to the Academic Council.

6. The Scheme & Syllabus for **V Semester Elective Course KU5DSEBBA304: Portfolio Management (FYUGP 2024 Admission onwards)** is appended to this U.O. and uploaded in the University website.(www.kannuruniversity.ac.in)

Orders are issued accordingly.

Sd/-

Bindu K P G

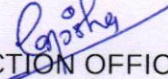
Joint Registrar (Acad)

For REGISTRAR

To: 1.The Controller of Examinations(through the PA)
2.The Principals of Arts and Science Colleges affiliated to Kannur University
3.The Chairperson, Board of Studies in Management studies (UG)

Copy To: 1. PS to VC /PA to R/PA to CE (to circulate among the section concerned)
2. DR / AR (Acad) / AR I, II Exam/JR II Exam
3. Computer Programmer/EXC I/AR VII (Exam)
4. Web Manager (for uploading in the website)

Forwarded / By Order


SECTION OFFICER







KANNUR UNIVERSITY
കണ്ണൂർ സർവകലാശാല

(Abstract)

FYUG - Bachelor of Business Administration Programme - Scheme and Syllabus for V-VIII semesters - Approved & Implemented w.e.f 2024 Admission - Orders issued

ACADEMIC C SECTION

ACAD C/SO - ACAD C/21160/2024

Dated: 24.03.2026

- Read:-1.U.O Nos.ACAD C/SO-ACAD C/21160/2024 dated.19.10.2024.05.02.2025
2.U.O. Nos.ACAD C/SO-ACAD C/21160/2024 dated.02.07.2025 and 30.12.2025
3.Minutes of the meeting of Board of Studies in Management studies (UG) held on 05.11.2025.
4. E-mail dtd. 17.11.2025 from the Chairperson, Board of Studies in Management studies (UG).
5.E-mail dated: 20.02.2026 from the Dean of Faculty of Commerce & Management Studies.
6.The Minutes of the meeting of Standing Committee of the Academic Council, held on 21.02.2026
7. Orders of the Vice Chancellor dtd. 02.03.2026 in File No.ACAD C/ACAD C4/21870/2024.

ORDER

- 1.The Scheme and Syllabus (First to Fourth Semesters only) of the B.B.A. Programme under the FYUGP pattern were approved and implemented in the affiliated colleges under the University with effect from the 2024 admission, vide papers read as (1) and (2) above.
- 2.Meanwhile, the Board of Studies in Management Studies (UG),at its meeting held on 05.11.2025, resolved to submit the syllabus for 5-8 semesters of the FYUG BBA programme w.e.f. 2024 admission. Accordingly, the Chairperson, vide paper read as (4) above, submitted the Scheme and Syllabus for Semesters V-VIII of the B.B.A. Programme for approval.
- 3.The Scheme and Syllabus, along with the minutes of the Board of Studies meeting, were forwarded to the Dean, Faculty of Commerce & Management Studies, for verification. The Dean, after vetting the syllabus, suggested certain modifications vide email dated 27.11.2025.
- 4.Subsequently, the Chairperson, Board of Studies in Management Studies (UG),vide email dated 18.02.2026 resubmitted the syllabus after incorporating the suggestions made by the Dean. After re-examining the revised syllabus the Dean,vide paper read as (5) above recommended its approval.
- 5.The Vice-Chancellor, after examining the matter in detail, ordered to place the Scheme and Syllabus for Semesters V-VIII of the FYUG BBA programme, along with the minutes of the Board of Studies meeting and the remarks of the Dean, before the Standing Committee of the Academic



Council for consideration.

6.The Standing Committee of the Academic Council, at its meeting held on 21.02.2026 considered the Scheme & Syllabus for Semesters V-VIII of the FYUG BBA Programme and recommended for the approval of the same.

7.The Vice Chancellor after considering the recommendation of the Standing Committee of the Academic Council and in exercise the powers of the Academic Council conferred under the Section 11 (1) chapter III of Kannur University Act 1996,and all other enabling provisions read together with, **approved the Scheme and Syllabus for Semesters V-VIII of the FYUGP B.B.A programme, and accorded sanction to implement the same w.e.f 2024 admission in the Affiliated Colleges under the University, subject to reporting to the Academic Council.**

8.The Scheme & Syllabus for **V-VIII** Semesters of the FYUG B.B.A - Programme is appended to this U.O. and uploaded in the University website.(www.kannuruniversity.ac.in)

Orders are issued accordingly.

Sd/-

Bindu K P G

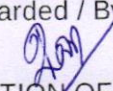
DEPUTY REGISTRAR (ACADEMIC)

For REGISTRAR

To: 1.The Controller of Examinations(through the PA)
2.The Principals of Arts and Science Colleges affiliated to Kannur University
3.The Chairperson, Board of Studies in Management studies (UG)

Copy To: 1. PS to VC / PA to PVC / PA to R/PA to FO/PA to CE (to circulate among the section concerned)
2. DR / AR (Acad) / AR I, II Exam/JR II Exam
3. Computer Programmer/EXC I/AR VII (Exam)
4. Web Manager (for uploading in the website)
5. SF/DF/FC

Forwarded / By Order


SECTION OFFICER



SEMESTER V

Course Category	Code	Credit	Course	Major Elective	Code	Hours /Week
Discipline Specific Core Courses (DSC)	KU5DSCBBA300	4	Cost Accounting *	Major	A8	4
	KU5DSCBBA301	4	Business Research Methodology *	Major	A9	4
	KU5DSCBBA302	4	Strategic Management *	Major	A10	4
Discipline Specific Elective Courses (DSE)	KU5DSEBBA	4	Electives	Major Elective	A11	5
	KU5DSEBBA	4	Electives	Major Elective	A12	5
Skill Enhancement Courses (SEC)	KU5SECBBA300	3	Office Automation	SEC 2		4
Internship	KU5INTBBA301	2	Internship			

Students should opt Major:3 , Elective: 2 , SEC : 1 Total Courses:6, Total hours: 25

SEMESTER VI

Course Category	Code	Credit	Course	Major/ Elective	Code	Hours /Week
Discipline Specific Core Courses (DSC)	KU6DSCBBA300	4	Management Accounting*	Major	A13	4
	KU6DSCBBA301	4	Banking Practices*	Major	A14	4
	KU6DSCBBA302	4	Entrepreneurship and Start up Ecosystem *	Major	A15	4
Discipline Specific Elective Courses (DSE)	KU6DSEBBA	4	Electives	Major Elective	A16	5
	KU6DSEBBA	4	Electives	Major Elective	A17	5
Skill Enhancement Courses (SEC)	KU6SECBBA300	3	Project Report Preparation and Presentation Skill	SEC 3		4

Students should opt Major:3 , Elective: 2 , SEC : 1 Total Courses:6, Total hours: 25





SEMESTER – V

KU5DSCBBA300: COST ACCOUNTING

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
V	DSC	300-399	KU5DSCBBA300	4	4

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
4	0	-	30	70	100	2

Course Description:

This course covers the fundamental concepts and various aspects in Cost accounting. This course discusses how to prepare a cost sheet, costing for materials, labour cost and overheads. It also throws some light on Management Reporting in general. And thus this course as a part of the Business administration programme provides fundamental knowledge and basic understanding on various methods, tools and techniques of cost accounting helpful for financial decision making required for a budding professional in the domain of accounting and finance.

Course Outcomes:

Co No.	Expected Outcome	Learning Domains
1	Explain the nature, scope, objectives and limitations of costing	U
2	Identify the elements of cost and describe their ascertainment and control	An
3	Explain various methods of costing and their suitability for different industries	A
4	Ascertainment of cost by following various methods under varied industries.	U

***Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)**

Mapping of Course Outcomes to PSOs



	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	√						
CO 2		√					
CO 3			√				
CO 4				√		√	
CO 5					√		√

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
		Cost Accounting Introduction	15
I	1	Concepts, objectives, scope, Advantages and limitation –Methods of Costing, Techniques of costing (Theory only)-Elements of cost and Cost classification.	
	2	Material-Meaning-classification of material-material control process-stores control-stores records-bin card and stores ledger-stores stock levels-methods of pricing material issues(FIFO,LIFO, Simple Average, Weighted Average)	
		Labour and Overhead	15
II	3	Labour -Meaning and Types-concept of Time keeping and Time Booking-system of Wage Payment—Time wage system- piece wage system-Premium Bonus plans (Halsey plan, Rowan premium plan, Taylor’s Differential Piece Rate System-labour turnover-concept and causes of labour turnover.	
	4	Overhead -Meaning –classification—Departmentalization of overheads-Allocation and Apportionment of Overhead (direct-simultaneous-step ladder-repeated distribution methods)-Absorption of overhead (labour hour rate method and machine hour rate method (simple problems))	
III		Methods of Costing	15



	5	Methods of costing –Unit Costing-Meaning-Objectives-Cost Sheet-preparation of tender and quotation-Job Costing-job cost sheet-	
	6	Batch Costing-EBQ-Operating costing-Meaning-types of service costing-preparation of Operating Cost Sheet.	

	Process Costing		10
IV	7	Process costing-meaning-advantages –applications of process costing-preparation of process account-simple process accounts(without process loss)-process costing with normal process loss-process costing with abnormal process loss-process costing with abnormal gains.	
	8	Contract costing-Basic concepts-preparation of contract account (completed contract account and incomplete contract account)	

V	Teacher Specific Module		5

Essential Readings:

1. Cost Accounting Principles and Practices-Iyengar.S.P.
2. Cost Accounting-S.P.Jain & K.L.Narang
3. Management Accounting –Dr. S.P. Gupta
4. Cost Accounting-Jawaharlal
5. Cost Accounting-Dr. A.D. Agarwal
6. Practical Cost Accounting- A.D. Agarwal
7. Management Accounting-R.K.Sharma& S.K. Gupta



Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		70
Continuous Evaluation		30
a)	Test Paper- 1	10
b)	Test Paper-2	10
c)	Assignment	5
d)	Seminar/ Book/ Article Review/ Viva-Voce/ Field Report	5
Total		100



KU5DSCBBA301: BUSINESS RESEARCH METHODOLOGY

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
V	DSC	300-399	KU5DSCBBA301	4	4

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
4	0	0	30	70	100	2

Course Description:

Introduces the nature and process of research. Also creates required knowledge and skill in pursuing research.

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	understand nature and process of research	U
2	enable to define and develop research problem	U, AP
3	develop and apply research design	U, AN
4	design measurement scales and collect data for research	A,E
5	develop systematic research report	C

***Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)**

Mapping of Course Outcomes to PSOs



	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	1			4			
CO 2		2			5		
CO 3			3				
CO 4			3				
CO 5	1			4			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
1		Introduction to Research	10 hrs
	1	Meaning and Definition of Research, Purpose, Types of research, Criteria of good research. Scientific method and its basis – Induction and Deduction.	
	2	Business Research –Meaning, scope, Functions; Steps in Research process (a brief description only)	
2		Research Problem and Design	21 hrs
	3	Research Problem: Meaning and Definition, sources of problem, Formulation of problem, criteria of a good research problem. Making a Research Proposal	



	4	Research Design: Meaning, Importance, Concepts related to research design, types of research design- Exploratory, Descriptive/ Diagnostic, Experimental/ Hypothesis testing research designs, Contents of research design	
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	Data Collection		12hrs
3	5	Data Collection - Meaning and types of data: Measurement: Concept of measurement– what is measured? Problems in measurement in research – Validity and Reliability. Levels of measurement – Nominal, Ordinal, Interval, Ratio	
	6	Primary and Secondary data; Methods of collecting primary data; Secondary data- Meaning, sources, Precautions to be taken before using secondary data.	

	Report writing		12 hrs
4	7	Report: Meaning, qualities of a good report, types of report, steps in report writing, Layout of research report- Prefatory items, Main body, Terminal items.	
	8	Report writing: Meaning, qualities of a good report, types. Ethical use of AI in Research	

5	Teacher Specific Module		5
	<i>Directions</i>		

Essential Readings:

1. Naresh Malhotra, John Hall, Mike Shaw & Peter (Latest Edition), *Market Research*, Second Edition. Prentice Hall.
2. Kothari, C.R. (Latest Edition), *Research Methodology – Methods and Techniques*, Second Edition. New Delhi: New Age International.
3. Krishnaswamy OR & Ranganatham, M. (Latest Edition), *Research Methodology in Social Science*. New Delhi: Himalaya.



4. Panneerselvam, R. (Latest Edition), *Research Methodology*, New Delhi: Prentice Hall.

Suggested Readings:

1. Uma Sekharan. (Latest Edition). *Research Methods for Business*. Wiley Publications.

2. Sekharan Uma & Roger Bougie (Latest Edition) *Research Methods for Business: A Skill Building Approach*. John Wiley and Sons

3. Shashi K Gupta & Praneet Rangi: *Business Research Methods*, Kalyani Publishers

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		70
Continuous Evaluation		30
a)	Test Paper- 1	10
b)	Test Paper-2	10
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100



KU5DSCBBA302: STRATEGIC MANAGEMENT

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
V	DSC	300-399	KU5DSCBBA302	4	4

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
4	0	0	30	70	100	2

Course Description:

To enhance the ability to do the job of a general manager responsible for strategic performance. Specifically, to integrate the different functional areas of business (e.g. accounting, finance, human resources, information systems, marketing, operations management, etc.) into a cohesive whole.

Analyse the competitive situation and evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry, and cultural differences.

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	understand nature and process of strategy	U
2	define and develop strategic design	U, AP
3	develop and apply strategic analysis	U, AN
4	strategy implementation and control	A,E

***Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)**



Mapping of Course Outcomes to PSOs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	1			4			
CO 2		2			5		
CO 3			3				
CO 4			3				
CO 5	1			4			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
1		Introduction to Strategy	
	1	Strategy – concept, relevance, role and benefits; Importance of Strategic Management; Strategic Management Process, Levels of Strategy;	10 hrs
	2	Approaches to Strategic Decision Making; Strategic Intent – Vision, Mission, Goals and Objectives; Strategy and Corporate Governance, Social Responsibility and Ethics in Strategic Management	
		Strategic Analysis	15 hrs
		Environmental appraisal- Scanning the Environment ,Technological, Social, Cultural, Demographic, Political, Legal; Evaluating Company’s	



2	3	External Environment: Components of External Environment; Analysis of the general environment; Nature, Characteristics, Types and Approaches of External environment, Key External Forces,	
	4	Industry Analysis – Analysis of the competitive environment ; Analysis of the Internal environment: Strategic capability, Nature, Characteristics, Types and Approaches to internal environment; Value chain analysis , Experience Curve, SWOT analysis, BCG Matrix, GE-Cell Matrix.	

Strategy Formulation		15hrs	
3	5	Business Strategy Formulation: Generic strategies; Functional areas and link between business strategy and functional strategy; Corporate Strategy Formulation: Creating value and diversification; Strategic alliances; International expansion strategies;	
	6	Introduction to strategies of growth, stability and renewal, types of growth strategies concentrated growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint ventures); Types of renewal strategies retrenchment and turnaround. Strategic fundamentals of merger & acquisitions	

Strategy Implementation and Control		15 hrs	
4	7	Structural Implementation; Functional and Operational Implementation; Behavioural Implementation; Strategy Evaluation and Control; Strategic leadership; Strategic control and corporate governance;	
	8	Issues in Strategy Implementation; Creating effective organizational designs; Strategy and society; Managing innovation and fostering corporate entrepreneurship; Integration of Functional Plans and Policies- Strategy Evaluation and Control - Operational Control - Overview of Management Control.	

5	Teacher Specific Module	5
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<i>Directions</i>	
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Text Books (Latest Edition):

Thomas L Wheelen, J David Hunger, Alan N Hoffman, Charles E Bamford and Purva Kansal . Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability, 15th Edition, Pearson.

Frank T Rothaermel . Strategic Management – 5th Edition (Indian), McGraw Hill.

Suggested Readings:

1. Arthur A Thompson, Margaret A Peteraf, John E Gamble, AJ Strickland III, Thomas Joseph (2021). *Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts & Cases*, 22nd Edition, McGraw Hill.
2. Krishna G. Palepu, Tarun Khanna. (2010). *Winning in Emerging Markets: A Roadmap for Strategy and Execution*, Harvard Business Press.
3. Porter, M.E., *Competitive Advantage: Creating and Sustaining Superior Performance*, Free Press, New York.
4. Pankaj Ghemawat, “Strategy and the Business Landscape” Pearson Education
5. Porter, M. E. (1989). *From competitive advantage to corporate strategy* (pp. 234- 255). Macmillan Education UK.



Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		70
Continuous Evaluation		30
a)	Test Paper- 1	10
b)	Test Paper-2	10
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100



KU5SECBBA300: OFFICE AUTOMATION

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
V	SEC	300-399	KU5SECBBA300	3	4

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
2	2	0	15 T +10 P	35 T +15 P	75	1.5

Course Objective:

To provide and develop office automation skills among students . and to manage an office using various Office automation tools.

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	Explain fundamentals and use of computers in day-to-day work environment.	U
2	Prepare and develop skills in correspondence, maintain office records and filing practices.	C
3	Up to date and expand the basic informatics skills necessary in the emerging knowledge society	E
4	Effectively utilize the digital knowledge resources for their studies	C
5	State the areas where IT can be used effectively	C
6	Manage routine office activities by using computers to store, retrieve and share data.	An



Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
		Office Management	10
I	1	Office Management –meaning-concepts of organization- Departmentation of modern office-Managing office routines-	
	2	Workplace - meaning-workplace text and correspondence-Features- types of work place texts -IT and workplace-issues and concerns- digital divide-cyber ethics and cyber crimes-information overload- computer and internet –E-waste.	
		Fundamentals of computer System	10
II	3	Fundamentals of computer system-meaning and functions-functional units of computer-peripherals of computer-operating system-	
	4	hardware and soft ware-types of computers-Computer Generations- various computer terms and their functions	
		Data Management System	10
III	5	Ergonomics Guidelines-meaning-basic guidelines –work safety on computer-Basic precautions-cyber security-confidentiality in workplace-confidentiality standards and security measures.	
	6	Electronic data management system-importance-collection and handling of data-electronic filing-classification of filing(conventional, modern and other methods). Electronic File Management System	
IV		Programmes for Office Management	10



7	Programmes for Office Management-Introduction to word processing-software packages for word processing-creating a document-edit, save, printing a document in word processor-mail merge- (Practical)	
8	Power Point Presentation-introduction to presentation-software packages for presentation-creating presentation slides –application tools for slide preparation and presentation- Virtual Office and Video Conferencing for Work Related Meetings (20 Hour Practical)	

V	Teacher Specific Module (Practicum)	20
	IT Practical, Collaboration Tools for Office	

Reference.

- 1.V. Rajaraman : Introduction to Information Technology. PrenticeHall
2. Technology in Action : Pearson.
3. Alexis Leon & Mathews Leon : Computer Today, Leon Vikas.
4. V.K.Jain : Computer Fundamentals
5. Vijay Kumar Khurana : Management of Information Technology -

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		35
IT Practical (Practicum)		15 P
Practical Viva voce		10 P
Continuous Evaluation		15
a)	Test Paper- 1	5
b)	Test Paper-2	5
c)	Seminar/Book/ Article Review/ Viva-Voce/Field Report/ Assignment	5
Total		75



MAJOR DISCIPLINE SPECIFIC ELECTIVE COURSES IN SEMESTER V

MARKETING MANAGEMENT

<i>Course Category</i>	<i>Code</i>	<i>Credit</i>	<i>Course</i>	<i>Specialisation</i>	<i>Code</i>	<i>Hours /Week</i>
Discipline Specific Elective Courses (DSE)	KU5DSEBBA300	4	Consumer Behaviour	Marketing	A11	5
	KU5DSEBBA301	4	Advertising and Branding	Marketing	A12	5

HUMAN RESOURCE MANAGEMENT

<i>Course Category</i>	<i>Code</i>	<i>Credit</i>	<i>Course</i>	<i>Specialisation</i>	<i>Code</i>	<i>Hours /Week</i>
Discipline Specific Elective Courses (DSE)	KU5DSEBBA302	4	Human Resource Development	HRM	A11	5
	KU5DSEBBA303	4	Performance and Compensation Management	HRM	A12	5

FINANCE

<i>Course Category</i>	<i>Code</i>	<i>Credit</i>	<i>Course</i>	<i>Specialisation</i>	<i>Code</i>	<i>Hours /Week</i>
Discipline Specific Elective Courses (DSE)	KU5DSEBBA304	4	Portfolio Management	Finance	A11	5
	KU5DSEBBA305	4	Financial Services	Finance	A12	5

LOGISTICS AND SUPPLY CHAIN MANAGEMENT

<i>Course Category</i>	<i>Code</i>	<i>Credit</i>	<i>Course</i>	<i>Specialisation</i>	<i>Code</i>	<i>Hours /Week</i>
Discipline Specific Elective Courses (DSE)	KU5DSEBBA306	4	Logistics Management	Supply Chain	A11	5
	KU5DSEBBA307	4	Port Management	Supply Chain	A12	5



INTERNATIONAL BUSINESS

<i>Course Category</i>	<i>Code</i>	<i>Credit</i>	<i>Course</i>	<i>Specialisation</i>	<i>Code</i>	<i>Hours /Week</i>
Discipline Specific Elective Courses (DSE)	KU5DSEBBA308	4	International Business	IB	A11	5
	KU5DSEBBA309	4	Global Business Environment	IB	A12	5

Students can select any combination of Electives in Vth Semester



KU5DSEBBA300: CONSUMER BEHAVIOUR

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
V	DSE	300-399	KU5DSEBBA300	4	5

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
3	2	0	25T+10 P	50T+15P	100	1.5

Course Description:

This course examines the decision-making processes of individuals and groups as consumers, drawing from psychology, sociology, and economics to understand factors like motivation, perception, and personality that influence purchasing decisions. Students learn how to apply these insights to create effective marketing strategies, analyze consumer research, and predict market behavior. The curriculum typically covers the consumer decision-making process from need recognition to post-purchase behavior and addresses both individual and family-level decision-making.

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	To understand the different concepts relating to nature, scope and application of consumer behaviour.	U
2	To learn the various determinants of consumer behaviour.	U, AP
3	To Understand the process of human decision making in a marketing context.	U, AN
4	To create awareness on the need for consumer protection.	A,E

***Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)**

Mapping of Course Outcomes to PSOs



	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	1			4			
CO 2		2			5		
CO 3			3				
CO 4			3				
CO 5	1			4			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
1	Introduction to Consumer Behaviour		15 hrs
	1	Meaning, Definition, Nature, scope and Application of consumer behaviour , Types of consumer behaviour, Consumer behaviour models	
	2	Importance of consumer behaviour in marketing decisions, Consumer Vs Industrial Buying Behaviour. Market segmentation-Meaning, advantages and bases for market segmentation,	
2	Determinants of Consumer Behaviour		15hrs
	3	Determinants of consumer behaviour-Psychological factors, Social factors, Economic factors, Situational factors, Personal factors, Technological factors	



4	Role of consumer motivation, Theories of Motivation-Maslow's hierarchy of need theory, Herzberg's two factor theory, McClelland's Theory of Needs, Vroom's expectancy theory, Self-determination theory. Consumer perception-Meaning, Consumer perception process, consumer involvement-meaning and process of consumer involvement. Family influences on consumer behaviour-Buying roles of a family, Family life cycle stages and buying behaviour	
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Consumer Decision Making Process		15 hrs
3	5 Consumer decision making-Meaning, Factors influencing buying decisions, Stages of consumer decision making process. Consumer decision making rules-Compensatory decision rules, Conjunctive decision rule, Disjunctive decision rule, Lexicographic decision rule, Affect referral decision rule. Post purchase behaviour-Meaning, Importance of post purchase behaviour, steps to improve post purchase behavior	
	6 Luxury and Consumer Behaviour: Why India is an important market for luxury brands. Evolution of consumer brands in India. Evolving consumer behavior for Luxury. Challenges to luxury brands	

Consumer Satisfaction and Consumerism		10hrs
4	7 Concept of customer expectation and satisfaction, Working towards enhancing customer satisfaction. Consumer dissatisfaction-Causes of consumer dissatisfaction, Effect of consumer dissatisfaction on business	
	8 Concept of consumerism, Consumerism in India, Reasons for growth of consumerism in India, Need for consumer protection, Consumer Protection Act 2019	

5	Teacher Specific Module	20
	<i>Directions: Practicum</i>	

Essential Readings:



1. Consumer Behaviour – Satish K Batra, S H H Kazmi, Excel Books
2. Consumer Behaviour in Indian Context – K K Srivastava, Sujata Khandai, Galgotia Publishing Company
3. Consumer Behaviour- Suja Nair – Himalaya Publishers

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		50
Case Study (Practicum)		15 (P)
Presentation/ Case Study		10 (P)
Continuous Evaluation		25
a)	Test Paper- 1	7.5
b)	Test Paper-2	7.5
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100



KU5DSEBBA301: ADVERTISING AND BRANDING

Semester	Course Type	Course Level	Course Code	Credits	Hours/week
V	DSE	300-399	KU5DSEBBA301	4	5

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
3	2	0	25T+10 P	50T+15P	100	1.5

Course Description:

This course covers strategic planning, brand development, and communication skills, with a modern focus on digital marketing and analytics. Students learn to analyze markets, create campaigns, and manage brands across various platforms while addressing ethical and global considerations. The curriculum combines theory with practical skills in areas like creative development, media planning, and digital brand positioning.

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	Understand the fundamental theories, concepts, and frameworks in advertising and brand management	U
2	Apply advertising and branding techniques in different situations	U, AP
3	Understanding ethical challenges related to management of advertising and brand strategy	U, AN
4	Acquires skill in media planning and scheduling	A,E

***Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)**

Mapping of Course Outcomes to PSOs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
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CO 1	1			4			
CO 2		2			5		
CO 3			3				
CO 4			3				
CO 5	1			4			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
1		Advertising	
	1	Advertising - Meaning - definition - Features - significance - Functions Classification - Future of advertising – Definition & growth of modern advertising, advertising & the marketing mix, Social & economic aspects of advertising- AIDA model of advertising- types of ad appeals- Creativity in advertising	15 hrs
	2	Concept of copy - different types of copy, copy writing, copy research , creating copy strategies, brand image, execution, USP - Advertising Effectiveness – Concept, importance, difficulties, Measurement - direct measures(historical sales method - experimental control) , indirect measures - Recall of advertising message - attitude change	

2	Media Planning and Scheduling		15hrs
	3	Media planning & scheduling: Introduction to broadcast & non - broadcast media; Budgeting decision rule: percentage of sales method,, objective to task method, competitive parity, & all you can afford; Key factors influencing media planning; Media decisions: media	



		class, media vehicle & media option;	
	4	Scheduling: flighting, pulsing, & continuous Advertising Business - Adv Agency - Types of agency – functions and selecting an Ad agency - Adv agency and client relationship - Social implications of advertising - Moral and Ethical issues in advertising	

	Introduction to brands and brand management		15 hrs
3	5	Concept of a brand, brand evolution, branding challenges and opportunities, Strategic brand management process.	
	6	Identifying and establishing brand positioning and values; Brand building, brand positioning and values brand repositioning.	

	Brand Strategies		10hrs
4	7	Designing and implementing brand strategies; Brand extension. Brand hierarchy. Brand equity, measurement of brand equity,	
	8	Brand personality, brand image, managing brands overtime. Integrating advertising and brand management	

5	Teacher Specific Module		20
	<i>Directions : Practicum</i>		

Essential Readings:

1. Advertising Management , Prentice Hall. Aaker, Myers &Batra
2. Advertising Principles & practices , Prentice Hall. Wells,Moriarity&Burnett
3. Brand Positioning, Tata McGraw Hill, Delhi, Sen Gupta, Subrato
4. Strategic Brand Management, Kogan Page, London . Kapferer, J.N
5. Strategic Brand Management, Prentice Hall, New Delhi. Kuller, K.L.
6. Brand Management, Vikas Publication House, New Delhi. Moorthy, Y.L.R.
7. Building Strong Brands, Free Press, New York Jones, John Philip:Aaker, David A



Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		50
Case Study (Practicum)		15 (P)
Presentation/ Case Study		10 (P)
Continuous Evaluation		25
a)	Test Paper- 1	7.5
b)	Test Paper-2	7.5
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100



KU5DSEBBA302: HUMAN RESOURCE DEVELOPMENT

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
V	DSE	300-399	KU5DSEBBA302	4	5

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
3	2	0	25T+10 P	50T+15P	100	1.5

Course Description:

This course aims to provide students with a comprehensive understanding of Human Resource Development (HRD), integrating both global and Indian perspectives. This course is intended to make students capable of applying the principles and techniques as professionals for developing human resources in an organization.

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	Describe the strategic importance of HRD in achieving organizational goals	U& R
2	Apply HRD theories and models in real-world scenarios.	U & A
3	Design and Evaluate the HRD Programs	U, An & E
4	Contribute to the development and improvement of Organisation's systems and strategies leading to an optimal HRD Climate.	U&R
5	Understand emerging trends and global practices in HRD	U&R

***Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)**



Mapping of Course Outcomes to PSOs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	1			4			
CO 2		2			5		
CO 3			3				
CO 4			3				
CO 5	1			4			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
1		Introduction to Human Resource Development	15 hrs
	1	Concept, Emergence of Human Resource Development, Need and objectives of HRD. Advantages and Disadvantages of HRD, The Relationship between human resource management and human resource development	
	2	HRD mechanisms, processes and outcomes; Roles and competencies of HRD professionals; Challenges in HRD	
2		HRD Process	15hrs
	3	HRD process- A framework for HRD process- Need assessment phase, design phase, implementation phase, evaluation phase. Assessing needs for HRD needs – introduction – strategic and organization analysis – task analysis – person analysis.	



	4	Principles of HRD, HRD interventions HRD audit; HRD culture and climate.	
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3	Theories and Models of HRD		15 hrs
	5	Learning theories (behaviorist, cognitive, social learning)	
	6	HRD models (ADDIE model, Kirkpatrick's Four-Level Training Evaluation Model)	

4	HRD Applications and Trends		10hrs
	7	Coaching and mentoring; Career management and development; Employee counselling; Competency mapping; PCMM, Balanced Score Card, Appreciative inquiry	
	8	Integrating HRD with technology HRD Experience in Indian Organizations, International HRD experience, Future of HRD	

5	Teacher Specific Module		20
	<i>Directions</i>		

Essential Readings:

1. Werner J. M., DeSimone, R.L., Human resource development, South Western.
2. Nadler, L., Corporate human resources development, Van Nostrand Reinhold.
3. Mankin, D., Human resource development, Oxford University Press India.
4. Halдар, U. K., Human resource development, Oxford University Press India.
5. Rao, T.V., Future of HRD, Macmillan Publishers India.
6. Rao, T.V., HRD Score Card 2500: Based on HRD audit, Response Books, SAGE Publications.

Suggested Readings:

1. Swanson, R. A., & Holton, E. F. (2009). Foundations of Human Resource Development. Berrett-Koehler Publishers.
2. Dessler, G. (2020). Human Resource Management. Pearson.
3. Rao, T.V., Hurconomics for talent management: Making the HRD missionary business-driven, Pearson Education.
4. Curtis, B., Hefley, W. E., Miller, S. A., The people capability maturity model: Guidelines for improving workforce, Pearson Education.



Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		50
Case Study (Practicum)		15 (P)
Presentation/ Case Study		10 (P)
Continuous Evaluation		25
a)	Test Paper- 1	7.5
b)	Test Paper-2	7.5
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100



KU5DSEBBA303: PERFORMANCE AND COMPENSATION MANAGEMENT

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
V	DSE	300-399	KU5DSEBBA303	4	5

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
3	2	0	25T+10 P	50T+15P	100	1.5

Course Description:

This course provides an in-depth look at designing and implementing systems to evaluate employee performance and manage their pay and benefits. It covers topics like performance appraisal methods, job evaluation, wage and salary administration, incentive plans, and the legal and ethical considerations involved in compensation. The goal is to equip professionals with the skills to create reward systems that align employee performance with organizational objectives.

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	Understand concepts of performance and compensation management and how to use them to face the challenges of attracting, retaining and motivating employees to high performance.	U
2	Describe the process and evaluate the implications of job valuation	U, AP
3	Illustrate different ways to strengthen the pay for performance link	U, AN
4	Understand the legally required employee benefits	A,E

***Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)**



Mapping of Course Outcomes to PSOs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	1			4			
CO 2		2			5		
CO 3			3				
CO 4			3				
CO 5	1			4			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
1	Performance Management		15 hrs
	1	Introduction: Concept, Philosophy, History from performance appraisal to performance development. Objectives of performance management system; Performance management and performance appraisal;	
	2	Performance Management process: Performance planning, Process and Documentation of Performance appraisal, Appraisal Interview, Performance Feedback and Counseling.	
2	Performance management and reward systems		15hrs
	3	Performance Coaching ,Mentoring and Counseling, Competency development	



	4	Use of technology and e-PMS, International Aspects of PMS. Performance systems trends, Ethical Perspectives in performance appraisal.	
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	Job Evaluation and Compensation		15 hrs
3	5	Introduction- Methods of Job Evaluation- Company Wage Policy: Wage Determination, Pay Grades, Wage Surveys, Wage Components. Statutory provisions related to compensation.	
	6	Modern trends in compensation - from wage and salary to cost to company concept, Comparable worth, broad-banding, competency based pay. Incentives plans, supplementary pay benefits, retirement benefits, employee services benefits. Benefits & Incentive practices in Indian industry.	

	Wage System in India		10hrs
4	7	Wages in India: Minimum wage, fair wage and living wage.- Methods of state regulation of wages. Wage differentials & national wage policy	
	8	Regulating payment of wages, wage boards, Pay commissions, dearness allowances, linking wages with productivity, Special compensation situations: International compensation -managing variations. Expatriate Pay.	

5	Teacher Specific Module		20
	<i>Directions</i>		

Essential Readings:

1. Compensation Management, McGraw Hill. Milkovich & Newman
2. Compensation Decision Making, Harcourt, Fort Worth, TX . T.J. Bergman
3. Compensation management in a knowledge based world, Prentice Hall. Richard Henderson
4. Compensation management, Sun India Publications. T.N.Chhabra & Savitha Rastogi
5. Human Resource Management, Prentice Hall. Gary Dessler
6. Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance :Book by Michael Armstrong.
7. Performance management systems and strategies, Pearson Education. Bhattacharyya, D.K.



Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		50
Case Study (Practicum)		15 (P)
Presentation/ Case Study		10 (P)
Continuous Evaluation		25
a)	Test Paper- 1	7.5
b)	Test Paper-2	7.5
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100



KU5DSEBBA304: PORTFOLIO MANAGEMENT

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
V	DSE	300–399	KU5DSEBBA304	4	5

Learning Approach (Hours/Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/Internship	Tutorial	CE	ESE	Total	
3	2	0	25T + 10P	50T + 15P	100	1.5

Course Description: This course provides a foundation in investment and portfolio management principles. Students will learn about investment avenues, risk and return concepts, portfolio management processes, and financial markets. The course covers security analysis through fundamental and technical approaches, portfolio construction using modern portfolio theories, and portfolio revision strategies. Students will also gain knowledge of portfolio evaluation techniques and portfolio management services in India. Contemporary topics such as artificial intelligence in portfolio management, cryptocurrency investments, portfolio analytics using Excel, and global portfolio diversification are introduced to enhance practical understanding and decision-making skills in investment management.

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
CO1	Students will be able to explain the concepts of investment, portfolio management, financial markets, investment avenues, and various types of investment risks involved in investment decisions.	U, A
CO2	Students will be able to analyze securities using fundamental and technical analysis techniques and evaluate investment opportunities based on market and company information.	An, E
CO3	Students will be able to calculate and interpret portfolio risk and return measures and apply portfolio theories to construct efficient and optimal portfolios.	A, An, E
CO4	Students will be able to evaluate portfolio performance using various performance measures and formulate suitable portfolio revision strategies under different market conditions.	An, E, C
CO5	Students will be able to assess portfolio management services, regulatory aspects, emerging technologies, digital assets, and global diversification strategies for modern investment management.	U, An, E

U – Understand, A – Apply, An – Analyse, E – Evaluate, C – Create

Mapping of Course Outcomes to PSOs

COs / PSOs	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	✓	✓	-	✓	-	-	-
CO2	-	✓	✓	-	✓	-	-
CO3	-	✓	✓	-	-	✓	-



CO4	✓	-	✓	-	-	✓	-
CO5	✓	-	-	✓	✓	-	✓

COURSE CONTENTS

Contents for Classroom Transaction:

MODULE	UNIT	DESCRIPTION	HOURS
1	Introduction to Investment and Portfolio Management		15 Hours
	1	Investment – Meaning; Characteristics; Objectives; Investment and Speculation; Investment and Gambling; Types of Investors; Different Avenues of Investment; Risk – Elements of Risk; Systematic and Unsystematic Risk	
	2	Portfolio Management – Meaning; objectives; functions; Portfolio Management Process; Types of Portfolios; Financial Markets – Money Market; Capital Market; Primary Market; Secondary Market	
2	Security Analysis and Portfolio Analysis		15 Hours
	3	Fundamental Analysis – Economic Analysis; Industry Analysis; Company Analysis Technical Analysis – Basic principles of technical analysis; Dow Theory; Price Charts; Chart Patterns	
	4	Portfolio Analysis – Risk and Return Analysis; Holding Period Return; Expected Return; Risk Measurement; Variance and Standard Deviation; Covariance and Correlation	
3	Portfolio Selection and Portfolio Revision		15 Hours
	5	Portfolio Selection – Efficient Portfolio; Markowitz Model; Optimal Portfolio; Capital Market Line; Security Market Line; Capital Asset Pricing Model; Modern Portfolio Theory; Arbitrage Pricing Theory	
	6	Portfolio Revision – Constraints in Portfolio Revision; Portfolio Revision Strategies; Formula Plans (Constant Rupee Value Plan, Constant Ratio Plan, Variable Ratio Plan, Dollar cost averaging)	
4	Portfolio Evaluation and Portfolio Management Services		10 Hours
	7	Portfolio Evaluation – Need for Evaluation; Methods of Portfolio Evaluation; Sharpe Ratio; Treynor Ratio; Jensen Ratio	
	8	Portfolio Management Services (PMS) – Types; Features; Benefits; Considerations Before Opting for PMS; Regulatory Framework for PMS in India; Risks Associated with PMS	



5	Teacher Specific Module	20 Hours
	Directions: Artificial Intelligence in Portfolio Management; Cryptocurrency and Digital Assets; Portfolio Analytics using Excel; Global Portfolio Diversification; Case Studies	

Essential Readings:

- Investment Analysis and Portfolio Management — Prasanna Chandra (Latest Edition).
- Security Analysis and Portfolio Management — S. Kevin (Latest Edition).
- Investment Management — V. K. Bhalla (Latest Edition).
- Portfolio Management — Donald E. Fischer & Ronald J. Jordan.
- Investment Analysis and Portfolio Management — Frank K. Reilly & Keith C. Brown.

Reference Books:

- The Intelligent Investor
- A Random Walk Down Wall Street
- Common Stocks and Uncommon Profits
- Value Investing: The Indian Context

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		50
Case Study (Practicum)		15 (P)
Presentation/ Case Study		10 (P)
Continuous Evaluation		25
a)	Test Paper- 1	7.5
b)	Test Paper-2	7.5
c)	Assignment	5
d)	Seminar/Book/Article Review/Viva-Voce/Field Report	5
Total		100



KU5DSEBBA305: FINANCIAL SERVICES

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
V	DSE	300-399	KU5DSEBBA305	4	5

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
3	2	0	25T+10 P	50T+15P	100	1.5

Course Description:

This course provides a comprehensive introduction to the financial services industry, exploring its various institutions, products, and functions. Students will gain a solid understanding of how financial services support businesses and individuals in achieving their financial goals.

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	Analyze the functions and importance of financial services for businesses and individuals.	U
2	Identify and differentiate between various types of financial institutions and their core offerings.	U
3	Evaluate and compare financial products and services offered by banks, insurance companies, and investment firms.	R,U
4	Apply financial concepts and principles to analyze real-world financial scenarios	A, An
5	Recognize the importance of responsible financial decision-making for long-term financial well-being	R

***Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)**



Mapping of Course Outcomes to PSOs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	1			4			
CO 2		2			5		
CO 3			3				
CO 4			3				
CO 5	1			4			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
1	Introduction to Financial Services in India		15 hrs
	1	Definition and Scope of Financial Services ,Importance and Functions of Financial Services in the Economy	
	2	Classification of Financial Services: Retail vs. Wholesale, Public vs. Private. The Financial Services Industry Landscape: Key Players and Regulatory Framework	

2	Financial Institutions		15hrs
	3	Depository Institutions: Commercial Banks, Savings & Loan Associations, Credit Unions. Non-Depository Institutions: Investment Banks, Insurance Companies, Pension Funds, Venture Capital Firms	



	4	Financial Technology (FinTech): Impact on Traditional Institutions and Rise of New Players, Comparative Analysis of Financial Institutions: Products, Services, Strengths & Weaknesses	
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	Financial Markets and Instruments		15 hrs
3	5	Functions and Types of Financial Markets: Money Market, Capital Market, Derivatives Market. Trading Mechanisms and Instruments: Stocks, Bonds, Derivatives, Options	
	6	Financial Market Efficiency and Role of Financial Intermediaries. Risk Management	

	Financial Products and Services		10hrs
4	7	Loan Products: Consumer Loans, Mortgage Loans, Commercial Loans. Deposit Products: Savings Accounts, Checking Accounts, Money Market Accounts, Certificates of Deposit (CDs)	
	8	Payment Systems: Electronic Payments, Credit Cards, Debit Cards. Investment Products: Mutual Funds, Exchange Traded Funds (ETFs), Individual Retirement Accounts (IRAs),	

	Teacher Specific Module		20
5	<p>1. Develop a simplified simulation game that demonstrates the basic principles of derivatives trading (e.g., options contracts). Students can participate in the game to understand the mechanics of derivatives, potential risks and rewards, and their role in the financial markets.</p> <p>2. Debate on Market Efficiency: Organize a class debate on the concept of market efficiency. One team argues for the efficiency of the Indian financial markets, while the other team argues against it. This promotes critical thinking skills and encourages students to research evidence supporting both sides of the argument.</p> <p>3. Research Report on the Impact of Technology on a Specific Financial Service: Choose a specific financial service in India (e.g., wealth management, insurance claims processing). Research how technological advancements like automation, big data, or artificial intelligence are impacting the delivery and efficiency of this service. Present your findings in a report format, discussing both the potential benefits and potential risks associated with technology adoption. pen spark</p> <p>4. Case Study Analysis of a FinTech Startup: Research a recent case study</p>		



of a FinTech startup impacting a specific type of traditional financial institution in India (e.g., a mobile wallet challenging traditional banks). Analyze the impact from both perspectives (FinTech and traditional institution). Present your findings in a report or video format.

Essential Readings:

1. "The Indian Financial System" by M.R. Reddy (Provides a comprehensive overview of the Indian financial system, including institutions, instruments, and regulations)
2. "Indian Financial Services and Markets" by I.V. Subba Rao (Analyzes various financial institutions, products, and markets in the Indian context)
3. "SEBI and the Indian Capital Market" by K.V. Bhole (Focuses on the Securities and Exchange Board of India (SEBI) and its role in regulating the Indian capital market)
4. "Financial Inclusion in India: Issues and Challenges" edited by Abhijit Sen & Anirban Bagchi (Examines financial inclusion initiatives and challenges in the Indian context)
5. "The Economic Times" or "The Financial Express" (India) (These publications offer valuable insights into current trends and developments in the Indian financial services industry)
6. Reserve Bank of India Publications: (<https://rbi.org.in/Scripts/publications.aspx>) provide access to reports, speeches, and data related to the Indian financial system, monetary policy, and banking regulations.

Suggested Readings:

1. Books:
 - a. "Let's Talk Money: You've Worked Hard for It, Now Make It Work for You" by Monika Halan (Provides practical guidance on personal finance management in the Indian context)
 - b. "Retire Rich: Invest Rs.40 A Day: New Edition" by P.V. Subramanyam (Offers a roadmap for long-term wealth creation through investing, specifically targeting Indian investors)
 - c. "Stocks to Riches: Insights on Investor Behaviour" by Parag Parikh (Explores investor psychology and offers strategies for successful investing in the Indian stock market)
2. Websites and Reports:
 - a. Securities and Exchange Board of India (SEBI): <https://www.sebi.gov.in/> (Provides access to regulations, investor education resources, and market data)
 - b. National Stock Exchange of India (NSE): <https://www.nseindia.com/> (Offers market information, investor education tools, and research reports)
 - c. Bombay Stock Exchange (BSE): <https://www.bseindia.com/> (Provides market data, investor education resources, and research reports)
 - d. Credit Rating Information Services of India Limited (CRISIL): <https://www.crisil.com/> (Offers credit ratings and research reports on Indian companies and financial institutions)
 - e. The Confederation of Indian Industry (CII): https://en.wikipedia.org/wiki/Confederation_of_Indian_Industry (Publishes reports and conducts surveys on various aspects of the Indian financial services industry)
3. Newspapers and Magazines:



- a. The Economic Times (India): <https://m.economictimes.com/> (Provides in-depth coverage of business, finance, and the Indian economy)
- b. The Financial Express (India): [invalid URL removed] (Offers news and analysis on financial markets, companies, and economic policies)
- c. Business Standard (India): <https://www.lawinsider.com/dictionary/business-standard> (Provides business news, analysis, and insights relevant to the Indian financial sector)

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		50
Case Study (Practicum)		15 (P)
Presentation/ Case Study		10 (P)
Continuous Evaluation		25
a)	Test Paper- 1	7.5
b)	Test Paper-2	7.5
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100



KU5DSEBBA306: LOGISTICS MANAGEMENT

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
V	DSE	300-399	KU5DSEBBA306	4	5

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
3	2	0	25T+10 P	50T+15P	100	1.5

Course Description:

The course covers the planning, implementation, and control of the efficient flow of goods, services, and information from origin to consumption. Topics include inventory control, transportation, warehousing, procurement, and distribution processes. The goal is to teach students how to manage logistics operations, optimize supply chain workflows, and improve efficiency to meet customer requirements.

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	Understand the structure of supply chains and the different ways through which supply chains can become competitive in the market	U
2	Explain how to use the levers of the logistics strategy to redefine the points necessary to ensure harmonization	An
3	Analyse the importance of the term “value creation” and propose actions in the field of management of logistics costs towards the creation of value.	An/A
4	Distinguish the forces shaping international logistics in a global market	An

***Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)**

Mapping of Course Outcomes to PSOs



	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	1			4			
CO 2		2			5		
CO 3			3				
CO 4			3				
CO 5	1			4			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
1		Introduction To Logistics Management	15 hrs
	1	Definition and scope of logistics Evolution of logistics management	
	2	Role of logistics in business operations .Key functions of logistics management. Modes of Transportation: Sea , Rail, Road, Air and Drone - Key elements and features	

2		Supply Chain Management	15hrs
	3	Meaning and definition - concept of supply chain management - objectives of supply chain management Components/participants of supply chain	
	4	Supply chain management process ,Bull-whip effect - factors driving the evolution of supply chain management	



3	Warehousing And Distribution		15 hrs
	5	Evolution of the concept of warehousing. Warehouse design and layout	
	6	Warehouse operations and technology - warehouse operating principles. Distribution network design	

4	Information Technology & Emerging Trends In Logistics		10hrs
	7	Use of technology in logistics. Warehouse management systems (WMS) - transportation management systems (TMS) - RFID and GPS applications in logistics	
	8	E-commerce and its impact on logistics - last-mile delivery challenges and solutions. Robotics and automation in logistics – block chain technology in supply chain	

5	Teacher Specific Module		20
	<i>Directions</i>		

Essential Readings:

1. Agarwal, D.K.. (2010). Supply chain management: strategy, cases and best practices. Macmillan.
2. Christopher, M. (2016). Logistics and Supply Chain Management: Logistics & Supply Chain Management. Pearson UK.
3. Hofmann, E..(2013). Supply Chain Management: Strategy, Planning and Operation, Pearson Education.
4. Novack, R., Suzuki, Y., Gibson, B. and Coyle, J. (2019). Transportation: a global supply chain perspective. Cengage Learning.
5. Waters, D. (2019). Supply chain management: An introduction to logistics. Bloomsbury Publishing



Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		50
Case Study (Practicum)		15 (P)
Presentation/ Case Study		10 (P)
Continuous Evaluation		25
a)	Test Paper- 1	7.5
b)	Test Paper-2	7.5
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100



KU5DSEBBA307: PORT MANAGEMENT

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
V	DSE	300-399	KU5DSEBBA307	4	5

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
3	2	0	25 T+10 P	50 T+15 P	100	1.5

Course Description:

This course provides comprehensive training in the operations, logistics, and management of seaports, covering areas like port infrastructure, maritime law, safety, and security. These courses aim to equip professionals with the skills to manage complex port operations, improve efficiency, and coordinate with shipping companies, preparing them for careers in the global maritime industry.

Course Prerequisite: NIL

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	1.Understand types, layouts, and structure of the port	U
2	2. Learn port functions, infrastructure, and operation	U
3	3. Identify key services for ships and cargo in ports	U
4	4. Understand berth facilities, ship operations, and stowage	U



5	5. Assess cargo safety, security, and performance metrics	An
6	6. Analyse port development and shipping technology trends	An

***Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)**

Mapping of Course Outcomes to PSOs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	✓			✓			
CO 2		✓			✓		
CO 3			✓				✓
CO 4			✓			✓	
CO 5	✓			✓			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
		Ports	15
1	1	Definition-Types and Layout of the Ports- Organizational structure .a) Main functions and features of ports. Infrastructure and connectivity- Administrative functions-Operational functions .b) Main services: Services and facilities for ships-Administrative formalities. Cargo transfer-Services and facilities for cargo-Additional "added value" service. Ports and their stakeholders like PHO Immigrations, Ship agents, Stevedores, CHA	



	2	Berths and Terminals Berth Facilities and Equipment, Ship Operation-Pre-shipment planning, The stowage plan and on-board stowage cargo positioning and stowage on the terminal. Developments in cargo/ container handling. terminal operation Safety of cargo operations. Cargo security. Measuring and evaluating performance and productivity	
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	Port Development		15
2	3	Phases of port development ,Growth in world trade Changes , Development in terminal operation. Layout of a Large Port with multiple types of Terminals. Shipping technology and port. Ship knowledge-Ship development and port development.	
	4	Organisation structure of a typical large port. Departmental functions of Port. Port time and ship speed, Other technical development affecting port	

	Port regulatory Organizations		15
3	5	Global regulatory organizations. Conventions and Reports.	
	6	Environment regulation: Port environmental pollution Environmental Management System- HAZMAT (Hazardous Materials).BWM (Ballast Water Management).Port Security: ISM, ISPS, Occupation Safety and Health Administration-ISO1400	

	Port Ownership and Management		10
4	7	Port ownership structure, Types of port ownership and administration - Organizations concerning ports. Boards governing the ports	
	8	Port management development - Rise and fall of Ports-Port ownership structure in India, Port reform: Framework for port reform-Evolution of ports in a competitive world. Alternative Port Management Structure and Ownership Models.	



	Teacher Specific Module (Practicum)	20
	<i>For effective learning teachers can use group activities like role-play and demonstrations and employ case studies of experts in the field.</i>	

Essential Readings:

- 1.Heizer, J., & Render, B. (2017). *Operations management: Sustainability and supply chain management* (12th ed.). Pearson Education.
- 2.Paul, J., &Asekar, R. (2013). *Export import management* (2nd ed.). Oxford Higher Education.
- 3.Krajewski, L. J., Malhotra, M. K., &Ritzman, L. P. (2018). *Operations management: Processes and supply chains* (11th ed.). Pearson Education.
- 4.Cachon, G., &Terwiesch, C. (2022). *Operations management* (3rd ed.). McGraw-Hill Education.
- 5.Mentzer, J. T. (2023). *Fundamentals of supply chain management: Twelve drivers of competitive advantage*. SAGE Publications.
- 6.Stevenson, W. J., & Kull, T. J. (2025). *Operations and supply chain management* (Evergreen ed.). McGraw-Hill Education.

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		50
Case Study (Practicum)		15 (P)
Presentation/ Case Study		10 (P)
Continuous Evaluation		25
a)	Test Paper- 1	7.5
b)	Test Paper-2	7.5
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100



KU5DSEBBA308: INTERNATIONAL BUSINESS

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
V	DSE	300-399	KU5DSEBBA308	4	5

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
3	2	0	25T+10 P	50T+15P	100	1.5

Course Description:

Introduces the international business , trade practices of global economies, FDI and economic indicators of international business.

Course Objective:

The course aims to help students to understand the evolution and significance of international trade in contemporary business environment and examine various economic integration by analyzing the emerging trends in International Business

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	Understand nature of international business	U
2	Enable to define and International trade theories	U, AP
3	Develop and apply Trade theories	U, AN
4	To analyse the regional economic integration	A,E
5	Develop and Create international trade platforms	C

***Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)**



Mapping of Course Outcomes to PSOs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	1			4			
CO 2		2			5		
CO 3			3				
CO 4			3				
CO 5	1			4			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
1	Introduction to International Business		15 hrs
	1	Introduction to International Business Stages of Internationalization – EPRG Framework. Steps in international Purchase and Sales: Documents required for International trade	
	2	International Trade Theories: Theories of International Trade Mercantilists, Absolute Cost and Comparative Advantage, Factor Proportions, Neo-factor Proportions Theories, Country Similarity Theory, Intra-industry Trade, Tariff and Non-Tariff Barriers in GlobalBusiness	
2	Introduction of Foreign Direct Investment		15hrs
	3	Introduction of Foreign Direct Investment in the World Economy, Trends in FDI, Theories of Foreign Direct Investment, Greenfield and	



		Brownfield FDI,	
4		Benefits and Costs of FDI, International Institutions and the Liberalization of FDI, CAGE Model.	

	Economic Integration		15hrs
3	5	Economic indicators and their impact on international business decisions, Regional Economic Integration and Trade Blocs, Basic Principles of Multilateral Trade Negotiations,	
	6	Instruments of Trade Regulation, FDA, custom union, common market economic union, Emerging Markets and Developing Economies.	

	Emerging Trends in International Business		10hrs
4	7	International Entrepreneurship and Born Global Firms, Ethical Considerations - CSR Frameworks and Approaches and Ethical considerations, ESG investing and reporting standards, Corporate responses to climate change and social justice issues	
	8	Implications of Brexit on international business laws, the rise of digital platforms, and e-commerce. Re-shoring and Near shoring Trend, Impact of pandemic on International Business.	

5	Teacher Specific Module		20 hrs
	<i>Directions</i>		

Text Books

1. International Business: Competing in the Global Marketplace" by Charles W. L. Hill.
2. International Business: Concept, Environment and Strategy, 3e by VyuptakeshSharan Pearson Education
3. International Business: The Challenges of Globalization by John J. Wild and Kenneth L. Wild.
4. Rakesh, M. J. International Business, New Delhi, Oxford University



Press.

5. Aswathappa, A. . International Business, 2e. Tata McGraw-Hill Education.

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		50
Case Study (Practicum)		15 (P)
Presentation/ Case Study		10 (P)
Continuous Evaluation		25
a)	Test Paper- 1	7.5
b)	Test Paper-2	7.5
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100



KU5DSEBBA309: GLOBAL BUSINESS ENVIRONMENT

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
V	DSE	300-399	KU5DSEBBA309	4	5

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
3	2	0	25T+10 P	50T+15P	100	1.5

Course Objective :

The objective of this course is to understand the concept of globalization and its impact on businesses worldwide. To analyze the interplay of economic, political, and cultural factors in the global business environment. To evaluate the opportunities and challenges of operating in diverse international markets, develop strategies for managing risks and adapting to changes in the global business landscape. Apply theoretical concepts to real- world case studies and scenarios.

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	Understand and describe the main features of the international business environment and its primary institutions.	U
2	Analyze the political, social, economic, technological, and other configurations that support cross-border trade.	U, An
3	Apply an understanding of the different modes of engagement with international markets and explore the interconnectedness between these and the	U, Ap



	economic, legal, governmental, political, regulatory, cultural, and other environments in which expanding companies operate.	
4	Evaluate the key decisions that multinational firms make in relation to the choice of markets and entry strategies	A,E

***Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)**

Mapping of Course Outcomes to PSOs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	1			4			
CO 2		2			5		
CO 3			3				
CO 4			3				
CO 5	1			4			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
1		Introduction to the Global Business Environment	15 hrs
	1	Definition and Scope of Global Business: Understanding international markets and operations; Historical Evolution of Globalization: Key phases and milestones in global trade; Key Drivers of Globalization: Technology, trade policies, transportation, and communication;	
		Multinational Enterprises (MNEs): Characteristics, strategies, and market entry modes; Impact of MNEs: Economic, cultural, and environmental influences on	



	2	host and home countries; Global vs. Transnational Business: Differences, strategies, and organizational structures	
	Environments of Global Business		15hrs
2	3	Overview of the PESTEL Framework: Understanding the components; Political Environment: Government policies, stability, and international relations; Economic Environment: Economic growth, exchange rates, inflation, and market conditions; Social Environment: Cultural trends, demographics, and consumer behaviors; Technological	
	4	Environment: Technological advancements, innovation, and digital transformation; Ecological Environment: Environmental regulations, sustainability practices, and impact on business; Legal Environment: Regulatory frameworks, compliance, and legal issues in international business; Case Studies: Application of PESTEL analysis in real-world scenarios	

	International Organizations and Agreements		15 hrs
3	5	General Agreement on Trade and Tariffs (GATT) – Concept; World Trade Organization (WTO)- Functions, Principles, Organizational Structure; The WTO Agreements - A Bird's eye view; Salient feature of Uruguay Round Agreement Dispute Settlement Mechanism, Ministerial Conferences	
	6	International Economic Organizations: Introduction, Objectives, Organizational Structure and Functions; International Monetary Fund (IMF); World Bank Group International Bank for Reconstruction and Development (IBRD) & International Development Association (IDA); Organization for Economic Co-operation and Development (OECD); United Nations Conference on Trade and Development (UNCTAD); IFC International Finance Corporation; Asian Development Bank (ADB)	



	Globalism and Regionalism		10hrs
4	7	Evolution of regional trade agreements (RTAs); United States–Mexico–Canada Agreement (USMCA), European Union (EU), Association of Southeast Asian Nations (ASEAN), Mercosur (Southern Common Market),	
	8	Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP); Emerging trends and challenges in global trade governance.	

5	Teacher Specific Module		20
	<i>Directions</i>		

Essential Readings:

1. International Business: Competing in the Global Marketplace, 14th Edition, McGraw Hill, Charles Hill

2. Global Business. 3rd Ed. Cengage, Learning, Peng, M.
International Business Environments and Operations. 16th Ed. Harlow: Pearson, Daniel S, J. D., Radebaugh, L. H. and Sullivan D. P

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		50
Case Study (Practicum)		15 (P)
Presentation/ Case Study		10 (P)
Continuous Evaluation		25
a)	Test Paper- 1	7.5
b)	Test Paper-2	7.5
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100



SEMESTER - VI



KU6DSCBBA300: MANAGEMENT ACCOUNTING

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
VI	DSC	300-399	KU6DSCBBA300	4	4

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
4	0	0	30	70	100	2

Course Description:

The course is designed to provide a comprehensive understanding of accounting principles and their application in managerial decision-making. It covers various aspects of accounting techniques and tools that aid managers in planning, controlling, and evaluating business operations.

Course Prerequisite: NIL

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1.	Understand various financial concepts used in making accounting management decision.	U, R
2.	Make the students in taking the managerial decisions by using various tools of financial statement analysis.	U, A & E
3.	Apply the concepts of marginal costing and standard costing in decision making	A, An & E
4.	Prepare and analyze budgets and financial statements for internal management purposes	An & E

**Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)*



Mapping of Course Outcomes to PSOs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	✓			✓			
CO 2		✓			✓		
CO 3			✓				✓
CO 4			✓			✓	
CO 5	✓			✓			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
		Introduction to Management Accounting	10
I	1	Introduction- Meaning and Definition – Objectives. Nature and Scope– Functions. Relationship between Financial Accounting and Management Accounting, Relationship between Cost Accounting and Management Accounting. Tool and Technique of Management Accounting (Concepts only)	
	2	Advantages and limitations of Management Accounting Role of Management Accountant- Functions and responsibilities, Ethical considerations in management accounting	
		Analysis and Interpretation of Financial Statement Analysis	15
II	3	Concepts, Process and Limitations. Techniques and Methods used for financial statement analysis- Trend Analysis and Comparative Financial Statements and its applications in industries.	
	4	Ratio Analysis: - Introduction-Meaning and Definition of Ratio Analysis – Uses and Limitations –Classification of ratios- Liquidity ratios, Profitability ratios, Turnover and Solvency ratios. Problems on conversion of financial statements into ratios and ratios into financial statements	
III		Marginal Costing and Standard Costing	15



5	Introduction-Meaning and definition of marginal cost, features of marginal costing- P/V ratio, BEP, Margin of Safety, Angle of Incidence and Break-Even Chart. Break Even Analysis- Applications, Assumptions and Uses Problems.	
6	Standard costing: concept, features and process, Variance analysis: Problems (Material and labour only). Absorption Costing: Concept and Applications	

IV	Budgetary Control	15
	7 Meaning and Definition, objectives, advantages and limitations of budgetary control.	
	8 Types of budget- Flexible budget and Cash Budget (Problems), Difference between budgetary control and standard costing	

5	Teacher Specific Module	5
	<i>Directions</i>	

Essential Readings:

1. *Dr. S.N. Maheswari, Management Accounting, Mahavir Publications*
2. *Sharma and Gupta, Management Accounting, Kalyani Publishers.*
3. *Dr. S.N. Goyal and Manmohan, Management Accounting, S.N. Publications.*
4. *B.S. Raman, Management Accounting, United Publishers.*
5. *M N Arora, Accounting for Management, Himalaya Publisher*

Suggested Readings:

1. *Management Accounting" by Anthony A. Atkinson, Robert S. Kaplan, Ella Mae Matsumura, and S. Mark Young*
2. *"Managerial Accounting" by Ray H. Garrison, Eric W. Noreen, and Peter C. Brewer*



Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		70
Continuous Evaluation		30
a)	Test Paper- 1	10
b)	Test Paper-2	10
c)	Assignment	5
d)	Seminar/ Book/ Article Review/ Viva-Voce/ Field Report	5
Total		100



KU6DSCBBA301: BANKING PRACTICES

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
VI	DSC	300-399	KU6DSCBBA301	4	4

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
4	0	0	30	70	100	2

Course Description:

This course provides a thorough examination of the principles, practices, and regulatory structures governing the banking sectors in India. Students will be oriented with the functions, procedures, products and services of banks. This course aims to facilitate a comprehensive understanding of the banking sectors, equipping students for careers in banking, financial services and related fields.

Course Prerequisite: NIL

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	Acquire knowledge about basics of banking	U
2	Acquire knowledge of modern banking practices	R
3	Applies knowledge about the law and practices of banking	A

***Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)**

PSO 1	PSO 2	PSO 3	PSO 4



CO 1				
CO 2				
CO 3				

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOUR S
		INTRODUCTION TO BANKING	15
I	1	Origin and development of banking, Structure of banking in India. Types of banks	
	2	Banking Regulation Act 1949 and amendments. Loans and advances- fixed advance, cash credit, overdraft, letter of credit, bill discounted Principles of sound lending.	
		BANKER AND CUSTOMER RELATIONSHIP	15
II	3	Banker and customer-meaning- General and special relationship. Types of customers and account holders- minors, joint account holders, partnership firms, joint stock company with limited liability, executors, Pardanashin Women, trustees, clubs and associations, Joint Hindu Family.	
	4	Procedure for opening and closing of accounts.	
III		NEGOTIABLE INSTRUMENTS	14



	5	Introduction-Meaning and Definition, Features. Kinds of Negotiable instruments-Cheques, Bill of exchange, Promissory Notes. Cheques: Meaning, Definition, Features, Types .	
	6	Parties -Dishonor of cheque, Reason for Dishonor	

	TECHNOLOGY IN BANKING		11
IV	7	Need and Importance. ATM- Credit Card- Debit Card- Tele Banking, M-banking	
	8	Internet Banking- RTGS (Real time Gross settlement), NEFT, Electronic Fund Transfer (EFT), SWIFT (society for worldwide interbank financial telecommunication). concept of core banking- Universal banking and Green banking (concept only)	

	Teacher Specific Module		5
5	Visit any bank and get acquainted with banking formalities like opening account, filling pay-in-slip, drawing a Cheque, Net Banking.Submit a project report based on the visit		

Essential Readings:

1. Banking Theory law and practice: Prof. E Gorden and Dr K Natarajan, Himalaya Publishing house.
2. Banking law and practice :Maheswari.S.N.,Kalyani publishers
3. Banking Theory law and practice: Shekhar.K.C, Vikas publishing House
4. Modern banking: K.P.M. Sundharam and E.N.Sundharam, Sulthan chand and sons



Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		70
Continuous Evaluation		30
a)	Test Paper- 1	10
b)	Test Paper-2	10
c)	Assignment	5
d)	Seminar/ Book/ Article Review/ Viva-Voce/ Field Report	5
Total		100



KU6DSCBBA302: ENTREPRENEURSHIP AND START- UP- ECOSYSTEM

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
VI	DSC	300-399	KU6DSCBBA302	4	4

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
4	0	0	30	70	100	2

Course Description:

Introduces the nature and process of entrepreneurship. Also creates required knowledge and skill in starting and running enterprises and start-ups

Course Prerequisite: NIL

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	Identify the characteristics of an entrepreneur	U
2	describe the importance of entrepreneurs in the economic development of a nation	U, AP
3	identify the different types of entrepreneurs	U, AN
4	to strengthen their skill and quality as an entrepreneur	A,E
5	Preparing project report and performing feasibility analysis	C

***Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)**



Mapping of Course Outcomes to PSOs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	1			4			
CO 2		2			5		
CO 3			3				
CO 4			3				
CO 5	1			4			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
I	1	Concept of Entrepreneurship	15 Hrs
		Entrepreneurship -meaning- definition- importance- Functions- Types of entrepreneurs- -Factors affecting Entrepreneurial Growth-motives influencing entrepreneurs	
	2	Entrepreneurship- Types- Factors affecting Entrepreneurial Growth - Role of entrepreneur in Economic development-	
II		Entrepreneurial Motivation	15 hrs



	3	Entrepreneurial Motivating factors -Entrepreneurial competencies- Developing competencies. Institutional efforts and role of Government in developing entrepreneurship-	
	4	Entrepreneurship Development Programme (EDP) - Need- Objectives- Course content and curriculum of EDP- Phases of EDP	

III	Launching of New Enterprise.		15 Hrs
	5	Sources of business ideas. Setting up of new business. Micro, Small & Medium Enterprises- MSMED Act 2006 - Characteristics- Objectives- Importance. Entrepreneurship Incubators - Problems and prospects of MSMEs- Incentives and subsidies	
	6	Project: Meaning and Features, Project analysis and feasibility study. Contents of Project Report. Preparation of Project Report for a Micro enterprise	

IV	Support Systems for Entrepreneurs and MSME,Start-up Ecosystem		10 Hrs
	7	Industries Board- State Small Industries Development Corporations- MSME Institute-DICs- Industrial Estates- Technical Consultancy Organizations lead bank schemes.	
	8	Loans and Advances available for Entrepreneurs, Schemes of Financial Institutions- Start ups- Kerala Start Up Mission- Role and Functions. Incubators,Accelerators, Venture Capital Funds, Angel Investors. Sources of Venture Funding available in India. Source of Technology, Intellectual Property management	

5	Teacher Specific Module		5
	<i>Directions, Provide Specific case studies</i>		

Essential Readings:

1. Entrepreneurial Development : P. Saravanavel
2. Entrepreneurial Development :C. B Gupta and N.P Sreenivasan



3. A complete Guide to Successful Entrepreneurship; G.N. Pandey
4. Project Evaluation and Management :Singh and Mahadev
5. MSME Act 2006, Govt of India

Suggested Readings:

1. Business and Society Davis Keith and Williams C. Fredarick
- 2 Entrepreneurship : R.V. Badi& N V Badi
3. Entrepreneurship Development : S.S. Khanka
4. Entrepreneurship : Robert D Hisrich and Michael P Peters

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		70
Continuous Evaluation		30
a)	Test Paper- 1	10
b)	Test Paper-2	10
c)	Assignment	5
d)	Seminar/ Book/ Article Review/ Viva-Voce/ Field Report	5
Total		100



KU6SECBBA300: PROJECT REPORT PREPARATION AND PRESENTATION SKILL

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
VI	SEC	300-399	KU6SECBBA300	3	4

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
2	2	0	15 T +10 P	35 T +15 P	75	1.5

Course Objective:

To enable students to identify, research, analyze, and present solutions to real life business problems through a well documented project report and effective presentation

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	To understand the purpose , scope and significance of project work in management	U
2	Design appropriate research methodologies	C
3	Analyse and interpret data using statistical tools and software	An ,E
4	Develop a comprehensive and well structured project report	C
5	Develop a professional and impactful presentation showcasing confidence , communication skills and the ability to defend research findings effectively	C

Contents for Classroom Transaction:



M O D U L E	U N I T	DESCRIPTION	HOURS
		Introduction to Project Work	10
I	1	Meaning and importance of project work in management Education. Types of Projects: Empirical, case study, survey, and applied projects.	
	2	Selecting and defining a research topic , Problem identification, research gap, setting project objectives, and research questions, Understanding research ethics and plagiarism	
		Research Design and Methodology	10
II	3	Research design : Exploratory, Descriptive, Casual, Sampling design and techniques	
	4	Data collection Methods: Primary and secondary data, Tools for data collection: Questionnaires , interviews , observation. Data Processing, coding, and Classification	
		Data Analysis and Interpretation	10
III	5	Statistical tools for data analysis (Descriptive and Inferential), Use of software (Excel/SPSS/Google Sheets) for analysis	
	6	Interpretation of data and drawing conclusions. Graphical representation of data – Charts, Tables, Graphs	
		Project Report Writing	10
IV	7	Structure and Format of project report: Title page, certificate , acknowledgements	



	8	Introduction , Review of literature. Research Methodology, Data Analysis, Findings, Suggestions, Conclusion	
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		Teacher Specific Module (Practicum)	20
V		Project Presentation and Viva Voce . Preparing power point slides and visual aids, Techniques for effective oral presentation, Body language, voice modulation and handling questions, Mock Presentation	

Reference.

- 1.Uma Sekharan. (Latest Edition). *Research Methods for Business*. Wiley Publications.
- 2.Sekharan Uma & Roger Bougie (Latest Edition) *Research Methods for Business: A Skill Building Approach*. John Wiley and Sons
- 3.Shashi K Gupta & Praneet Rangi: *Business Research Methods*, Kalyani Publishers

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		35
Project Report (Practicum)		15 P
Project Viva voce		10 P
Continuous Evaluation		15
a)	Test Paper- 1	5
b)	Field Report and Viva-Voce	10
Total		75



MAJOR DISCIPLINE SPECIFIC ELECTIVE COURSES IN SEMESTER VI

MARKETING MANAGEMENT

<i>Course Category</i>	<i>Code</i>	<i>Credit</i>	<i>Course</i>	<i>Specialisation</i>	<i>Code</i>	<i>Hours /Week</i>
Discipline Specific Elective Courses (DSE)	KU6DSEBBA300	4	Retail Management	Marketing	A16	5
	KU6DSEBBA301	4	Service Marketing	Marketing	A17	5

HUMAN RESOURCE MANAGEMENT

<i>Course Category</i>	<i>Code</i>	<i>Credit</i>	<i>Course</i>	<i>Specialisation</i>	<i>Code</i>	<i>Hours /Week</i>
Discipline Specific Elective Courses (DSE)	KU6DSEBBA302	4	Industrial Relations	HRM	A16	5
	KU6DSEBBA303	4	Organisational Change and Development	HRM	A17	5

FINANCE

<i>Course Category</i>	<i>Code</i>	<i>Credit</i>	<i>Course</i>	<i>Specialisation</i>	<i>Code</i>	<i>Hours /Week</i>
Discipline Specific Elective Courses (DSE)	KU6DSEBBA304	4	Financial Derivatives	Finance	A16	5
	KU6DSEBBA305	4	Stock and Commodity Markets	Finance	A17	5

LOGISTICS AND SUPPLY CHAIN MANAGEMENT

<i>Course Category</i>	<i>Code</i>	<i>Credit</i>	<i>Course</i>	<i>Specialisation</i>	<i>Code</i>	<i>Hours /Week</i>
Discipline Specific Elective Courses (DSE)	KU6DSEBBA306	4	Digital Logistics	Supply Chain	A16	5
	KU6DSEBBA307	4	Aviation and Cargo Management	Supply Chain	A17	5

INTERNATIONAL BUSINESS



<i>Course Category</i>	<i>Code</i>	<i>Credit</i>	<i>Course</i>	<i>Specialisation</i>	<i>Code</i>	<i>Hours /Week</i>
Discipline Specific Elective Courses (DSE)	KU6DSEBBA308	4	International Supply Chain Management	IB	A16	5
	KU6DSEBBA309	4	International Ventures, Mergers and Acquisitions	IB	A17	5

Students can select any combination of Electives in VIth Semester



KU6DSEBBA300: RETAIL MANAGEMENT

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
VI	DSE	300-399	KU6DSEBBA300	4	5

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
3	2	0	25T+10 P	50T+15P	100	1.5

Course Description:

The course provides students with an overview of the retail industry. The curriculum aims to teach students the skills needed to manage and operate a retail business, from daily tasks to strategic planning. Students learn about retail marketing strategies, merchandising, store layout, and the use of technology in retail, often gaining practical experience through case studies, internships, and field studies

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	Understand basic marketing theories, principles, practices and terminology related to each functional area of business.	U
2	Identify the ways that retailers use marketing tools and techniques to interact with their customers and perform basic functions appropriate to each functional area of business.	U, AP
3	Analyse the contribution of retailers to the product value chain; consumer motivations, shopping behaviours, and decision processes for evaluating retail Offering and purchasing merchandise and services; corporate objectives, competitor analysis, and competitive strategy.	U, AN
4	Understand how retailers differentiate their offering as an element in their corporate strategy and factors affecting strategic decisions involving investments in locations, supply chain and Information	A,E



systems, and customer retention program.

***Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)**

Mapping of Course Outcomes to PSOs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	1			4			
CO 2		2			5		
CO 3			3				
CO 4			3				
CO 5	1			4			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
1		Retailing	15 hrs
	1	Introduction to Retailing-Introduction to Retailing, Definition, Characteristics,	
	2	Evolution of Retailing in India, Retailing in India , Emerging Trends in Retailing, Factors Behind the change of Indian Retail Industry.	

2		Retail Formats	15hrs
	3	Retail Formats and operations- Retail Sales by ownership, On the basis of Merchandise offered, non - store Based retail mix & Non- traditional selling.	



	4	Retail Operation: Elements/Components of Retail Store Operation, Store Administration, Store Manager –Responsibilities, Inventory Management, Management of Receipts, Customer Service, Management of Retail Outlet/Store, Store Maintenance, Store Security.	
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	Retail Store Planning and Retail Marketing		15hrs
3	5	Store Planning- Design & Layout, Location Planning and its importance, retailing ,image mix, Effective Retail Space Management, Floor Space Management	
	6	Retail Marketing-Advertising & Sales Promotion, Store Positioning, Retail Marketing-Mix, CRM, Advertising in Retailing.	

	Retail Merchandising and Merchandise Pricing		10hrs
4	7	Retail Merchandising and Merchandise Pricing- Buying function, Mark-ups & Mark-down in merchandise management, shrinkage in Retail merchandise management.	
	8	Concept of Merchandise Pricing, Pricing Options, Pricing Strategies, Pricing Objectives, Types of Pricing.	

	Teacher Specific Module		20 hrs
5	<i>Directions</i>		

Text Books

- 1.Cullen & Newman: Retailing – Environment & Operations, Cengage Learning EMEA
2. Berman &Evarv: Retail Management, Perntice Hall.
3. Bajaj, Tuli&Srivastava: Retail Management- Oxford University Publications
4. Gibson G Vedamani: Retail Management: Functional principles & practices, Jaico Publishing
5. Harjit Singh: Retail Management, S. Chand Publication
6. Newman A.J. and Cullen P - Retailing : Environment and Operations
7. Berman B and Evans J.R - Retail Management (Pearson Education.)
8. Michael Levi M and Weitz BW - Retailing Management (Tata McGraw Hill,)
9. Dunne Patrick M., Lusch Robert F. and Griffith David A - Retailing



Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		50
Case Study (Practicum)		15 (P)
Presentation/ Case Study		10 (P)
Continuous Evaluation		25
a)	Test Paper- 1	7.5
b)	Test Paper-2	7.5
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100



KU6DSEBBA301: SERVICE MARKETING

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
VI	DSE	300-399	KU6DSEBBA301	4	5

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
3	2	0	25T+10 P	50T+15P	100	1.5

Course Description:

This course focuses on the unique challenges and strategies involved in marketing and managing intangible services, such as those in banking, healthcare, and hospitality. It covers how to manage the distinctive characteristics of services, including synchronizing demand and supply, ensuring quality, and integrating marketing, human resources, and operations to achieve customer satisfaction and competitive advantage.

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	To analyse and develop students’ understanding of those aspects of marketing of relevance to service producing organizations.	U
2	To recognize the present strategies and approaches for addressing these challenges.	U, AP
3	To develop students’ abilities to identify services decision problems, ascertain alternatives, define crucial issues, analyse, make decisions and plan the implementation of these decisions.	U, AN
4	To impart the basic knowledge on challenges in distribution process	A,E

***Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)**

Mapping of Course Outcomes to PSOs



	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	1			4			
CO 2		2			5		
CO 3			3				
CO 4			3				
CO 5	1			4			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
1	Foundation of Services Marketing		15 hrs
	1	Introduction-The services concept-Service Industry-Nature of services, characteristics of services, Classification of services, Importance of service marketing	
	2	The Growth in Services – Global & Indian Scenarios, Distinctive characteristics of services-Four I’s of services-Intangibility Inconsistency, Inseparability and Inventory. Designing of service, Blueprinting using technology	
2	The Service Strategy		15hrs
	3	The Service strategy, Identifying customer groups, Segmentation process, identifying alternative bases for segmentation, Identifying the target market	
	4	Positioning, Positioning and differentiation of services, Competitive differentiation of services, Positioning and service levels and process of positioning – Importance of positioning in services.	



	Service Marketing Mix		15hrs
3	5	Services marketing mix –Inadequacy of 4P’s – modified for service – Product in service, Price in service, Promotion of services, Places in services , Physical evidence, Process, and People in Services	
	6	Service mission statement – Developing a Service mission	

	Distribution Strategies for Services		10hrs
4	7	Challenges in Distribution of Services, Personal Selling , Advertising and Sales Promotion in Service Industry, Customer Satisfaction & Service Quality in Service Marketing – Service Triangle, Service Encounter-Role of HR & Internal Marketing	
	8	Monitoring and Measuring customer satisfaction –SERVQUAL & GAP model - Handling complaints effectively - Service Failure – Recovery	

5	Teacher Specific Module		20 hrs
	<i>Directions</i>		

Text Books

1. Rampal. M.K & Gupta S. L , Service marketing , Galgotia Publishing, NewDelhi
2. Valarie A Zeithaml , Services Marketing: Integrating Customer Focus Across the Firm, Second Edition, McGraw-Hill
3. Ravi Shanker , Services Marketing, First Edition, Excel Books, NewDelhi
4. S M Jha , Services Marketing, Himalaya Publishing House , Mumbai .



Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		50
Case Study (Practicum)		15 (P)
Presentation/ Case Study		10 (P)
Continuous Evaluation		25
a)	Test Paper- 1	7.5
b)	Test Paper-2	7.5
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100



KU6DSEBBA302: INDUSTRIAL RELATIONS

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
VI	DSE	300-399	KU6DSEBBA302	4	5

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
3	2	0	25T+10 P	50T+15P	100	1.5

Course Description:

This course examines the complex relationships between employers, employees, trade unions, and the government to promote harmonious and productive workplaces. These courses typically cover labor laws, collective bargaining, dispute resolution, and the importance of positive employee-management relations. The curriculum aims to equip students with the skills to navigate modern labor-management issues and understand their rights and responsibilities within a legal framework.

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	Develop a good knowledge of basic concepts associated with industrial relations.	U
2	Critically look at and explain the root cause of specific labour problems in industries and other organizations.	An
3	Evaluate work environment with reference to employee relations objectively.	An
4	Be able to design work culture/ policies conducive to good Industrial Relations.	A

***Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)**

Mapping of Course Outcomes to PSOs



	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	1			4			
CO 2		2			5		
CO 3			3				
CO 4			3				
CO 5	1			4			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
1		Introduction To Industrial Relations	15 hrs
	1	Industrial Relations - concept - scope – evolution – approaches. Industrial Relations System	
	2	Collective bargaining - workers participation in management Code of discipline - Tripartite bodies	

2	Trade Unions		15hrs
	3	Concept & evolution - recognition Emerging role of trade unions in India - Problems of trade unions in India The Trade Unions Act, 1926	
	4	Industrial disputes – causes, effects & trends – prevention and settlement Strikes & lock outs - role of central & state labour administration .The Industrial Disputes Act 1947	



3	The Occupational Safety, Health And Working Conditions Code,2020		15hrs
	5	Duties of employer and employees. Occupational Health and Safety - Working Conditions	
	6	Welfare Provisions - annual leave with wages; special provisions relating to women employment. Offences and Penalties	

4	Labour Legislations		10hrs
	7	Objectives, Principles, Classification and Evolution. International Labour Organisation. Social Justice and Labour Legislation - Indian Constitution and Labour Laws	
	8	The Factories Act, 1948 - The Inter-state Migrant Workmen (Regulation of employment and conditions of service) Act, 1979, The Contract Labour (Regulation and Abolition) Act, 1970 - The Building and other Construction workers (Regulation of employment and conditions of service) Act, 1996 - The Child Labour (Prohibition and Regulation) Act, 1986.	

5	Teacher Specific Module		20 hrs
	<i>Directions</i>		

Text Books

1. Davar R S (1998): Personnel Management and Industrial Relations in India, Himalaya Publishing House.
2. Giri V V (1972): Labour Problems in Indian Industry, Asia Publishing House.
3. Kapoor, N.D. (2020). Elements of Industrial Law, Sultan Chand.
4. Mamoria C B (1998): Industrial Relations in India, Himalaya Publishing House
5. P.R.N. Sinha, (2010): Industrial Relations, Trade Unions, and Labour Legislation, Pearson
- 6.Venkata Ratnam, C.S. (2006). Industrial Relations, Oxford University Press.
- 7.Yoder, Dale : Personnel Management and Industrial Relations, Oxford University Press,

Assessment Rubrics:



Evaluation Type		Marks
End Semester Evaluation		50
Case Study (Practicum)		15 (P)
Presentation/ Case Study		10 (P)
Continuous Evaluation		25
a)	Test Paper- 1	7.5
b)	Test Paper-2	7.5
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100



KU6DSEBBA303: ORGANISATIONAL CHANGE AND DEVELOPMENT

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
VI	DSE	300-399	KU6DSEBBA303	4	5

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
3	2	0	25T+10 P	50T+15P	100	1.5

Course Description:

This course typically covers the theories, strategies, and practical skills needed to manage and lead change within organizations, focusing on both human and technical aspects. Students learn to diagnose organizational problems, design interventions, and implement changes to improve effectiveness, adapt to dynamic environments, and achieve strategic goals.

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	Understand the significance of innovation and creativity in business	U
2	Understand the need for Organisational change and development in the modern Organisations.	U, AP
3	Adapt to changing corporate circumstances and become efficient managers in the modern era.	U, AN
4	Scale up their path towards career development by means of developing their individual potentialities.	A,E

***Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)**

Mapping of Course Outcomes to PSOs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7



CO 1	1			4			
CO 2		2			5		
CO 3			3				
CO 4			3				
CO 5	1			4			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
1	Change Management		15 hrs
	1	Change Management: The importance and nature of change. Change and human response.	
	2	Introducing change effectively: Basic steps, factors influencing change- resistance to change, overcoming resistance to change.	
2	Organization Effectiveness		15hrs
	3	Organization Effectiveness: Organization effectiveness: Concept, problems in measurement of effectiveness.	
	4	System - level criteria of judging effectiveness.	
3	Organizational Development		15hrs
		Organizational Development: The nature of Organizational Development (OD): Assumptions and values. Relevant systems concepts. Action research,	



	5		
	6	OD Interventions: Team interventions, Inter-group interventions, personal, interpersonal and group processes interventions: A descriptive inventory of OD interventions.	

	Creativity & Innovation		10hrs
4	7	Creativity & Innovation: Creativity & Innovation: Meaning, Need, Components of Creativity & Innovation,	
	8	Organizational Constraints, Organizational environment for Creativity & Innovation.	

5	Teacher Specific Module		20 hrs
	<i>Directions</i>		

Text Books

1. Dunnette, M.D. Handbook of Industrial and Organizational Psychology. Chicago: Rand McNully.
2. French, W.L.; & Bell, C.H. Jr. Organizational Development. London, Prentice Hall.
3. Herbert, T.T. Dimensions of Organizational Behavior. London: MacMillan.
4. Schemerhorn, Osborn and Hunt . Organisational Behaviour. Wiley Publications.
5. Khandwalla, P.N. Organizational effectiveness. In J. Pandey (Ed.) Psychology in India: The State-of-the Art New Delhi: Sage.
6. Luthans, F. Organizational Behaviour. London: McGraw Hill.
7. Margulies, N.; & Raia, A.P. Organizational Development: Values, process and technology. New Delhi: Tata McGraw Hill.
8. McGill, M.E. Organizational Development for Operating Managers. AMACO (a division of American Management Association)



Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		50
Case Study (Practicum)		15 (P)
Presentation/ Case Study		10 (P)
Continuous Evaluation		25
a)	Test Paper- 1	7.5
b)	Test Paper-2	7.5
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100



KU6DSEBBA304: FINANCIAL DERIVATIVES

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
VI	DSE	300-399	KU6DSEBBA304	4	5

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
3	2	0	25T+10 P	50T+15P	100	1.5

Course Description:

This course equips students with a comprehensive understanding of financial derivatives, instruments derived from the value of underlying assets. Students will explore various derivative types, their applications in hedging, speculation, and arbitrage, alongside risk management techniques and pricing models.

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	Define and classify various financial derivative instruments, explain their key features and functionalities	R, U
2	Analyze the factors influencing the value of derivative, formulate basic valuation models for common ones, and apply these models to solve valuation problems.	A , An, C
3	Evaluate the risks associated with derivatives, compare and contrast different risk management strategies, and formulate a risk management plan tailored to specific derivative positions.	E , An , C
4	Explain the applications of derivatives in hedging, speculation, and arbitrage in financial markets, and analyze the potential benefits and drawbacks of each application	U , An
5	Demonstrate a foundational understanding of the Indian Derivatives Market and its regulations , compare the Indian	U , An ,



	market structure with other major derivatives markets globally , and evaluate the impact of regulations on market behavior.	E
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***Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)**

Mapping of Course Outcomes to PSOs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	1			4			
CO 2		2			5		
CO 3			3				
CO 4			3				
CO 5	1			4			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
1		Introduction to Derivatives	15 hrs
	1	Definition and nature of derivatives , Underlying assets: Equity, debt, commodities, currencies, and indices.	
	2	Functions of derivatives: Hedging, speculation, and arbitrage, Types of derivatives: Forwards, futures, options, swaps, The Indian Derivatives Market: An overview	
2		Forwards and Futures	15hrs



	3	Forward contracts: Structure, pricing, and settlement , Futures contracts: Exchange-traded futures, margining, and marking to market	
	4	Futures pricing: Futures price vs. spot price, basis, and convergence. Hedging with futures contracts: Long and short hedges	

	Options, Swaps and Other Derivatives		15hrs
3	5	Option basics: Call and put options, intrinsic value, and time value Option pricing models: Black-Scholes model (basic understanding) Option strategies: Basic strategies (long call, long put, short call, short put). Hedging with options: Delta hedging and other strategies	
	6	Interest rate swaps: Fixed-for-floating and floating-for-fixed swaps . Currency swaps: Applications in foreign exchange risk management. Other derivatives: Brief introduction to exotic options and structured products. Other derivatives: Brief introduction to exotic options and structured products	

	Regulation and Risk Management of Derivatives		10hrs
4	7	Derivatives exchanges in India: Functions, clearing mechanisms, and margin requirements . Regulation of derivatives markets: Role of SEBI and risk management practices	
	8	Derivatives and financial crisis: Historical examples and lessons learned . The future of derivatives markets: Trends and innovations	

5	Teacher Specific Module		20 hrs
	<i>Directions</i>		

Text Books

1. Gupta, S. L. FINANCIAL DERIVATIVES: THEORY, CONCEPTS AND PROBLEMS. PHI Learning Private Limited.
2. S.S.S Kumar. FINANCIAL DERIVATIVES. PHI Learning Private Limited
3. Prakash Yaragol Financial Derivatives: Text & Cases, Vikas publishing House



Suggested Readings:

1. McMillan, L. G. (2002). Fundamentals of Modern Derivatives Markets (2nd Ed.). Prentice Hall. (Offers a historical perspective on the evolution of derivatives markets)
2. Hull, J. C. (2014). Options, Futures, and Other Derivatives (9th Ed.). Pearson Education
3. McDonald, R. L. (2018). Derivatives Markets (4th Ed.). Wiley Finance.
4. Natenberg, S. (2018). Option Volatility and Pricing: Advanced Techniques and Applications (2nd Ed.). McGraw-Hill Education.

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		50
Case Study (Practicum)		15 (P)
Presentation/ Case Study		10 (P)
Continuous Evaluation		25
a)	Test Paper- 1	7.5
b)	Test Paper-2	7.5
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100



KU6DSEBBA305: STOCK AND COMMODITY MARKETS

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
VI	DSE	300-399	KU6DSEBBA305	4	5

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
3	2	0	25T+10 P	50T+15P	100	1.5

Course Description:

This course on stock and commodity markets typically covers market fundamentals, trading mechanisms, and analytical techniques for both asset classes. Stock market courses focus on equities, derivatives, and portfolio management, while commodity courses concentrate on physical goods like agricultural products and energy, and their derivatives such as futures and options. Both include essential elements like technical and fundamental analysis, risk management, and trading psychology.

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	Acquire knowledge on conceptual framework of Stock Markets and Commodity Market functioning in the economy.	U
2	Understand different modes of trading.	U, AP
3	Demonstrate skill in terms of stock and derivative trading.	U, AN

***Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)**



Mapping of Course Outcomes to PSOs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	1			4			
CO 2		2			5		
CO 3			3				
CO 4			3				
CO 5	1			4			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
1		An overview of capital and commodity markets	15 hrs
	1	Primary Market, Secondary Market (Stock Market), Depositories, Private placements of shares / Buy back of shares, Issue mechanism.	
	2	Meaning of commodity and Commodity markets, Difference between Stock Market and Commodity Market.	

2		Stock Market	15 hrs
	3	Stock market: History, Membership, Organization, Governing body, Functions of stock Exchange, on line trading, role of SEBI,	
	4	Recognized Stock Exchanges in India (brief discussion of NSE BSE and Nifty). Derivatives on stocks: meaning, types (in brief)	



	Trading in Stock Market		15 hrs
3	5	Trading in stock market: Patterns of Trading & Settlement – Speculations –Types of Speculations – Activities of Brokers – Broker Charges – Settlement Procedure,	
	6	National Securities Depository Ltd.(NSDL) Central Securities Depository Ltd.(CSDL) (in brief).	

	Commodity Market and Trading in Commodity Markets		10 hrs
4	7	Commodity market: Evolution, Commodity derivatives, Commodity exchanges- Regional & National and International, Functions, role, objectives and types- Types of transactions in Commodity market – Spot, Future and Forward options markets.	
	8	Trading in commodity markets : Patterns of Trading & Settlement, Price discover, Efficiency of Commodity Markets - Size of Commodity. Markets in India - Benefits of Commodity Markets.	

5	Teacher Specific Module		20 hrs
	<i>Directions</i>		

Text Books

- 1.Gurusamy, Financial Markets and Institutions, Tata McGraw Hill.
2. SrivastavaRM : Management of Financial Institutions, HPH
3. Saunders, Financial Markets and Institutions, Tata McGraw Hill.
4. Bharat Kulkarni; Commodity Markets and Derivatives, Excel Books.
5. Khan, Indian Financial Systems, Tata McGraw Hill



Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		50
Case Study (Practicum)		15 (P)
Presentation/ Case Study		10 (P)
Continuous Evaluation		25
a)	Test Paper- 1	7.5
b)	Test Paper-2	7.5
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100



KU6DSEBBA306: DIGITAL LOGISTICS

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
VI	DSE	300-399	KU6DSEBBA306	4	5

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
3	2	0	25T+10 P	50T+15P	100	1.5

Course Description:

This course focuses on transforming traditional supply chains through technology to improve efficiency and visibility. These courses cover the fundamentals of digital transformation in logistics, how to apply tools like AI, blockchain, and IoT, and the development of strategies for managing digital supply chains. The goal is to equip participants with practical, data-driven skills for modern logistics roles.

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	Understand the evolution and transformation of logistics through digitalization.	U
2	Demonstrate awareness of current trends in digital logistics, including cold chain and reverse logistics	U
3	Analyze digital tools such as blockchain, ERP, and robotic systems in logistics management	An
4	Apply knowledge of IoT, VTS, and analytics to solve logistics challenges.	A



5	Evaluate the differences between traditional and digital logistics practices.	E
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***Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)**

Mapping of Course Outcomes to PSOs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	1			4			
CO 2		2			5		
CO 3			3				
CO 4			3				
CO 5	1			4			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
1		Introduction to Digital Logistics	15 hrs
	1	Digital Logistics- History of Digitalization in Logistics Industry, Transport, Shipping, Airline, CHA Activates, Introduction and review of Industry 4.0, 0 Logistics 4.0 digitalization transformation	
	2	Globalization & Liberalization and their impact on Logistics. Block chain, Logistics Analytics, Robotic warehousing, E Procurement transport and delivery Management, Customer Relationship Management, Digitalization of logistics and challenges in logistics	



	Digitalization of Logistics		15 hrs
2	3	Inventory control system (ICS), Material requirement planning MRP- Manufacturing resources planning MRP 2 , Enterprise resources planning (ERP)	
	4	Development of logistics-Logistics -1.0, 2.0, 3.0, 4.0, future direction of digitalization Logistics , New Technologies in Digitalization Logistics, [IOT] , Introduction of [IOT], Challenges of Internet of things	

	Changes in Logistics Business		15 hrs
3	5	Changes in Logistics business module, Digitalization transformation of Logistics and SEM, Block Chain.	
	6	VTS and its applications, benefits of VTS. Block Chain-Robotic Operations at Warehouse. Difference between Digital and Traditional Logistics.	

	Logistics Tracking System		10 hrs
4	7	E Logistics Method of documents , Entrepreneur resource planning system, ASN Tracking System, Satellite Global Positioning System-GPS. Geographic Information System - GIS, Bar coding and Scanning, Radio frequency Identification Devices-RIFD. Electronic signature digitalization technology.	
	8	E logistics, Reverse logistics, Challenges of Digital Logistics. Data Analytics, Difference between Digital and Traditional logistics'	

5	Teacher Specific Module		20 hrs
	<i>Directions</i>		

Text Books

1. Holtschulte, A. (2022). Digital supply chain and logistics with IoT: Practical guide, methods, tools, and use cases for industry (Management for Professionals). Springer.



2. Jahn, C., & Tick, A. (Eds.). (2023). Digital technologies in logistics and infrastructure (Lecture Notes on Data Engineering and Communications Technologies). Springer.
3. Kocaoglu, B. (2024). Logistics information systems: Digital transformation and supply chain applications in the 4.0 era. Springer.
4. Pellicelli, M. (2022). The digital transformation of supply chain management. Elsevier.

Parker, P. (2022). The 2023–2028 world outlook for digital logistics. ICON Group International.

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		50
Case Study (Practicum)		15 (P)
Presentation/ Case Study		10 (P)
Continuous Evaluation		25
a)	Test Paper- 1	7.5
b)	Test Paper-2	7.5
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100



KU6DSEBBA307: AVIATION AND CARGO MANAGEMENT

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
VI	DSE	300-399	KU6DSEBBA307	4	5

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
3	2	0	25T+10 P	50T+15P	100	1.5

Course Description:

This course provides theoretical and practical training on air cargo logistics, covering operations, documentation, and regulations to prepare students for careers in the aviation and logistics industries

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	Understand the regulatory structure and operational functions of the air cargo industry	U
2	Identify and classify different types of aircraft and cargo handling facilities	U
3	Apply procedures for cargo booking, rate calculation, and airway bill documentation	A
4	Analyse the regulations for dangerous goods and their appropriate packaging and handling	An
5	Evaluate safety protocols and documentation requirements for	E



dangerous goods transport by air.

***Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)**

Mapping of Course Outcomes to PSOs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	1			4			
CO 2		2			5		
CO 3			3				
CO 4			3				
CO 5	1			4			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
1		Introduction to Aviation	15 hrs
	1	Introduction to Aviation, National and International Aviation Authorities ICA/IATA/FIATA. The roles and responsibilities of the IATA cargo Agent, The operations and service functions. The air Cargo consolidator and the process of consolidation . Use of the official Airline Guides To construct unpublished transfer connections of air cargo shipments	
	2	Use of the official Airline Guides To construct unpublished transfer connections of air cargo shipments. Aircraft-Types of aircraft-passenger-cargo -Narrow bodied and wide bodied aircrafts. Parts- seating arrangements configuration loading limitations - volume and weight Bulk loading	



	Air Cargo	15 hrs
2	3	Structure of an international airport. The airside and land side facilities Equipment's used in handling of air cargo. The air cargo complex and its facilities
	4	Customer clearance procedures. The shipper's letter of instruction (SLI) &- Instruction for carriage and special cargo.

	Types of Air Cargo	15 hrs
3	5	Procedures for Air Cargo Booking. Automation in the Air Cargo Industry. Physical handling procedures for Air Cargo
	6	The Air Cargo Tariff (TACT) . Types of Cargo rates-GCR-SCR and CR . Lower charge in High weight category and the precedence of rates and charges Valuation charges. Disbursement and charges collect shipments. Rating concepts - The Air way Bill, its functions and completion.

	Goods Regulations	10 hrs
4	7	Goods Regulation . DGR Familiarization The contents of the IATA. Dangerous Goods Regulations (DGR). Manual Introduction to the DGR Applicability and limitations. definitions of clauses/Divisions and packing groups. groups List of Dangerous Goods and how to use the DGR Manual Mixtures and solutions and the assignment of proper. shipping names. Multiple Hazards and study of items acceptable in passenger or cargo aircrafts. Types of packing UN specification, Limited Quantity and other type. the packaging of Dangerous Goods shipment Specification of Packaging markings. Over pack and Salvage packaging.
	8	DGR procedures, package marking and labelling; documentation requirements for import and export- shipper's declaration; transport of radioactive materials and types of packaging used, The transport Index - Documentation requirements in transporting dangerous Goods. Classes and divisions of DG in Excepted Quantities. Dangerous Goods Emergency Response Chart -Reporting of incidents and Accidents.



5	Teacher Specific Module	20 hrs
	<i>Directions</i>	

Text Books

1. Wensveen, J. G. (2022) – *Air Transportation: A Management Perspective* (8th Ed.), Routledge
2. **John F. O’Connell & George Williams** – *Air Transport in the 21st Century: Key Strategic Developments*, Routledge
3. Vasigh, B., Tacker, T., & Fleming, K. (2018) – *Introduction to Air Transport Economics* (3rd Ed.), Routledge
4. **.K. ShridharaBhat** – *Logistics ad supply Chain management*, Himalaya Publishing House

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		50
Case Study (Practicum)		15 (P)
Presentation/ Case Study		10 (P)
Continuous Evaluation		25
a)	Test Paper- 1	7.5
b)	Test Paper-2	7.5
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100



KU6DSEBBA308: INTERNATIONAL SUPPLY CHAIN MANAGEMENT

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
VI	DSE	300-399	KU6DSEBBA308	4	5

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
3	2	0	25T+10 P	50T+15P	100	1.5

Course Description:

This course provides advanced knowledge of managing the flow of goods, information, and finances across global networks, from raw materials to end customers. Key topics include international sourcing, global logistics, distribution, risk management, and the impact of economic and cultural factors on global trade. The objective is to develop skills in strategic planning, network design, and problem-solving to optimize international operations and gain a competitive advantage

Course Objectives:

The course aims to help students to Identify strategies, processes, and issues related to international supply chain management and examine the supply chain drivers and enablers to manage risks in supply chains.

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	Interpret the supply chain management strategy concepts and how it can effectively strategies companies against competitive challenges	U
2	Develop an understanding the importance of procurement function for competitive advantage	U, AP



	through effective methods and techniques of sourcing strategies	
3	Examine the strategic tools and techniques and examine role of inventory management, types of inventories, and methods of controlling inventories to achieve organizational goals	U, AN
4	Appraise the various designs of modes of transportation, domestic and international, to develop a strong customer base through quicker and more cost- effective product deliveries. This appraisal will also take into consideration new methods of outsourcing transportation	E,C

***Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)**

Mapping of Course Outcomes to PSOs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	1			4			
CO 2		2			5		
CO 3			3				
CO 4			3				
CO 5	1			4			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
1		Understanding Supply Chain	15 hrs



1	Introduction to Supply Chain Management, Evolution of Supply Chains, Objectives of a Supply Chain,	
2	Decision phases in a Supply Chain, Process views – Cycle view, push/pull view. Key issues in supply chain management.	

Understanding Global Supply Chain Operations		15 hrs
2	3	Insight into global trade and supply chains, expertise in emerging markets and global supply chains, and knowledge of integrating global supply chain functions.
	4	Strategic benefits of the global supply chain. Supply Chain Drivers (Inventory, Transportation, Information, Sourcing, Facilities, Pricing). Supply Chain Efficiency Vs. Responsiveness and the trade-off.

Purchasing in Global Supply Chain		15 hrs
3	5	Key elements of a global purchasing strategy. How to move from international to global purchasing; global purchasing strategies for outsourcing and off-shoring;
	6	selecting suppliers and designing global supplier networks; and Supplier Performance Measurement. Supplier selection (auctions and negotiations)

Inventory Management and Logistics		10 hrs
4	7	Role of inventory in supply chains. Production lot sizing. Lot Sizing with Capacity Constraint. Aggregating Multiple Products in a Single Order. Economies of Scale to Exploit Quantity Discounts.
	8	Types of inventories, Inventory Control Methods. Modes of transportation for international trade, Role of port in international logistics



5	Teacher Specific Module	20 hrs
	<i>Directions</i>	

Text Books

1. David Simchi Levi, Edith Simchi Levi, Ravi Shankar, Philip Kaminsky (2019). Designing and managing the supply chain: Concepts, strategies, and cases (3e). McGraw-Hill Education India, New Delhi.
2. Coyle J.J., Langley Jr. C.J., Novack R.A. and Gibson B.J.(2013). Managing supply chains logistics approach (9thed). Cengage Learning.
3. Shah, J. (2016). Supply chain management: Text and Cases (2e). Pearson Education India.
4. Sunil Chopra and Dharam Karla (2019); Supply chain management: strategy, planning and operation (7th ed). Pearson Education, India

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		50
Case Study (Practicum)		15 (P)
Presentation/ Case Study		10 (P)
Continuous Evaluation		25
a)	Test Paper- 1	7.5
b)	Test Paper-2	7.5
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100



KU6DSEBBA309: INTERNATIONAL VENTURES, MERGERS AND ACQUISITIONS

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
VI	DSE	300-399	KU6DSEBBA309	4	5

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
3	2	0	25T+10 P	50T+15P	100	1.5

Course Description:

This course provides a comprehensive overview of how companies combine, grow, and restructure through inorganic strategies, with a focus on global transactions. Key topics include the motivations and types of M&A deals, valuation techniques (like discounted cash flow), legal and regulatory aspects, financing methods, and post-acquisition integration. The curriculum often covers cross-border challenges such as cultural and tax issues, and may include joint ventures and other corporate restructuring activities.

Course Objective:

To provide students with a comprehensive understanding of international ventures, mergers and acquisitions, focusing on strategic, financial, legal, and organizational aspects. Students will explore key theories, strategies, and practical considerations involved in operating across borders and executing M&A transactions in a global context.

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	Understand the key theories, concepts, and practical considerations involved in international ventures, mergers and acquisitions.	U ,R



2	Evaluate market opportunities, select appropriate entry routes, and assess risks associated with global expansion	U, AP
3	Develop strategies for successful post-merger integration and navigate cultural, legal, and regulatory challenges in international business environments	An, E
4	Demonstrate critical thinking skills by proposing solutions to real-world international business issues.	A,E ,C

***Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)**

Mapping of Course Outcomes to PSOs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	1			4			
CO 2		2			5		
CO 3			3				
CO 4			3				
CO 5	1			4			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
		1	<p>Introduction</p> <p>Routes to go International: Exporting, Licensing, Franchising, Manufacturing, Assembly Operations, Management Contract, Turnkey Operations, Wholly-owned subsidiaries, Joint Ventures, Mergers and Acquisitions,</p>



	2	Factors influencing the choice of route; Stages of Internationalization; International Investment Decisions: Foreign Direct Investment and Foreign Portfolio Investment, Theories of FDI, Benefits and Costs of FDI.	
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	International Joint Ventures		15 hrs
2	3	Definition, characteristics, and objectives of International Joint Ventures; Motives and types of Joint Venture; Key considerations in selecting International Joint Venture partners;	
	4	Joint Venture agreements; Legal, financial, and operational aspects of Joint Venture management; Challenges and risks in joint venture management.	

	Mergers and Acquisitions		15 hrs
3	5	Concept of Mergers, Acquisitions and Divestitures; Strategic motives, Theories, Types and Stages of M&A; Strategic approaches to M&A: SWOT analysis, BCG matrix, Porter's Five forces model; Legal, financial, and cultural considerations in cross border M&A deals;	
	6	Post-merger integration strategies and challenges; Financing Mergers and Acquisitions; Earn-outs; Reverse Merger; Process of merger integration: organizational and human aspects; Demerger and its types; Takeover and its types, takeover strategy, takeover bids; Ethical considerations and corporate governance in M&A.	

	Valuation of Mergers and Acquisitions		10 hrs
4	7	Factors affecting valuation basics, methods of valuation: cash flow approaches, economic value added (EVA), sensitivity analysis;	



	8	Valuation under takeover regulation, valuation for slump sale, cost-benefit analysis and swap ratio determination.	
5	Teacher Specific Module		20 hrs
	<i>Directions</i>		

Text Books

1. International Financial Management. PHI., Amit Gautam, Twinkle Jaiswal, AdityaKeshari
2. Takeovers, restructuring and corporate governance (4th ed.). Pearson EducationIndia., Fred, W. J.
3. Creating Value from Mergers and Acquisitions (2nd ed.). Pearson Education,Sudarsanam S.
4. International Mergers and Acquisitions: A Reader, Cengage Learning, Buckley, J.P. & Ghauri N.P.

Readings:

1. Andrade, G., Mitchell, M., & Stafford, E. (2001). New evidence and perspectives on mergers. Journal of economic perspectives, 15(2), 103-120.
2. Datta, D. K., Pinches, G. E., & Narayanan, V. K. (1992). Factors influencing wealth creation from mergers and acquisitions: A meta-analysis. Strategic management journal, 13(1), 67-84.
3. Hansen, R. G. (1987). A theory for the choice of exchange medium in mergers and acquisitions. Journal of business, 75-95.
4. Nahavandi, A., & Malekzadeh, A. R. (1988). Acculturation in mergers and acquisitions. Academy of management review, 13(1), 79-90.
5. Schwert, G. W. (1996). Markup pricing in mergers and acquisitions. Journal of Financial economics, 41(2), 153-192.



Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		50
Case Study (Practicum)		15 (P)
Presentation/ Case Study		10 (P)
Continuous Evaluation		25
a)	Test Paper- 1	7.5
b)	Test Paper-2	7.5
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100





INTERNSHIP

KU5INTBBA301: INTERNSHIP

Semester	Course Type	Course Level	Course Code	Credits	Total Hours
V	Internship	300-399	KU5INTBBA301	2	60

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE Viva Voce	Total	
-	-	-	15	35	50	-

Course Description:

Internship is a practical, hands-on program designed to bridge the gap between academic learning and real-world business operations, focusing on applying theoretical concepts, developing essential skills like teamwork and problem-solving, and providing exposure to industry functions, structures, and activities. Students gain practical experience through specific projects and are expected to produce a final report and presentation on their experiences and contributions.

Internship Objectives

1. To provide practical and real business situations to understand how concepts learned in the classroom are applied in actual business settings.
2. To relate students with different business sectors such as retail, banking, insurance, e-commerce, digital marketing, consulting and many other; so that they can gain insights into various career paths and industries, allowing them to make informed decisions about their future careers.
3. To enable the students to acquire and develop capabilities and essential skills which are crucial for facing and winning the challenges in the present most competitive and complex business environment.



4. To build confidence, strength, resilience, and adaptability in students and to support their personal growth and development.

5. To allow students to explore different career paths within the management discipline and gain a better understanding of their interests, strengths, and preferences.

6. By working in various roles and industries, students can discover where their passions lie and make informed decisions about their future careers.

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	The learning outcomes of an internship report focus on detailing the knowledge and skills gained, both technical and soft. These outcomes include analyzing the application of academic knowledge to real-world situations, developing new professional and personal abilities, understanding workplace culture and professional ethics, and evaluating personal and career growth.	U,A,An,C, E

GUIDELINES FOR INTERNSHIP		60 Hours
The candidates must undergo one internship in any business organization or local industries , Agriculture, health and allied sectors or Local Government institutions like Panchayaths, Municipalities, corporations for a period of 60Hrs duration during summer vacation. Internship should be completed preferably before the beginning of 5 th Semester, and prepare a report based on the information collected.		

<ol style="list-style-type: none"> 1. Internship can be in Management or allied disciplines. 2. There should be minimum 60hrs. of engagement from the student in the Internship. 3. Summer vacations and other holidays can be used for completing the Internship. 4. The students should make regular and detailed entries into an internship log book through the period of Internship.



- 5.The log book will be a record of the progress of the Internship and the time spent on the work, and it will be useful in writing the final report.
- 6.All entries should be dated. The Internship supervisor should periodically examine and countersign the log book.
- 7.The log book and the typed report must be submitted at the end of the Internship.
- 8.The institution at which the Internship will be carried out should be prior-approved by the Department Council of the college where the student has enrolled for the Under Graduate Programme.

The Internship carries 50 marks with 2 credits. The student should engagement of 60 hours in an internship.

Summer vacations and other holidays can be used for completing the Internship.

A faculty member should be the supervisor of the Internship.

The students shall submit periodic working reports through online to the Faculty Guide in the Department.

The students are required to submit a soft copy of draft report of Internship to the Faculty Guide within the stipulated date.

Faculty Guide, after corrections and suggested changes, shall direct the students to submit the hard copy of the report in the prescribed format.

REPORT FORMAT	
<p>1.The report must be typed(double spaced),in APA format. Use standard margins(1”to1.25”)and font (TimesNewRoman,12) and should contain maximum of 10-15 pages.</p> <p>The report consists of the following information in this order</p> <ol style="list-style-type: none">1. Title Page2. Acknowledgement3. Executive Summary4. Table of Contents	



<p>Chapter 1: Brief Industry Profile</p> <p>Chapter 2: Introduction about the Company</p> <p>Chapter 3: Organisational Analysis</p> <p>Chapter 4: Internee Experience</p> <p>a)A brief overview of the main business processes that the internee worked around</p> <p>b)A brief overview of various departmental functions that the internee had the opportunity to observe</p> <p>c)A narrative of personal experience in the intern’s own words that may include: any new discoveries or observations made during the internship, any problems identified, personal account of interactions with others at the workplace, and specific skills learned.</p> <p>Chapter 5: Future recommendations for a suitable course of action in the organizational context</p> <p>Chapter6: A short essay identifying the gaps in classroom learning and experiential learning at the internship.</p> <p>Chapter7. Appendices</p>	
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EVALUATION OF INTERNSHIP	
<p>The evaluation of Internship shall be done internally through continuous assessment mode by a committee internally constituted by the Department Council of the college where the student has enrolled for the UG Programme.</p> <p>The credits and marks for the Internship will be awarded only at the end of Vth semester</p> <p>The scheme of continuous evaluation and the end-semester viva-voce examination based on the submitted report shall be as given below.</p> <ul style="list-style-type: none"> ● Timely reporting: ● Report ● Presentation of report ● End Semester Viva Voce 	



Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		
Internship Report :25 Marks		35
Viva voce : 10 Marks		
Continuous Evaluation		15
a)	Field Report	5
b)	Viva-Voce	10
Total		50



BBA HONOURS DEGREE WITH 177 CREDITS**SEMESTER VII**

<i>Course Category</i>	<i>Code</i>	<i>Credit</i>	<i>Course</i>	<i>Major/ Elective</i>	<i>Code</i>	<i>Hours / Week</i>
Discipline Specific Core Courses (DSC)	KU7DSCBBA400	4	Advanced research Methodology	Major	A18	5
	KU7DSCBBA401	4	Working Capital Management	Major	A19	5
	KU7DSCBBA402	4	Advertising and Media Management	Major	A20	5
	KU7DSCBBA403	4	Counselling and Negotiation Skills	Major	A21	5
	KU7DSCBBA404	4	Financial Markets Products and Services	Major	A22	5

SEMESTER VIII

<i>Course Category</i>	<i>Code</i>	<i>Credit</i>	<i>Course</i>	<i>Specialisa tion</i>	<i>Code</i>	<i>Hours / Week</i>
Discipline Specific Core Courses (DSC)	KU8DSCBBA400	4	Digital Marketing	Marketing	A23	5
	KU8DSCBBA401	4	Marketing Research	Marketing	A24	5
	KU8DSCBBA402	4	Compensation Management	HRM	A25	5
	KU8DSCBBA403	4	Organizational Development	HRM	A26	5
	KU8DSCBBA404	4	Banking and Insurance	Finance	A27	5
	KU8DSCBBA405	4	Strategic Corporate Finance	Finance	A28	5
Project	KU8RPHBBA400	8	Project in Major Discipline			8



BBA HONOURS WITH RESEARCH DEGREE WITH 177 CREDITS**SEMESTER VII**

<i>Course Category</i>	<i>Code</i>	<i>Credit</i>	<i>Course</i>	<i>Major/ Elective</i>	<i>Code</i>	<i>Hours / Week</i>
Discipline Specific Core Courses (DSC)	KU7DSCBBA400	4	Advanced research Methodology	Major	A18	5
	KU7DSCBBA401	4	Working Capital Management	Major	A19	5
	KU7DSCBBA402	4	Advertising and Media Management	Major	A20	5
	KU7DSCBBA403	4	Counselling and Negotiation Skills	Major	A21	5
	KU7DSCBBA404	4	Financial Markets Products and Services	Major	A22	5

SEMESTER VIII

<i>Course Category</i>	<i>Code</i>	<i>Credit</i>	<i>Course</i>	<i>Major/ Elective</i>	<i>Code</i>	<i>Hours / Week</i>
Discipline Specific Elective Courses (DSE)	KU8DSEBBA	4	PG Level Elective	Major Elective	A23	5
	KU8DSEBBA	4	PG Level Elective	Major Elective	A24	5
	KU8DSEBBA	4	PG Level Elective	Major Elective	A25	5
Project	KU8RPHBBA401	12	Research Project in Major Discipline			12



SEMESTER- VII



KU7DSCBBA400: ADVANCED RESEARCH METHODOLOGY

Semester	Course Type	Course Level	Course Code	Credits	Hours /Week
VII	DSC	400-499	KU7DSCBBA400	4	5

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
3	2	0	25T+10 P	50T+15P	100	1.5

Course Description:

The primary goal of this course is to further develop students' understanding of the research process and also to have students critically analyze published research and/or be able to conduct independent research.

Course Outcomes:

Co No.	Expected Outcome	Learning Domains
1	Integrating multiple worldviews in the conduct of qualitative research	U
2	Learning the practices of Research Paper Publishing	U
3	Critically evaluate theoretical/ paradigmatic positions and understand how theoretical positions influence design and data collection and analysis choices	An
4	Understand ethical issues in research	U
5	Using IT oriented tools / techniques for Research	C
6	Applying Softwares for Data Analysis in Research	Ap

***Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)**

Mapping of Course Outcomes to PSOs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	√						
CO 2		√					
CO 3			√				



CO 4				√		√	
CO 5					√		√

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
I	Qualitative Research Methods:		10
	1	Qualitative Research Methods: Nature- Scope- Features-	
	2	Approaches-Content Analysis, case study	
II	Research Paper Publishing		15
	3	Research Paper Publishing – essentials and Layout of a Research Paper-Data bases- Journals and Publishers - ABDC Journals- Scopus and Scopus ID-	
	4	UGC CARE List- Impact factor of Journals- Citations- Orcid Id- Open Source publishing-Plagiarism - Definition, different forms, consequences- unintentional plagiarism, copyright infringement, collaborative work. UGC Guidelines- Qualities of good Researcher	
III	Use of tools / techniques for Research		15
	5	Use of tools / techniques for Research: methods to search required information effectively- Shodh Ganga- Shodh Gangotri-	
	6	Reference Management Software like Zotero/Mendeley - Software for detection of Plagiarism	
IV	Data Analysis using software		15
	7	Data Analysis using software: Data Preparation – Univariate analysis (frequency tables, bar charts, pie charts, percentages),	



8	Bivariate analysis – Cross tabulations and Chi-square test including testing hypothesis of association- Modelling- Exploratory and Confirmatory Factor Analysis- Structured Equation Modelling	
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V	Teacher Specific Module	20

Essential Readings:

- Business Research Methods – Donald Cooper & Pamela Schindler, TMGH, 9th edition
- Business Research Methods – Alan Bryman & Emma Bell, Oxford University Press.
- Research Methodology – C.R.Kothari
- Denzin, Norman K. and Lincoln, Yvonna S. (1994). Hand Book of Qualitative Research. New Delhi: Sage Publications.
- Festinger, U & Katz., (1972). Research Methods in Behavioural Sciences
- Hadin, Catherine, (1987). Research Design: Strategies and Choices in the design of Social Research. London: Allen and Unwin.
- Nisbet (ed.). (1985). Research, Policy and Perspective. London: Kogan Page.
- Peokewits, T. (1984). Paradigm and Ideology in Educational research. London: Palmer Press.
- University Grants Commission (Promotion of Academic Integrity and Prevention of Plagiarism in Higher Education Institutions) Regulations, 2017



Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		50
Case Study (Practicum)		15 (P)
Presentation/ Case Study		10 (P)
Continuous Evaluation		25
a)	Test Paper- 1	7.5
b)	Test Paper-2	7.5
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100



KU7DSCBBA401: WORKING CAPITAL MANAGEMENT

Semester	Course Type	Course Level	Course Code	Credits	Hours /Week
VII	DSC	400-499	KU7DSCBBA400	4	5

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
3	2	0	25T+10 P	50T+15P	100	1.5

Course Description:

This course examines the principles and practices associated with managing a company's working capital. Students will gain an understanding of the components of working capital, the operating cycle, and various strategies for optimizing its usage. The course will explore techniques for managing cash, receivables, inventory, and payables to ensure efficient operations, maintain liquidity, and maximize profitability.

Course Outcomes:

Co No.	Expected Outcome	Learning Domains
1	Analyze financial statements and ratios to assess working capital efficiency.	U, An
2	Apply strategies to optimize cash flow, inventory levels, and receivables collection.	U, Ap
3	Develop credit policies and mitigate customer credit risk.	An, C
4	Recommend data-driven decisions to improve a company's financial performance.	Ap
5	Communicate effectively to negotiate payment terms and collect receivables.	Ap

***Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)**

Mapping of Course Outcomes to PSOs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	√						



CO 2		√					
CO 3			√				
CO 4				√		√	
CO 5					√		√

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
		Introduction to Working Capital Management	10
I	1	Working Capital Concepts and Significance -Definition and nature of working capital-Importance of working capital for business stability and growth. Components of Working Capital and Operating Cycle-Current assets and current liabilities-Classification of current assets (cash, receivables, inventory)	
	2	Operating cycle components (inventory conversion period, receivable collection period, payable payment period) Working Capital Management Strategies-Trade-off between liquidity and profitability-Conservative vs. aggressive working capital management approaches-Factors influencing working capital management strategies	
		Cash Management	15
II	3	Importance of Cash Management -Objectives of effective cash management. Cash Forecasting and Budgeting . Techniques for cash forecasting (historical data, budgeting methods)-Cash budget preparation and its role in cash management. Management of float (collection and disbursement float)	
	4	Cash Management Techniques -Lockbox systems and concentration banking-Electronic payment systems and automated clearing houses (ACH)-Short-term investment options for surplus cash	
		Accounts Receivable Management	15
III	5	Credit Policy and Risk Analysis -Credit policy development and its components (credit terms, credit standards)-Customer credit risk assessment and mitigation strategies. Receivables Collection Strategies -Collection process and techniques (early payment discounts,	



	collection calls)-Bad debt management and write-off policies	
6	Factoring and Other Receivables Financing Options -Factoring as a receivables financing option. Types of factoring and their benefits and drawbacks. Other receivables financing alternatives (asset-based lending)	

	Inventory Management, Accounts Payable Management	15
IV	7 Importance of inventory management for various business functions- Types of inventory and their cost components (carrying cost, ordering cost)-inventory turnover ratio and its significance. Inventory Control Methods -ABC (Always Better Control) classification system-Economic order quantity (EOQ) model for inventory ordering-Just-in-Time (JIT) inventory management system-Inventory forecasting techniques	
	8 Inventory Management Techniques in Different Contexts -Safety stock management and considerations. Inventory management in a manufacturing environment. Inventory management for seasonal businesses. Account Payables Management Strategies-Importance of managing payables effectively-Objectives of payables management-Trade credit as a source of financing and its advantages	

	Teacher Specific Module	20
V	<ol style="list-style-type: none"> 1. Industry Benchmarking (Module 1): Compare the working capital ratios (current ratio) of two companies within the same industry to understand their relative efficiency. 2. Cash Flow Forecasting Challenge (Module 2): Predict a company's future cash needs for a specific period (e.g., next quarter) based on historical data and sales forecasts. 3. Credit Policy Design Team (Module 3): Develop a credit policy for a specific industry, outlining credit terms (e.g., net 30 days) and the application process. 4. Inventory Management Simulation Game (Module 4): Participate in an online simulation game where students manage a company's inventory by making decisions on ordering quantities and safety stock levels. 5. Supplier Negotiation Simulation (Module 4): Practice negotiating payment terms with a supplier in a role-play scenario. 	

Essential Readings:



1. Working Capital Management by M. K. Rastogi (2018), Taxmann Publications Ltd.
2. Working Capital Management & Finance by R.K. Gupta & Himanshu Gupta (2017), Bindu Publishing House
3. Financial Management by Prasanna Chandra (2023), McGraw Hill Education (Indian Edition)
4. " Working Capital Management by Gupta, Prasanna Chandra (2020), McGraw Hill Education
5. Fundamentals of Financial Management by Brealey, Myers, and Allen (2020), Pearson Education Limited
6. Financial Management by Ross, Westerfield, and Jaffe (2018), McGraw-Hill Education

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		50
Case Study (Practicum)		15 (P)
Presentation/ Case Study		10 (P)
Continuous Evaluation		25
a)	Test Paper- 1	7.5
b)	Test Paper-2	7.5
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100



KU7DSCBBA402: ADVERTISING AND MEDIA MANAGEMENT

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
VII	DSC	400-499	KU7DSCBBA402	4	5

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
3	2	0	25T+10 P	50T+15P	100	1.5

Course Description:

This course provides students with a comprehensive understanding of advertising and media management within the context of business administration. Students will explore various aspects of advertising strategies, media planning, brand management, and consumer behaviour with a focus on both global trends and the unique dynamics of the Indian market.

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	Analyze the evolving role of advertising in business, considering digital trends and its impact on consumer behaviour.	U & A
2	Develop and execute comprehensive advertising campaigns, including creative strategy, message development, and campaign evaluation.	A & C
3	Manage brand portfolios and build brand equity through effective strategies, while considering financial metrics.	A, E & C
4	Formulate digital branding strategies, adapt global approaches for the Indian market, and integrate sustainability principles and social responsibility into brand building.	A, An, E & C

***Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)**

Mapping of Course Outcomes to PSOs



	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	1			4			
CO 2		2			5		
CO 3			3				
CO 4			3				
CO 5	1			4			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
1	Introduction to Advertising and Media Management		15 hrs
	1	Understanding Advertising and Its Role in Business. a) Definition and Evolution of advertising. b) Functions and objectives of advertising c) Advertising in the digital age	
	2	Media Landscape and Consumer Behaviour. a) Types of media platforms. b) Media planning and buying. c) Understanding consumer behaviour in advertising	

2	Advertising Strategy and Brand Management		15hrs
	3	Developing Advertising Campaigns. a) Creative strategy and execution b) Message development and positioning. c) Campaign measurement and evaluation	
	4	Brand Management Principles. a) Brand identity and brand image, brand equity and brand loyalty. b) Building and managing brand portfolios	



	Media Management and Marketing Communication		15 hrs
3	5	Media Selection and Planning. a) Media research and audience analysis b) Media scheduling and budgeting. c) Media trends and innovations	
	6	Integrated Marketing Communication (IMC). a) IMC strategies and frameworks. b) Synergy between advertising and other marketing channels. c) Case studies of successful IMC campaigns	

	Advertising Regulations and Ethics		10hrs
4	7	Legal and Ethical Considerations in Advertising. a) Regulatory frameworks in India and globally. b) Ethical issues in advertising content. c) Corporate social responsibility in advertising	
	8	Crisis Management in Advertising. a) Handling public relations crises b) Managing negative publicity. c) Rebuilding brand reputation after a crisis	

5	Teacher Specific Module		20
	<i>Directions</i>		

Essential Readings:

1. Belch, G. E., & Belch, M. A. (2020). *Advertising and Promotion: An Integrated Marketing Communications Perspective (12th ed.)*. McGraw-Hill Education.
2. Solomon, M. R., Marshall, G. W., & Stuart, E. W. (2020). *Marketing Communication: Brands, Experiences, and Participation (7th ed.)*. Pearson.
3. Batra, R., Myers, J. G., & Aaker, D. A. (2016). *Advertising Management (6th ed.)*. Pearson.
4. Keller, K. L., & Lane Keller, K. (2015). *Strategic Brand Management: Building, Measuring, and Managing Brand Equity (4th ed.)*. Pearson.

Suggested Readings:

1. Shimp, T. A., & Andrews, J. C. (2018). *Advertising, Promotion, and Other Aspects of Integrated Marketing Communications (10th ed.)*. Cengage Learning.
2. Moriarty, S. E., Mitchell, N. D., & Wells, W. D. (2019). *Advertising & IMC: Principles and Practice (11th ed.)*. Pearson.
3. Okazaki, S., & Ambler, T. (2018). *Global Perspectives in Cross-Cultural and Cross-National Consumer Research*. Emerald Publishing Limited.
4. Srivastava, R. K. (2017). *Branding: The Indian Context*. Routledge.



Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		50
Case Study (Practicum)		15 (P)
Presentation/ Case Study		10 (P)
Continuous Evaluation		25
a)	Test Paper- 1	7.5
b)	Test Paper-2	7.5
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100



KU7DSCBBA403: COUNSELLING AND NEGOTIATION SKILLS

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
VII	DSC	400-499	KU7DSCBBA403	4	5

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
3	2	0	25T+10 P	50T+15P	100	1.5

Course Description:

This course provides knowledge and practice in both counseling techniques, such as active listening and empathy, and negotiation strategies, covering topics like conflict resolution, persuasion, and cross-cultural negotiation. The goal is to develop strong communication and collaboration skills for various contexts like business, education, and healthcare.

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	Equip students with the essential knowledge and skills to excel in negotiations.	U
2	Provide an understanding of the negotiation principles, communication skills & conflict resolution techniques	U
3	Help students develop practical expertise in negotiation	A
4	Familiarise students with diverse scenarios and achieve mutually beneficial outcomes.	A

***Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)**

Mapping of Course Outcomes to PSOs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	1			4			
CO 2		2			5		
CO 3			3				
CO 4			3				
CO 5	1			4			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
1		Introduction To Negotiation Skills	15 hrs
	1	Meaning – definition, importance, types of negotiation, key principles, essentials. Communication skills in negotiation - building relationships in negotiation .	
	2	Negotiation process. Aspects of negotiation . Workplace negotiations - cross cultural negotiation. Ethical considerations in negotiation	
2		Negotiation Styles	15hrs
	3	Different styles of negotiation. Main elements of negotiation - importance of preparation - approaches to negotiation	
	4	Negotiation preparation and post negotiation assessment. Eight step pre-negotiation contract – balance of power. The 9-step pre-negotiation checklist	
3		Negotiation Strategies	15 hrs



	5	Strategies and tactics - positional bargaining Principled negotiations by Roger Fisher & William Urv	
	6	Mixed negotiating by Willem Mastenbroek . 3 D negotiation by David Lax and James Sebenius	

	Negotiation In Different Contexts		10hrs
4	7	Negotiating in a multi-cultural context. Negotiating with your boss/hierarchical superior – peer to peer negotiation – negotiating with subordinates	
	8	Intra organisational negotiation – strategies, methods and tactics. Influencing and persuading. Conflicts in negotiations – conflict resolution skills and tools	

5	Teacher Specific Module		20
	<i>Directions</i>		

Essential Readings:

1. Lewicki, R. J., Barry, B., & Saunders, D. M. (2020). Negotiation. New Delhi, McGraw-Hill
2. Singh, B.D. (2008). Managing conflict and negotiation. New Delhi, Excel Books.
3. Tracy, B. (2013). Negotiation (The Brian Tracy Success Library). Amacom
4. Baber, W. W., & Fletcher-Chen, C. C. (2020). Practical business negotiation. Routledge.

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		50
Case Study (Practicum)		15 (P)
Presentation/ Case Study		10 (P)
Continuous Evaluation		25
a)	Test Paper- 1	7.5
b)	Test Paper-2	7.5
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100



KU7DSCBBA404: FINANCIAL MARKETS PRODUCTS AND SERVICES

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
VII	DSC	400-499	KU7DSCBBA404	4	5

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
3	2	0	25T+10 P	50T+15P	100	1.5

Course Description:

This course provides an in-depth understanding of the structure, functioning, and significance of financial markets, the variety of financial products available, and the diverse range of financial services offered. It aims to equip students with the knowledge and analytical skills necessary to navigate the complex financial environment. The course covers major financial markets and explores the characteristics and applications of key financial products and financial services.

Course Objectives:

1. Understand the role and importance of financial markets in the economy.
2. Analyse various financial products and their characteristics.
3. Evaluate the role of financial intermediaries and services in the financial system.
4. Apply knowledge of financial products and services to real-world financial decision-making

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
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1	Define key terms such as lease agreement, hire purchase agreement, factoring, forfeiting, bill of exchange, mutual fund types, and credit rating agencies.	U
2	Explain how a leasing arrangement works, the stages involved in hire purchase, and the role of credit rating agencies in financial markets.	An
3	Evaluate the pros and cons of using factoring versus forfeiting for managing a company's receivables and recommend the most suitable option for a given business situation.	An/A
4	Analyse the various types of mutual funds available in the financial markets, evaluate their performance metrics	An

**Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)*

Mapping of Course Outcomes to PSOs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	1			4			
CO 2		2			5		
CO 3			3				
CO 4			3				
CO 5	1			4			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
1		Financial System and Markets	15 hrs



1	<p>Financial System – Need, structure, functions and scope of financial markets. Financial intermediation and financial intermediaries. Fund based and fee-based financial products.</p> <p>Money Market: Introduction, Instruments —T-Bills, Commercial Papers, Certificate of Deposits, Call Money, Money Market Mutual Funds, Commercial Bills. Trading mechanism of various money instruments.</p> <p>Capital Market: Meaning, Functions, Primary and Secondary Market. Methods of floatation of Capital –IPO’s, Book building, Private Placements, Rights Issue, Bonus Issue. etc. Investor protection in primary market. Recent trends in primary market. SEBI objectives, role, functions and powers.</p>	
2	<p>Overview of major Stock Exchanges in India – NSE, BSE. Meaning, purpose and consideration in developing index – Methods (Weighted Aggregate Value Method, Weighted Average of Price Relatives method, Free Float method). Trading on Stock Exchanges: Brokers – types of brokers. Types of market orders. Different trading systems BOLT and NEAT System. Trading cycle (T+2), types of settlements. Pay-in and pay- out, Bad Delivery, Short delivery, Auction, Demat settlement, Physical settlement. Circuit Breakers, market makers.</p>	

	Leasing and Hire Purchase	15hrs
2	<p>3 Leasing definition, types and main Features. Advantages and disadvantages of Leasing. Main clauses in a Lease agreement. Buy or Lease decision. Tax and Depreciation aspects. Lease Evaluation -- Lessee’s perspective, Lessor’s perspective. Major Leasing Institutions in India.</p>	
	<p>4 Hire Purchase: Concepts and features, Hire Purchase Evaluation -- Tax and depreciation implications. Choice between Leasing and Hire Purchase. Installment purchase, difference between hire purchase and installment purchase.</p>	

	Mutual Funds, Credit Rating and Securitization	15 hrs
3	<p>5 Mutual Funds: Definition and historical background. Types of Mutual Funds. Advantages and disadvantages of mutual funds. Process of establishing a mutual – Trustee, Sponsor, Asset Management Company, Custodian. Entry and exit load, concept of</p>	



	NAV and its calculations. Systematic Investment Plan (SIP), Systematic Withdrawal Plan (SWP). Mutual Fund industry in India. Regulations relating to mutual funds.	
6	Credit Rating -Definition and meaning. Process of credit rating of financial instruments. Rating Methodology, Rating agencies. Rating symbols of different companies. Advantages and disadvantages of credit rating.	

	Factoring, Forfeiting and Bill Discounting	10hrs
4	7 Factoring definition. Types of factoring services. With recourse and Without Recourse factoring, Domestic Factoring and International Factoring. Export factor, Import factor. Single factor system, Direct Export Factoring System, Direct Import Factoring System. Fees Involved In Factoring-- Finance Charge, Service Fee. Advantages and disadvantages of Factoring.	
	8 Bill Discounting- Definition, nature, importance. Types of bill discounting. Bill discounting v/s Factoring. Bill rediscounting. Forfeiting Definition, nature, and importance of forfeiting. Mechanism of Forfeiting Transaction. Fees Involved in Forfeiting-- Discount fees, Commitment fees. Advantages and disadvantages of Forfeiting. Differences Between Factoring and Forfeiting.	

	Teacher Specific Module	20
5	<i>Numerical problems on – Leasing, Hire Purchase, Factoring, Forfeiting, Bill Discounting and NAV Calculations of Mutual Funds.</i>	

Essential Readings:

1. Meir Kohn, Financial Institutions and Markets, Tata McGraw-Hill, New Delhi.
2. Frank.J.Fabozzi & Franco Modigliani, Foundations of Financial Markets and Institutions, Pearson Education Asia.
3. M.Y.Khan, Financial Services, Tata McGraw-Hill, New Delhi.
4. M. Y. Khan, Indian Financial System, Tata Mc Graw-Hill, New Delhi.
5. H.R Machiraju, Indian Financial Systems, Vikas Publishing House Pvt. Ltd.
6. B. Pathak : Indian Financial Systems Pearson Education



Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		50
Case Study (Practicum)		15 (P)
Presentation/ Case Study		10 (P)
Continuous Evaluation		25
a)	Test Paper- 1	7.5
b)	Test Paper-2	7.5
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100





SEMESTER- VIII

SEMESTER VIII

<i>Course Category</i>	<i>Code</i>	<i>Credit</i>	<i>Course</i>	<i>Specialisation</i>	<i>Code</i>	<i>Hours / Week</i>
Discipline Specific Core Courses (DSC)	KU8DSCBBA400	4	Digital Marketing	Marketing	A21	5
	KU8DSCBBA401	4	Marketing Research	Marketing	A22	5
	KU8DSCBBA402	4	Compensation Management	HRM	A21	5
	KU8DSCBBA403	4	Organisational Development	HRM	A22	5
	KU8DSCBBA404	4	Banking and Insurance	Finance	A21	5
	KU8DSCBBA405	4	Strategic Corporate Finance	Finance	A22	5
Project	KU8RPHBBA401	12	Research Project in Major Discipline			12

MAJOR ELECTIVES IN SEMESTER VIII

<i>Course Category</i>	<i>Code</i>	<i>Credit</i>	<i>Course</i>	<i>Specialisation</i>	<i>Code</i>	<i>Hours / Week</i>
Discipline Specific Elective Courses (DSE)	KU8DSEBBA400	4	Logistics and Supply Chain Management	Marketing	A23	5
	KU8DSEBBA401	4	Brand Management	Marketing	A24	5
	KU8DSEBBA402	4	Consumer relationship Management	Marketing	A25	5
	KU8DSEBBA403	4	Performance Management	HRM	A23	5
	KU8DSEBBA404	4	Strategic human Resource Management	HRM	A24	5
	KU8DSEBBA405	4	Training and Development	HRM	A25	5
	KU8DSEBBA406	4	International Financial Management	Finance	A23	5
	KU8DSEBBA407	4	Goods and Service Tax	Finance	A24	5
	KU8DSEBBA408	4	Advanced Financial Management	Finance	A25	5



KU8DSCBBA400: DIGITAL MARKETING

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
VIII	DSC	400-499	KU8DSEBBA400	4	5

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
3	2	0	25T+10 P	50T+15P	100	1.5

Course Description:

Digital Marketing focuses on the sub domain of Marketing that serves customers by leveraging digital assets. These assets include online channels of communication & distribution, search engines, social media, and mobile commerce. While the principles from the Marketing Management (MM) course form the bedrock, this course emphasizes how related concepts, frameworks, and strategies should be re imagined to tap into the power of the Internet and associated e-commerce platforms.

Course Objective(s):

1. Develop a foundational understanding of how Digital Marketing.
2. Be able to develop or critique the business models of firms that are engaged in digital marketing.
3. Applying skills and capabilities to address DM problems in the real world.

Course Outcomes:

CO No.	Expected Outcome	Learning Domains



1	This course will enhance the ability of students to apply core marketing principles in a digital context	U
2	Create and execute digital marketing plans, use digital tools effectively, and analyze digital marketing performance.	An
3	Students should be able to understand the integration of digital marketing with other business functions.	An/A
4	Evaluate and adapt to market trends, and manage customer relationships across digital channels	E,Ap,An

***Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)**

Mapping of Course Outcomes to PSOs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	1			4			
CO 2		2			5		
CO 3			3				
CO 4			3				
CO 5	1			4			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
		1	
		Introduction to Digital Marketing	
	1	Evolution of Digital Marketing, Traditional Marketing vs. Digital Marketing; Digital Marketing Framework,	
	2	Digital Marketing Business Models; Digital Consumers; Consumer Behavior on Digital Channels, Managing Consumer Demand, Digital Decision Journey, POEM Framework.	



	Digital Marketing Strategy Development		15hrs
2	3	Digital Marketing Assessment Phase; Elements, Digital Marketing Internal Assessment, Objective Planning,	
	4	Digital Marketing Strategy; Groundwork, Digital Marketing Mix, Skills in Digital Marketing,	

	Digital Marketing Planning		15 hrs
3	5	Digital Marketing Communication and Channel Mix; Display, Search Engine, Social Media, Facebook, LinkedIn Advertising; Designing the Communication Mix,	
	6	Digital Marketing Campaign Management; Content Management; Web Design, Optimization of Websites, Web Analytics, Search Engine Optimization, Data Interpretation in Marketing Decision.	

	Digital Marketing Execution		10hrs
4	7	Digital Marketing Execution Elements; Managing Digital Marketing Revenue, Managing Service Delivery and Payment, Role of Artificial Intelligence.	
	8	Virtual Reality & Augmented Reality in Digital Marketing, Managing Digital Implementation Challenges, Digital Ethics – Data Privacy and Ethical Marketing.	

5	Teacher Specific Module		20
	<i>Directions</i>		

Essential Readings:

1. [Bhatia](#), Puneet Singh. Fundamentals of Digital Marketing. 2ed., 2023, Pearson.
2. Ahuja, Vandana. Digital Marketing. 2015, Oxford University Press
3. Kingsnorth, Simon (2022), Digital Marketing Strategy: An Integrated Approach to Online Marketing. New Delhi: Kogan Page.
4. Gupta, Seema (2022), Digital Marketing. Noida, UP: McGraw Hill Education (India) Pvt. Ltd.
5. Hafiz, Adnan (2024), Fundamentals of Digital Marketing: Text and Cases, New Delhi: Book Rivers.



Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		50
Case Study (Practicum)		15 (P)
Presentation/ Case Study		10 (P)
Continuous Evaluation		25
a)	Test Paper- 1	7.5
b)	Test Paper-2	7.5
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100



KU8DSCBBA401: MARKETING RESEARCH

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
VIII	DSC	400-499	KU8DSCBBA401	4	5

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
3	2	0	25T+10 P	50T+15P	100	1.5

Course Description:

This course covers the entire research process, from identifying market problems and designing studies to collecting and analyzing both qualitative and quantitative data using techniques like regression analysis and conjoint analysis. The goal is to equip students to use research findings to improve products, pricing, and promotion.

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	Familiarize the students with the fundamentals of marketing research.	U
2	Enable the students to look at marketing from a research perspective.	U
3	Help the students understand the fundamentals of marketing research process.	U
4	Make the students realize the role of marketing research in business decision making	An

***Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)**

Mapping of Course Outcomes to PSOs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	1			4			
CO 2		2			5		
CO 3			3				
CO 4			3				
CO 5	1			4			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
1		Introduction To Marketing Research	15 hrs
	1	Definition, meaning & objectives of marketing research. Advantages and limitations of marketing research	
	2	Problems and precautions in marketing research - ethical issues in marketing research. Branches of marketing research. Role of marketing research in marketing management	
2		Marketing Research Process	15hrs
	3	Steps in conducting marketing research. Research design in marketing research	
	4	Components of a marketing research design/proposal. Components of a marketing information system - marketing intelligence system	
3		Measurement and Scaling in Marketing Research	15 hrs



	5	Measurement concept - types of scales. Validity & reliability of measurement	
	6	Techniques & tools of data collection. Basic data analysis techniques Hypothesis testing - criteria of sound measurement	

	Report Writing and Presentation		10hrs
4	7	Steps in report writing. Proforma of marketing research report Types of reports	
	8	Tabulation and presentation of data Prerequisites of a good marketing research report	

5	Teacher Specific Module		20
	<i>Directions</i>		

Essential Readings:

1. Malhotra, N. K. (2020). Marketing Research: An Applied Orientation. Pearson.
2. McDaniel Jr, C., & Gates, R. (2018). Marketing research. John Wiley & Sons.
3. Schindler, P. S., & Cooper, D. R. (2006). Marketing research. Tata McGraw-Hill Education.
4. Smith, S. M., &Albaum, G. S. (2005). Fundamentals of marketing research. Sage.

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		50
Case Study (Practicum)		15 (P)
Presentation/ Case Study		10 (P)
Continuous Evaluation		25
a)	Test Paper- 1	7.5
b)	Test Paper-2	7.5
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100



KU8DSCBBA402: COMPENSATION MANAGEMENT

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
VIII	DSC	400-499	KU8DSCBBA402	4	5

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
3	2	0	25T+10 P	50T+15P	100	1.5

Course Description:

This course covers the strategic design and implementation of employee compensation systems to attract, retain, and motivate a workforce. Topics include job analysis and evaluation, market and internal pay structures, different pay elements like base pay and incentives, and legal requirements. Students learn to develop effective compensation strategies that align with organizational goals and manage total rewards, which encompass both cash and non-cash benefits.

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	Introduce students to the fundamental principles and theories of compensationmanagement	U
2	Provide an understanding of the strategic role of compensation management in attracting, retaining and motivating employees	U
3	Analyse the impact of compensation on individual and organisational performance	An
4	Develop practical skills in designing, implementing and evaluating compensation programs	A

***Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)**



Mapping of Course Outcomes to PSOs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	1			4			
CO 2		2			5		
CO 3			3				
CO 4			3				
CO 5	1			4			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
1		Introduction To Compensation Management	15 hrs
	1	Compensation – Meaning - Definition –Evolution - Objectives – Principles – Importance – Types .	
	2	3 P Compensation Concept . Structure and components of compensation - Theories of compensation. Recent trends in compensation management	

2		Wage And Salary Administration	15hrs
	3	Meaning- Concept – Principles of wage and salary administration - Types of wages. Wage policy – Wage differentials – Theories of wages – Wage boards. Methods of wage fixation - Criteria for wage fixation .	
	4	Internal and external equity in compensation systems - wage administration in India. Incentives and fringe benefits – performance-based pay system. Executive compensation plan and packages	



	Managing Employee Benefits		15 hrs
3	5	Introduction to employee benefits . Benefit determination process - value of benefits. Legally required benefits – retirement, medical and other benefits.	
	6	Employee benefits program – designing a benefit package. Compensation strategies for special groups	

			10hrs
4	7	Meaning – objectives – types – approaches . Factors affecting international compensation	
	8	Strategic issues in global compensation management - Expatriate pay Emerging trends in global compensation management	

5	Teacher Specific Module		20
	<i>Directions</i>		

Essential Readings:

1. Henderson IR (2006). Compensation management in a knowledge-based world.(10thedn.). New Jersey: Pearson Education.
2. Chingos, Peter T. (2002). Paying for performance: a guide to compensation management. John Wiley & Sons.
3. Tapomoy, D. (2009). Compensation management. New Delhi: Excel Books.
4. Bhattacharyya, D.K(2009). Compensation management. Oxford University Press.



Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		50
Case Study (Practicum)		15 (P)
Presentation/ Case Study		10 (P)
Continuous Evaluation		25
a)	Test Paper- 1	7.5
b)	Test Paper-2	7.5
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100



KU8DSCBBA403: ORGANIZATIONAL DEVELOPMENT

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
VIII	DSC	400-499	KU8DSCBBA403	4	5

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
3	2	0	25T+10 P	50T+15P	100	1.5

Course Description:

This course teaches how to manage and implement change to improve an organization's effectiveness and health. It covers theories, methods, and practical skills for diagnosing problems, designing interventions, and leading change initiatives that align with strategic goals. Key topics include human process, organizational structure and culture, and strategies for sustained growth in a dynamic environment.

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	Familiarize the students with the concept of organizational Development	U
2	Help the students to have an idea about various interventions for OD	U
3	Help the students understand the significance of looking at organizations as learning systems.	An
4	Help the students understand the role of OD in enhancing organizational effectiveness	An

***Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)**

Mapping of Course Outcomes to PSOs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7



CO 1	1			4			
CO 2		2			5		
CO 3			3				
CO 4			3				
CO 5	1			4			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
1	Organizational Development		15 hrs
	1	Meaning, nature & scope of OD - Assumptions of OD Need & significance of OD	
	2	Evolution of OD. Conceptual frame work of OD. OD Process	
2	Change Management		15hrs
	3	Meaning, need and significance of organizational change. Drivers of Change: Environmental, Technological, Legal, Political & Socio-Cultural drivers	
	4	Planned Change- -General Model of planned change. Resistance to change. Guidelines for facilitating effective change	
3	OD Interventions		15 hrs
	5	Meaning, need & Significance of OD interventions. Personal, interpersonal and group interventions	



	6	Structural interventions. T groups –process consultation - third party interventions. Teams and team building process.	
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	Future and OD		10hrs
4	7	The changing environment. Increasing role of OD - fundamental strengths of OD	
	8	Emerging issues in OD - challenges of OD OD in Indian context	

5	Teacher Specific Module		20
	<i>Directions</i>		

Essential Readings:

1. French WL, Bell C. Organization development: Behavioral science interventions for organization improvement. Pearson Educación; 1995.
2. Palmer I, Dunford R, Buchanan D. Ebook: Managing Organizational Change: A Multiple Perspectives Approach (Ise). McGraw Hill; 2016.
3. Singh K. Organisation change and development. Excel Books India; 2009.
4. Francis, H., Holbeche, L., &Reddington, M. (2012). People and Organisational Development: A new agenda for organisational effectiveness. Kogan Page Publishers.

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		50
Case Study (Practicum)		15 (P)
Presentation/ Case Study		10 (P)
Continuous Evaluation		25
a)	Test Paper- 1	7.5
b)	Test Paper-2	7.5
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100



KU8DSCBBA404: BANKING AND INSURANCE

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
VIII	DSC	400-499	KU8DSCBBA404	4	5

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
3	2	0	25T+10 P	50T+15P	100	1.5

Course Description:

This course provides a thorough examination of the principles, practices, and regulatory structures governing the banking and insurance sectors in India. Students will be oriented with the functions, procedures, products and services of banks and insurance companies. This course aims to facilitate a comprehensive understanding of the banking and insurance sectors, equipping students for careers in banking, insurance, financial services, or related fields.

Course Objective(s):

1. Develop understanding of fundamental principles and functioning of banking in India.
2. Explain concepts and general principles of insurance in relation with risk and its management.
3. Expand knowledge of various products & services and latest technologies used in banking and insurance sector.
4. Equip students with techniques to analyse the financial performance of banks for the purpose of risk management.



Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	Explain the functioning of the Banking and Insurance sectors and relate their growth with the economy as a whole.	U
2	Compare various products and services offered by Banking and Insurance sectors.	An
3	Evaluate product pricing, marketing, and distribution channels of Banking and Insurance sectors.	An/A
4	Equip with tools and techniques for financial performance analysis and risk management in Banking and Insurance.	An

**Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)*

Mapping of Course Outcomes to PSOs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	1			4			
CO 2		2			5		
CO 3			3				
CO 4			3				
CO 5	1			4			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
		1 1 Introduction to Banking and Insurance Evolution, structure, development of banking in India - Commercial (Public, Private and Foreign), Rural, Co-Operative bank. Significance	15 hrs



	and role of banks in economic development and growth. RBI - objectives, functions and role in development. Banking Products – Fee based and Fund based products. Types of Accounts, Deposits, Advances and Collaterals. Nature of Banks Investments -- Management of assets and liabilities of banks, Understanding commercial banks’ balance sheet and income statement, CAMEL Rating and different banking ratios. Banking Regulations, Introduction to BASEL Norms. Capital Adequacy requirement, SLR, CRR, CAR requirements. Overview of Risk Management in Banks—Asset Liability Management. Non-Performing Assets – Problems and efforts to manage them.	
2	Evolution, structure, development of insurance in India. Definition of Insurance and Assurance. General Principles of Insurance, Insurance Terminology. Purpose and Need of Insurance--- Risk Meaning and definition, Risk and uncertainty, Chances of loss – Peril and Hazard - Classification of risks . Techniques of managing risk – Risk pooling-insurable risks vs. hedging – Risk Transfer Methods. Insurance Regulatory and Development Authority (IRDA) Duties, Powers and Functions of IRDA, The Banking Regulation (Amendment) Act, 2020	
Retail Banking		15hrs
2	3 Account opening process and documentation of different types of accounts – KYC and AML. Retail Products Overview (Customer requirements and Products development). Description of Liability products, Description of Asset Products. Credit scoring and CIBIL. Retail Product Marketing Strategies-Tie-up with Institutions for Personal loans/ Credit cards/ Educational loans/ Authorized Dealers for Auto/ Vehicle loans, and with Builders/ Developers for Home loans.	
	4 Delivery Channels - Branch, Extension counters, Universal Banking, ATMs, POS, Internet Banking, M-Banking. Customer Relationship Management, stages in CRM process. Technology for Retail Banking - Static information, Account opening, basic loan origination data etc. Updated information like income details at different frequencies. Transaction information, disbursement and final settlement of the loan amount.	
Life Insurance		15 hrs
3	5 Fundamental principles of life insurance. Basic features of life insurance contracts. Life insurance products – Traditional and unit linked policies, Individual and group policies- With and without profit policies. Types of life insurance policies – Term insurance, Whole life insurance and its variants, Endowment insurance and its variants, Annuities and Pension Plans. Special Policies for children, females and handicapped. Mortality table, Different types of premiums, Premium payment options Premium calculations – Factors affecting premium.	



	Assignment Nomination and Surrender of policy. Policy lapse and revival, Paid up value of policy.	
6	Insurance Application and Acceptance Procedure. Policy claims: Survival benefits, Death claims – Maturity claims, Early claims & non-early claims. Documents required for processing early claims. Death due to un-natural causes or accidents. Claims concession clause and extended claims concession clause – Presumption of death. Different channels for marketing of insurance, Bank assurance.	
	General Insurance	10hrs
4	7 Meaning, Evolution and Growth of General Insurance. Fundamentals of General Insurance. Fire Insurance: Fire Insurance coverage, Consequential loss (fire), Declaration policies. Marine Insurance: Marine Cargo policies, Hull policies, Institute cargo clauses, Institute hull clauses, Open policies. Motor Insurance: Types of policies, Third party Insurance, Comprehensive coverage, Conditions and Exclusions premium.	
	8 Health Insurance and Medi claim policies, Personal Accident Insurance, Liability Insurance, Burglary Insurance, Rural Insurance covers, Agricultural Insurance Engineering Insurance and its Consequential loss covers, Aviation hull and Aviation liability other Miscellaneous Insurances. Underwriting and Premium Rating: Proposal forms, Cover notes, Certificates of Insurance, Endorsements, Premium Rating, Premium Loading. Settlement of Claims: Claim procedure, TPAs, Claim forms, Investigation / Assessment. Essential Claim Documents. Settlement Limitation, Arbitration, Loss Minimization and Salvage.	
5	Teacher Specific Module	20
	<i>Directions</i>	

Essential Readings:

1. Indian Institute of Banking and Finance; Risk Management. Macmillan India Ltd.
2. Koch, T. W., & MacDonald, S. S. ;Bank Management. Cengage Learning.
3. Rose, P. S., & Hudgins, S. C. Bank ;Management and Financial Services. McGraw Hill.
4. Indian Institute of Banking and Finance; Principles & Practices of Banking. Macmillan Indian Ltd.
5. Indian Institute of Banking and Finance; Banking Products & Services. Taxman Publications Pvt. Ltd.
6. Trieschmann, J. S., Hoyt, R. E., & Sommer, D. W; Risk Management & Insurance. Cengage Learning.
7. Insurance Institute of India; Principles of Insurance. Mumbai.
8. Insurance Institute of India; Practice of Life Insurance. Mumbai.
9. Insurance Institute of India; Practice of General Insurance. Mumbai.



Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		50
Case Study (Practicum)		15 (P)
Presentation/ Case Study		10 (P)
Continuous Evaluation		25
a)	Test Paper- 1	7.5
b)	Test Paper-2	7.5
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100



KU8DSCBBA405: STRATEGIC CORPORATE FINANCE

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
VIII	DSC	400-499	KU8DSCBBA405	4	5

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
3	2	0	25T+10 P	50T+15P	100	1.5

Course Description:

The primary objective is to provide the framework, concepts, and tools for analysing financial decisions based on fundamental principles of modern financial theory. The course will deal with capital structure, cost of capital, corporate valuation and restructuring related issues. It will enable the students to steer the corporate issues and challenges in better manner.

Course Objectives:

1. Develop understanding of the concept of Strategic Finance for decision-making in corporate world.
2. Expand knowledge of corporate valuation and gain an overview of different corporate valuation techniques.
3. Compare and contrast situations of financial distress and their management strategies.
4. Orient students with the concept of merger, acquisition or management buyout

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	Analyse different corporate strategies aimed at maximizing shareholder wealth, enhancing overall corporate value and management of various risks	U,A
2	Apply different valuation techniques for corporate decision making.	An



3	Categorize, select, and analyse relevant information to develop strategies aimed at reducing situations of financial distress.	An/A
4	Evaluate and advise strategies on a proposed merger, acquisition or management buyout.	E,An

**Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)*

Mapping of Course Outcomes to PSOs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	1			4			
CO 2		2			5		
CO 3			3				
CO 4			3				
CO 5	1			4			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
1		Introduction to Strategic Corporate Finance	15 hrs
	1	Strategy v/s Planning. Importance of strategy in financial decisions. types of financial strategy for shareholder's wealth maximization, overall corporate value addition and economic value addition. Key Financial Risks – Interest rate risk, Credit risk, Political risk, Currency risk,	
	2	Foreign exchange markets, Money market hedges, Exchange rate risk management strategies, Interest rate risk management strategies, Credit risk management strategies, Long-term exposure to foreign currency risk. Different sources of capital, determination of capital structure and factors affecting the capital structure, cost of capital.	



	Company Valuation	15hrs
2	3	Overview of company valuation, Valuation Principles and Practices, “what if” scenarios, key financial and commercial factors affecting the business valuation. Applying enterprise valuation methodologies including market multiples, precedent transactions and discounted cash flow analysis (DCF).
	4	Estimating a Firm’s Equity and Enterprise Value for investment and change of control analysis. Estimating a Firm’s Cost of Capital: CAPM, Arbitrage Pricing Theory and alternatives to CAPM, Weighted Average Cost of Capital. Valuing Firms with a Changing Capital Structure, Adjusted Present Value. Overview of other approaches of valuation- Income Approach, Market Approach, Asset Based Approach, EVA.

	Financial Distress and Restructuring	15 hrs
3	5	Meaning of bankruptcy, factors leading to bankruptcy, symptoms and predictions of bankruptcy, reorganization of distressed firms, liquidation of firms. Company disposals: retirement sale or the sale of a non-core subsidiary, planned exit, forceful retirement and other disposals.
	6	Exit strategy- most appropriate exit route, valuation, timing of sale and tax planning opportunities, identification of potential purchasers, approaching the potential purchaser, negotiate with potential acquirers and selection of a preferred purchaser, calculation of the various tax implications.
	Merger and Acquisition	10hrs
4	7	Overview of M&A, Types of mergers and procedures, Valuation of an organisation, Value gaps, Financing mergers and takeovers, Defence tactics, Legal and financial due diligence, Management buy outs. Leverage buyouts.
	8	Reverse Merger. Valuation Methods, Benchmarks of Value & Valuation of the Target's Equity, Marketability of the Stock, Takeovers and Control Premiums, Shareholder Wealth Effects and Methods of Payment , Exchange Ratio. Tax Issues in M&A - Financial Accounting for M&As, Taxable versus Tax-Free Transactions.



5	Teacher Specific Module	20
	<i>Directions</i>	

Essential Readings:

1. Berk, J., & DeMarzo, P. ;Corporate Finance. Pearson Education Limited.
2. Brealey, R. A., Myers, S. C., & Allen, F. ;Principles of Corporate Finance. McGraw-Hill Education.
3. Clayman, M. R., Fridson, M. S., Troughton, G. H., & Scanlan, M. C. ;Corporate Finance: A Practical Approach. Wiley.
4. Damodaran, A. ; Corporate Finance Theory and Practice. John Wiley & Sons, Inc.
5. Horne, J. C. V., & Wachowicz, J. M., Jr. Fundamentals of Financial Management. FT Prentice Hall, Pearson Education.
6. Pettit, J. ; Strategic Corporate Finance Applications in Valuation and Capital Structure. John Wiley & Sons, Inc.
7. Rosenbaum, J., & Pearl, J. ; Investment Banking: Valuation, Leveraged Buyouts, and Mergers & Acquisitions. Wiley.
8. Griffith College. ; CPA Strategic Level - Strategic Corporate Finance.

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		50
Case Study (Practicum)		15 (P)
Presentation/ Case Study		10 (P)
Continuous Evaluation		25
a)	Test Paper- 1	7.5
b)	Test Paper-2	7.5
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100



MAJOR ELECTIVES IN SEMESTER VIII

<i>Course Category</i>	<i>Code</i>	<i>Credit</i>	<i>Course</i>	<i>Specialisation</i>	<i>Code</i>	<i>Hours /Week</i>
Discipline Specific Elective Courses (DSE)	KU8DSEBBA400	4	Logistics and Supply Chain Management	Marketing	A23	5
	KU8DSEBBA401	4	Brand Management	Marketing	A24	5
	KU8DSEBBA402	4	Consumer relationship Management	Marketing	A25	5
	KU8DSEBBA403	4	Performance Management	HRM	A23	5
	KU8DSEBBA404	4	Strategic human Resource Management	HRM	A24	5
	KU8DSEBBA405	4	Training and Development	HRM	A25	5
	KU8DSEBBA406	4	International Financial Management	Finance	A23	5
	KU8DSEBBA407	4	Goods and Service Tax	Finance	A24	5
	KU8DSEBBA408	4	Advanced Financial Management	Finance	A25	5



KU8DSEBBA400: LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
VIII	DSE	400-499	KU8DSEBBA400	4	5

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
3	2	0	25T+10 P	50T+15P	100	1.5

Course Description:

This course provides a comprehensive understanding of the entire process of moving goods from origin to consumer, covering key areas like procurement, transportation, and inventory control. These programs teach both foundational and advanced strategies for managing supply chain networks, integrating information, and optimizing operations through a combination of theory and practical skills. The objective is to prepare professionals to manage logistical challenges, improve business performance, and take on roles in warehousing, distribution, procurement, and management.

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	Understand the structure of supply chains and the different ways through which supply chains can become competitive in the market	U
2	Explain how to use the levers of the logistics strategy to redefine the points necessary to ensure harmonization	An
3	Analyse the importance of the term “value creation” and propose actions in the field of management of logistics costs towards the creation of value.	An/A
4	Distinguish the forces shaping international logistics in a global market	An

***Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)**



Mapping of Course Outcomes to PSOs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	1			4			
CO 2		2			5		
CO 3			3				
CO 4			3				
CO 5	1			4			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
1		Introduction to Logistics Management	15 hrs
	1	Definition and scope of logistics. Evolution of logistics management	
	2	Role of logistics in business operations. Key functions of logistics management	
2		Supply Chain Management	15hrs
	3	Meaning and definition - concept of supply chain management - objectives of supply chain management. Components/participants of supply chain	
	4	Supply chain management process. Bull-whip effect - factors driving the evolution of supply chain management	
3		Warehousing And Distribution	15 hrs
	5	Evolution of the concept of warehousing. Warehouse design and layout	



	6	warehouse operations and technology - warehouse operating principles Distribution network design	
	Information Technology and Emerging Trends In Logistics		10hrs
4	7	Use of technology in logistics. Warehouse management systems (WMS) - transportation management systems (TMS) - RFID and GPS applications in logistics	
	8	E-commerce and its impact on logistics - last-mile delivery challenges and solutions. Robotics and automation in logistics – blockchain technology in supply chain	
5	Teacher Specific Module		20
	<i>Directions</i>		

Essential Readings:

1. Agarwal, D.K.. (2010). Supply chain management: strategy, cases and best practices. Macmillan.
2. Christopher, M. (2016). Logistics and Supply Chain Management: Logistics & Supply Chain Management. Pearson UK.
3. Hofmann, E..(2013). Supply Chain Management: Strategy, Planning and Operation, Pearson Education.
4. Novack, R., Suzuki, Y., Gibson, B. and Coyle, J. (2019). Transportation: a global supply chain perspective. Cengage Learning.
5. Waters, D. (2019). Supply chain management: An introduction to logistics. Bloomsbury Publishing.

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		50
Case Study (Practicum)		15 (P)
Presentation/ Case Study		10 (P)
Continuous Evaluation		25
a)	Test Paper- 1	7.5
b)	Test Paper-2	7.5
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100



KU8DSEBBA401: BRAND MANAGEMENT

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
VIII	DSE	400-499	KU8DSEBBA401	4	5

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
3	2	0	25T+10 P	50T+15P	100	1.5

Course Description:

This Brand Management course for Bachelor of Business Administration students covers essential branding concepts, strategies for positioning and differentiation, methods for building and managing brand equity, and tools for measuring brand performance. It also explores the impact of digital technologies, the unique aspects of branding in the Indian context, and the integration of sustainability into brand strategies, combining theoretical frameworks with practical case studies to prepare students for effective brand management.

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	Explain fundamental concepts and the importance of branding and consumer behaviour.	R & U
2	Develop and implement effective brand positioning and differentiation strategies.	U, A & C
3	Build and manage brand equity, measure brand performance, and understand financial implications.	U, A, An & E
4	Formulate digital branding strategies, adapt global strategies for local markets, and incorporate sustainability and CSR in brand strategies.	U, A, An & C

***Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)**

Mapping of Course Outcomes to PSOs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	1			4			
CO 2		2			5		
CO 3			3				
CO 4			3				
CO 5	1			4			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
1		Introduction to Brand Management	15 hrs
	1	Fundamentals of Brand Management. a) Definition, Evolution, Types of Brands. b) Importance of Branding & Consumer Behaviour. c) Brand Identity vs. Brand Image	
	2	Brand Positioning and Differentiation. a) Brand Positioning & Differentiation Strategies. b) Developing a Brand Promise & Brand Values. c) Brand Architecture: Managing Brand Portfolios	
2		Brand Equity and Performance	15hrs
	3	Building and Managing Brand Equity. a) CBBE Model, Building Brand Awareness & Brand Association. b) Brand Loyalty & Customer Engagement Strategies	
	4	Brand Performance Metrics and Management Tools. a) Brand Awareness, Brand Equity Measurement Tools. b) Financial Metrics of Branding. c) Brand Management Frameworks & Models. d) Brand Management Software & Analytics Tools	



	Brand Management in the Digital Age		15 hrs
3	5	Digital Branding Strategies. a) Brand Storytelling & Content Marketing. b) Building Brand Communities.	
	6	c) Social Media Engagement & Influencer Marketing. d) Online Brand Advocacy	

	Brand Management in the Indian Context and Sustainability		10hrs
4	7	Building Strong Brands in India. a) Adapting Global Branding Strategies for Local Markets. b) Leveraging Local Traditions & Heritage in Branding. c) Case Studies of Successful Brand Communication in India	
	8	Building a Sustainable Brand. a) Integrating Sustainability Principles into Brand Strategy. b) Corporate Social Responsibility (CSR) for Brand Impact. c) Measuring & Reporting Sustainable Brand Performance	

5	Teacher Specific Module		20
	<i>Directions</i>		

Essential Readings:

1. *"Strategic Brand Management: Building, Measuring, and Managing Brand Equity"* by Kevin Lane Keller, 4th Edition, Pearson Education Limited, 2016.
2. *"Building Strong Brands"* by David A. Aaker, 2nd Edition, Tata McGraw-Hill Education, 2016.
3. *"Digital Marketing: Strategy, Implementation and Practice"* by Dave Chaffey & Fiona Fink, 7th Edition, Pearson Education Limited, 2020.
4. *"Brand Tsunami: The Indian Consumer Story"* by Deepak Kapur & Meenakshi Thareja, 2nd Edition, Hachette India, 2018.

Suggested Readings:

1. *"Brandwashed: Tricks Companies Use to Manipulate Our Minds and Persuade Us to Buy"* by Aniket Chaudhuri, 2nd Edition, Penguin Random House India Private Limited, 2016.
2. *"Branding India: An Insider's Guide to the Soul of Modern India"* by Rajeesh Gopal, Penguin Random House India Private Limited, 2009.
3. *"Purple Cow: Transform Your Business by Being Remarkable"* by Seth Godin, Portfolio Penguin, 2003.
4. *"Myth of the Marketable You: How to Build a Brand in a World Obsessed with Social Media"* by Pradeep Jha, Penguin Random House India Private Limited, 2017.



Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		50
Case Study (Practicum)		15 (P)
Presentation/ Case Study		10 (P)
Continuous Evaluation		25
a)	Test Paper- 1	7.5
b)	Test Paper-2	7.5
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100



KU8DSEBBA402: CONSUMER RELATIONSHIP MANAGEMENT

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
VIII	DSE	400-499	KU8DSEBBA402	4	5

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
3	2	0	25T+10 P	50T+15P	100	1.5

Course Description:

This course introduces students to Customer Relationship Management (CRM) principles, exploring its significance and application in global and Indian business contexts. Students will learn data management and analysis techniques, select appropriate CRM software solutions, and develop customer-centric strategies for retention and loyalty. Through case studies and practical exercises, students will gain the skills needed to effectively manage customer relationships in today's dynamic business environment.

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	Understand CRM concepts and strategies globally and in Indian markets.	R & U
2	Analyze and apply data management and analysis techniques in CRM.	An & A
3	Select and implement CRM software solutions effectively.	E & A
4	Develop and execute customer-centric strategies for retention and loyalty.	A & C



**Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)*

Mapping of Course Outcomes to PSOs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	1			4			
CO 2		2			5		
CO 3			3				
CO 4			3				
CO 5	1			4			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
1		Introduction to Customer Relationship Management	15 hrs
	1	CRM Overview - Global and Indian perspectives. a) CRM Introduction, Evolution, Importance. b) CRM Process Cycle	
	2	Customer-centric Strategies a) Segmentation, Customer Lifetime Value, Customer Retention	
2		Data Management and Analysis for CRM	15hrs
	3	Global Data Practices and Challenges. a) Data Collection: Methods and challenges. b) Data Integration Techniques. c) Data Quality Management: Standards and practices	
	4	Comparative Customer Data Analysis. a) Exploratory Data Analysis, Predictive Analytics for CRM. b) Customer Insights and Decision Making	



	Selecting and Implementing CRM Solutions		15 hrs
3	5	Evaluating CRM Software for Global Business Environments. a) Global: Selection Criteria, Case Studies. b) Indian Cultural Context	
	6	Implementing CRM Systems Globally. a) Planning and Customization for Diverse Cultural Contexts b) Integration Strategies for Global Business Processes c) Training and Change Management in Indian Organizations	

	Customer-Centric Loyalty Strategies in Global Markets		10hrs
4	7	Customer Segmentation and Personalization Across Cultures a) Techniques for Global Customer Segmentation b) Personalization Strategies for Diverse Cultural Contexts	
	8	Building Global Customer Loyalty Programs. a) Designing Effective Loyalty Programs for Global Customers. b) Case Studies of Successful Loyalty Programs in Indian Markets. c) Measurement and Analysis of Loyalty Initiatives in Global and Indian Contexts	

5	Teacher Specific Module		20
	<i>Directions</i>		

Essential Readings:

1. *"Customer Relationship Management: Concepts and Technologies"* by Francis Buttle, 3rd Edition, Routledge
2. *"Managing Customer Experience and Relationships: A Strategic Framework"*, 3rd ed., Don Peppers and Martha Rogers, John Wiley & Sons, 2017.
3. *"The CRM Handbook: A Business Guide to Customer Relationship Management"* by Jill Dyché, 2nd Edition, Addison-Wesley.
4. *"Indian CRM: Building Profitable Customer Relations"* by Rajnish Kumar, 1st Edition, Sage Publications.
5. *"Building Loyalty: How Enduring Relationships Lead to Long-Term Success"* by Rick Tate, 1st Edition, McGraw-Hill

Suggested Readings:

1. *"CRM at the Speed of Light: Essential Customer Strategies for the 21st Century"* by Paul Greenberg, 4th Edition, McGraw-Hill
2. *"Marketing Management: A South Asian Perspective"* by Philip Kotler, Kevin Lane Keller, Abraham Koshy, and Mithileshwar Jha, 15th Edition, Pearson
3. *"Indian Marketing: Text and Cases"* by V.S. Ramaswamy and S. Namakumari, 6th Edition, Pearson



Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		50
Case Study (Practicum)		15 (P)
Presentation/ Case Study		10 (P)
Continuous Evaluation		25
a)	Test Paper- 1	7.5
b)	Test Paper-2	7.5
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100



KU8DSEBBA403: PERFORMANCE MANAGEMENT

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
VIII	DSE	400-499	KU8DSEBBA403	4	5

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
3	2	0	25T+10 P	50T+15P	100	1.5

Course Description:

This course includes implementing the performance management cycle (planning, monitoring, reviewing), providing feedback and coaching, managing poor performance, and linking performance to rewards and development. Key aspects cover the strategic importance of performance management and how to align it with organizational goals and culture.

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	To study the concepts and techniques of performance management	U
2	To examine the types of performance appraisal methods and processes used in organizations	An
3	To Identify the bottlenecks in the implementation of performance management	An/A
4	To Analyse the strategic importance of performance management	An

***Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)**

Mapping of Course Outcomes to PSOs



	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	1			4			
CO 2		2			5		
CO 3			3				
CO 4			3				
CO 5	1			4			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
1		Foundation of Performance Management	15 hrs
	1	Foundations of Performance Management: a) Concept and Philosophy underlying Performance Management, b) Significance, Objectives, Pre-Requisites and Characteristics of Effective Performance Management.	
	2	Performance management versus Performance Appraisal Performance management and strategic planning, Performance management Process- Conceptual Model Overview of Strategies for performance management.	
2		Performance Management Planning	15hrs
	3	Planning and implementation of Performance management Performance Planning-Definition- steps	
	4	Developing job descriptions, Defining Performance standards, Key result areas, Competencies and skills, Characteristics of Effective Performance Metrics.	



3	Performance Appraisal		15 hrs
	5	E-Appraisal: Performance Monitoring Performance Management Documentation	
	6	Annual stock Taking- Performance management Audit.	

4	Performance Management System		10 hrs
	7	Performance Management and Development Issues: a) Coaching, Counselling and Mentoring Potential Appraisal, Competency Mapping, Performance Related Pay	
	8	Implementing Performance management System- strategies and challenges; Role of HR Professionals in Performance Management Ethical and Legal Issues, Appraisal and Management Practices in Indian Organisations.	

5	Teacher Specific Module		20
	<i>Directions</i>		

Essential Readings:

1. Performance Management :Agunis H
2. Performance Management : Kohli, A.S &Deb,T
3. Performance Management : Bagchi, S. N
4. Performance Management : Kandula, S.R



Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		50
Case Study (Practicum)		15 (P)
Presentation/ Case Study		10 (P)
Continuous Evaluation		25
a)	Test Paper- 1	7.5
b)	Test Paper-2	7.5
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100



KU8DSEBBA404: STRATEGIC HUMAN RESOURCE MANAGEMENT

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
VIII	DSE	400-499	KU8DSEBBA404	4	5

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
3	2	0	25T+10 P	50T+15P	100	1.5

Course Description:

This course provides an in-depth understanding of the strategic role of human resource management (HRM) in organizations. The focus will be on aligning human resource policies and practices with organizational strategy, considering both global trends and the Indian context. Students will learn to develop and implement HR strategies that contribute to business performance.

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	Understand the strategic role of HRM in achieving organizational goals	U & R
2	Analyze and align HR strategies with business strategies that align with organizational goals.	An & A
3	Manage talent acquisition, performance, and development strategically	U, An, A
4	Address contemporary HR challenges, including diversity, inclusion, and global HRM practices	U & R
5	Apply SHRM concepts within the Indian business context.	U & A



**Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)*

Mapping of Course Outcomes to PSOs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	1			4			
CO 2		2			5		
CO 3			3				
CO 4			3				
CO 5	1			4			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
1		Introduction to Strategic HRM	15 hrs
	1	SHRM- An Overview . a) Definition, need, importance of Strategic Human resource management .b) A shift from Traditional HRM to Strategic HRM, HRM vs. SHRM. c) Challenges and Opportunities of Strategic HRM	
	2	Strategic HR Planning. a) The Strategic Planning Process. b) Linking HR Strategy with Business Strategy. c) HR Forecasting and Workforce Planning	
2		Strategic HR Practices	15hrs
	3	Talent Acquisition and Management. a) Strategic Recruitment and Selection. b) Talent Retention Strategies. c) Succession Planning	



	4	Performance Management Systems. a) Designing Performance Management Systems. b) Linking Performance Appraisal to Strategy Learning and Development. a) Strategic Training and Development b) Evaluating Training Effectiveness	
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	Strategic Compensation and Benefits		15 hrs
3	5	Compensation Strategies and Reward Systems. a) Strategic Compensation Planning. b) Strategic Use of Incentives and Rewards	
	6	Benefits Administration. a) Designing Employee Benefits Programs b) Legal and Ethical Considerations in Compensation	

	Emerging Trends and Issues in SHRM		10hrs
4	7	Global HRM Practices. a) Comparative Analysis of HR Practices: India vs. Global. b) Cross-Cultural Management and Global Talent Mobility. HR Analytics and Technology. a) Role of HR Analytics in Strategic Decision Making. b) Leveraging Technology for HR Effectiveness	
	8	Contemporary Issues in SHRM. a) Managing Workforce Diversity and Inclusion. b) Corporate Social Responsibility and Sustainable HRM c) Case Studies of Indian Organizations	

5	Teacher Specific Module		20
	<i>Directions</i>		

Essential Readings:

1. *Michael Armstrong, Armstrong's Handbook of Strategic Human Resource Management, 6th Edition, Kogan Page.*
2. *Gary Dessler, Human Resource Management, 15th Edition, Pearson Education.*
3. *Peter Boxall and John Purcell, Strategy and Human Resource Management, 4th Edition, Palgrave Macmillan.*
4. *Wayne F. Cascio, Managing Human Resources: Productivity, Quality of Work Life, Profits, 10th Edition, McGraw-Hill Education.*

Suggested Readings:

1. *Jeffrey A. Mello - Strategic Human Resource Management, 4th Edition, Cengage Learning.*
2. *Tanuja Agarwala - Strategic Human Resource Management, 1st Edition, Oxford University Press India.*



3. *Peter J. Dowling, Marion Festing, Allen D. Engle - International Human Resource Management, 7th Edition, Cengage Learning.*
4. *K. Aswathappa - Human Resource Management: Text and Cases, 8th Edition, McGraw-Hill Education India.*

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		50
Case Study (Practicum)		15 (P)
Presentation/ Case Study		10 (P)
Continuous Evaluation		25
a)	Test Paper- 1	7.5
b)	Test Paper-2	7.5
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100



KU8DSEBBA405: TRAINING AND DEVELOPMENT

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
VIII	DSE	400-499	KU8DSEBBA405	4	5

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
3	2	0	25T+10 P	50T+15P	100	1.5

Course Description:

This course describes the process of training and Development. Describes how training is different from learning and the three phases of learning and training. It examines the various process of creating and designing training programme and various ways to evaluate the return on investment and learning of training programmes. Latest technology based training methods, including online training, massive open online learning courses, Blended courses, flexible classrooms are dealt in detail.

Course Objective(s):

1. To understand the basic concepts of training and development
2. To know the importance and methodology of Training Needs Analysis process
3. To sensitize them to various methods of training and training evaluation
4. Understand the need for Cost benefit analysis of Training Programmes.

Course Outcomes:

CO No.	Expected Outcome	Learning



		Domains
1	Evaluate training and development Process and New technology based training g methods	U
2	Assess training need analysis and know its importance	An
3	Create and design training Programme with objective and content	An/A
4	Evaluate the training Programmes.	An

***Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)**

Mapping of Course Outcomes to PSOs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	1			4			
CO 2		2			5		
CO 3			3				
CO 4			3				
CO 5	1			4			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
		1	Introduction to Training
1	Training-Concept, Training Process, Methods of training, Training function in Traditional and Modern Organizations. Stakeholders in Training, Internal Customers, and their expectations.		



	2	Skills and Competencies for training. Technology in Training . Role of training and development in HRD Opportunities and challenges in training. OD and Training	
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	Training and Learning -two-way Process		15hrs
2	3	Knowledge, skill, action; training and learning; Three phases of learning;	
	4	The learning spiral for participants in the three phases of training	

	Training Needs Assessment		15 hrs
3	5	Training Needs Assessment: Concept, purpose and scope; Process of Needs assessment; Meaning of Skills gap assessment	
	6	Needs Assessment Techniques: Person Analysis, Task Analysis and Organization Analysis; Need assessment in practice	

	Training Process and Evaluating Training and follow up Support		10hrs
4	7	Fine tuning objectives and Preparing partners; Setting the stage; Four training methods; Design the training Program; Trainer and training styles;	
	8	Evaluating from Different angles, Evaluating Learning Objectives; Addressing four common imbalances, Determining Return on investment, determining costs, and benefits.	

	Teacher Specific Module		20
5	Technology Based Training Methods: <i>Developing Online training methods; Massive Open Online Courses; Blended Learning, Adaptive Learning, Flexible learning, Learning Management systems, Choosing New Technology methods</i>		

Essential Readings:

1. Training for Development Part 1 by Rolf P. Lynton and Udai Pareek, Sage Publications India Pvt. Ltd.), New Delhi, 2011



2. Training for Organizational Transformation, Part 2 by Rolf P. Lynton and Udai Pareek, Sage Publications India Pvt. Ltd.), New Delhi, 2000
3. Managing Performance through Training and Development, Eighth Edition Author(s): Alan M. Saks | Robert R. Haccoun, 2019, Cengage learning
4. Employee Training and Development | 9th Edition by Raymond A. Noe and Amitabh Deo Kodwani, 2019, McGraw Hill

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		50
Case Study (Practicum)		15 (P)
Presentation/ Case Study		10 (P)
Continuous Evaluation		25
a)	Test Paper- 1	7.5
b)	Test Paper-2	7.5
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100



KU8DSEBBA406: INTERNATIONAL FINANCIAL MANAGEMENT

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
VIII	DSE	400-499	KU8DSEBBA406	4	5

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
3	2	0	25T+10 P	50T+15P	100	1.5

Course Description:

Course Description: This course equips students with a comprehensive understanding of financial management in a globalized environment. Students will explore the impact of foreign exchange markets, international trade and investment, and global financial instruments on corporate financial decisions. The course also examines risk management techniques and explores the regulatory frameworks governing international financial transactions.

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	Remember the key participants and markets (Banks, Corporations, Governments, Foreign Exchange, Money Markets, Capital Markets) within the global financial system. Analyze the structure and function of the global financial system, evaluating its impact on international business decisions.	R,An,E
2	Understand the concept of comparative advantage. Apply this concept to identify potential international trade and investment opportunities. Evaluate the risks and rewards associated with these opportunities, considering factors like exchange rate fluctuations and political instability.	U,E,Ap



3	Remember the different types of foreign exchange exposure (Transaction, Translation, Economic). Understand their impact on a company's financial performance. Analyze various hedging techniques (Forward Contracts, Futures Contracts, Options) and create a customized hedging strategy to manage foreign exchange risk for a specific scenario	R,U,An,C
4	Understand the main international trade financing methods (Letters of Credit, Documentary Collections). Evaluate their effectiveness for mitigating risk. Apply these methods to support a hypothetical import/export transaction, considering relevant documentation and procedures. (R, E, A)	U,E,Ap
5	Understand key aspects of the regulatory environment governing international financial transactions, including trade regulations (World Trade Organization, Trade Barriers) and foreign exchange regulations. Analyze the impact of these regulations on international business activities.	U,An

***Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)**

Mapping of Course Outcomes to PSOs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	1			4			
CO 2		2			5		
CO 3			3				
CO 4			3				
CO 5	1			4			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS



		Introduction to International Financial Management	
1	1	The Global Financial System: Participants and Markets (Banks, Corporations, Governments, Foreign Exchange, Money Markets, Capital Markets).The Foreign Exchange Market: Spot and Forward Rates, Exchange Rate Determination Factors (Interest Rates, Inflation, Economic Policies), Impact on Businesses	15 hrs
	2	International Trade and Investment: Comparative Advantage, Trade Financing Methods (Letters of Credit, Documentary Collections), Foreign Direct Investment (FDI) Motives and Challenges	

		Foreign Exchange Risk Management	15hrs
2	3	Foreign Exchange Exposure: Transaction Exposure, Translation Exposure, Economic Exposure, and their Impact	
	4	Hedging Techniques: Forward Contracts, Futures Contracts, Options, Hedging Strategies. Currency Derivatives: Currency Swaps, Options, and their Role in Risk Management	

		International Financing	15 hrs
3	5	Sources of International Financing: Export Credit, International Bank Loans, Eurocurrency Market Instruments, Features, and Risk Considerations	
	6	Cost of Capital in a Global Context: Country Risk, Political Risk, and Impact on Investment Costs (basic concepts only). International Working Capital Management: Managing Receivables, Payables, and Working Capital in a Global Environment	

		The Regulatory Environment of International Finance	10 hrs
4	7	International Trade Regulations: World Trade Organization (WTO), Trade Barriers (Tariffs, Quotas), and their Implications.	
	8	Foreign Exchange Regulations: Government Regulations, Capital Controls, and their Impact. The Role of International Financial Institutions: International Monetary Fund (IMF), World Bank, and Global Financial Stability	



5	Teacher Specific Module	20

Essential Readings:

1. Prasanna Chandra, International Financial Management by P.G. Apte (Tata McGraw-Hill Education)
2. Global Financial Management by Madhu Vij (Taxmann Publications Ltd.)
3. International Trade and Finance by V.A. Avadhani (Himalaya Publishing House)
4. The Dynamics of International Financial Management by G.S. Gupta (Pearson Education India)

Suggested Readings:

1. Eun, C. H., & Rubenstein, R. I. (2023). International financial management (10th ed.). Pearson.
1. Madura, J., & Modigliani, F. (2021). International financial management (12th ed.). Cengage Learning.
2. Adcock, C., & Bell, S. (2019). The complete guide to international financial management. Wiley.
3. Capie, F. (2018). International financial markets. Oxford University Press.

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		50
Case Study (Practicum)		15 (P)
Presentation/ Case Study		10 (P)
Continuous Evaluation		25
a)	Test Paper- 1	7.5
b)	Test Paper-2	7.5
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100



KU8DSEBBA407: GOODS AND SERVICE TAX

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
VIII	DSE	400-499	KU8DSEBBA407	4	5

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
3	2	0	25T+10 P	50T+15P	100	1.5

Course Description:

The aim of this course is to enable the students to understand the concept of Goods and Services Tax, its components and its applicability. It will give an insight on the mechanism of GST in India and its chargeability on the goods and services based on various types of supplies. Further, it intends to develop a practical approach among students with regard to levy and collection of the GST.

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	The students will be able to build an in-depth knowledge on various aspects of GST and its mechanism	U
2	students will come to know about the concept of supply clearly as it is the foundation for imposing GST	U
3	To create awareness among the students about the application of GST	An/A
4	To develop practical skills with regard to computation of GST on various supply of goods and services.	An,Ap

***Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)**

Mapping of Course Outcomes to PSOs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7



CO 1	1			4			
CO 2		2			5		
CO 3			3				
CO 4			3				
CO 5	1			4			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
1		Introduction to GST	15 hrs
	1	Meaning and Definition- Evolution of GST in India- Defects in the earlier tax structure- Features of GST- Applicability of GST-	
	2	Types/Components of GST- Benefits of implementing GST- GST Council.	
2		GST Acts and Definitions	15 hrs
	3	The Central Goods and Services Tax Act- Definitions: Agent- Aggregate turnover- Agriculturist- Business- Casual taxable person-	
	4	Consideration- Goods- Input tax- Reverse charge- Services- Taxable person- Taxable supply- The Integrated Goods and Services Tax Act- Administration of IGST Act- SGST Act.	
3		Concept of Supply	15 hrs



	5	Meaning and scope of supply under CGST Act- Inward and outward supply- Composite supply- Principal supply- Mixed supply- Intra-state supply-	
	6	Activities to be treated as supply- Activities neither to be treated as supply of goods nor a supply of service	

	Levy and Collection of GST		10 hrs
4	7	Taxable person- Power to grant exemption from tax-	
	8	Time and value of supply of goods- Time of supply of services- Composition levy.	

5	Teacher Specific Module		20
	<i>Directions</i>		

Essential Readings:

1. Goods and Services Tax (G.S.T) – Dr. H.C Mehrotra and Prof. V. P Agarwal, SahityaBhawan Publications: Agra, 12th Revised Edition
2. Taxmann's GST Law and Practice – CA (Dr) ArpitHaldia, CA Mohammad Salim

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		50
Case Study (Practicum)		15 (P)
Presentation/ Case Study		10 (P)
Continuous Evaluation		25
a)	Test Paper- 1	7.5
b)	Test Paper-2	7.5
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100



KU8DSEBBA408: ADVANCED FINANCIAL MANAGEMENT

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
VIII	DSE	400-499	KU8DSEBBA408	4	5

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE	Total	
3	2	0	25T+10 P	50T+15P	100	1.5

Course Description:

This course covers strategic financial topics like capital budgeting, risk management, mergers and acquisitions, and valuation. It moves beyond basic calculations to develop the professional judgment of a senior financial advisor, preparing students to make complex, strategic decisions and recommendations for organizations in both private and public sectors. Key objectives include mastering advanced financial analysis techniques, developing strategic financial plans, and understanding the implications of financial decisions in the organisation

Course Outcomes:

CO No.	Expected Outcome	Learning Domains
1	To develop an understanding of principles of finance	U
2	To use this understanding for decision taking purposes	An
3	To understand financial policies of companies (capital budgeting, forms of financing etc.).	An/A
4	To understand the role of financial markets;	An
5	To appreciate risk and uncertainty for financial decision taking	A
6	To evaluate decision rules for investment and financing proposals	C



**Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)*

Mapping of Course Outcomes to PSOs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	1			4			
CO 2		2			5		
CO 3			3				
CO 4			3				
CO 5	1			4			

COURSE CONTENTS

Contents for Classroom Transaction:

M O D U L E	U N I T	DESCRIPTION	HOURS
1		Nature and Scope of Financial Management	15 hrs
	1	Nature and Scope of Financial Management. a) Meaning and Definition of Business Finance and Financial Management; b) Objectives of Financial Management	
	2	Finance Functions; a) Role and Functions of Finance Manager. Financial Decisions. a) Financing Decision, Dividend decision, Investment Decision	

2		Capital Structure Decisions	15 hrs
	3	Capital Structure Decisions. Cost of Different Sources of Capital: Concept of cost of capital, Significance of cost of capital, Computation of Component costs of capital: Cost of Debt; Cost of Preference Share Capital, Cost of Equity, Cost of Retained Earnings, Computation of	



		Composite Cost of Capital	
	4	Theories of Capital Structure: Net Income Approach; Net Operating Income Approach; Traditional Approach and Modigliani-Miller Approach; Concept of Optimum Capital Structure; Factors affecting Capital Structure. Operating and Financial Leverages: Meaning of leverage, Types of Leverages; Operating, Financial and Composite Leverages.	

		Investment Decisions	15 hrs
3	5	Investment decisions: Time Value of Money – Concept, Future Value of a single amount; Present Value of a single amount; Future Value of an Annuity; Present Value of an Annuity. Capital Budgeting Decisions	
	6	a) Concept of capital budgeting, Need, types and importance of capital investment decisions; b) Capital budgeting appraisal methods: Payback period method, Net Present Value Method, Internal Rate of Return method, and Present Value Index Method.	

		Management of Cash and Marketable Securities	10 hrs
4	7	Management of Cash and Marketable Securities: Motives for Holding Cash; Objectives of Cash Management; Factors Determining Cash Needs; Basic Strategies of Cash Management; a) Cash Management Techniques / Processes; Marketable Securities; and Cash Management Practices in India.	
	8	Receivable Management: a) Meaning, Objectives; Credit Policies; Credit Terms; and Collection Policies, b) Inventory Management - Objectives, Techniques.	

5		Teacher Specific Module	20
		<i>Directions</i>	

Essential Readings:

- Fundamentals of Financial Management: Van Horne, J. and Wachowicz Jr.
- Principles of Financial Management: Practice and Decisions: Aravind.M.
- Financial Management: Pandey I. M.
- Financial Management – Theory and Practice Chandra, P.
- Financial Management: Palanivelu, V.R.



Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		50
Case Study (Practicum)		15 (P)
Presentation/ Case Study		10 (P)
Continuous Evaluation		25
a)	Test Paper- 1	7.5
b)	Test Paper-2	7.5
c)	Assignment	5
d)	Seminar/Book/ Article Review/ Viva-Voce/Field Report	5
Total		100





PROJECT

KU8RPHBBA400: PROJECT IN MAJOR DISCIPLINE

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
VIII	Project	400-499	KU8RPHBBA400	8	8

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE Viva Voce	Total	
8	-	-	60	140	200	-

This course is designed for BBA Honours students, offering them an opportunity to delve deeply into a topic of their choice, under pinned by rigorous research and creative methodology. It is an invitation to embark on an academic voyage that prioritizes critical thinking, problem-solving, and innovation, all within the framework of scholarly research. Students will engage in a self-directed project that not only contributes to their field of study but also encourages a personal journey of discovery and intellectual growth.

PROJECT GUIDELINES

In Honours programme, the student should do a Project of 8-credits in Semester VIII.

The Project can be done in the same institution/ any other higher educational institution (HEI)/ research centre/ training centre.

The Project in Honours programme can be a short research work or an extended internship or a skill-based training programme.

A faculty member of the respective institution, where the student does the



Project, should be the supervisor of the Project.	
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FORMAT OF PROJECT REPORT	
<p>The report shall be printed and bound (preferably hard paper bound) with not less than 60 (A4 size) pages. The matter should be typed with double line spacing. The Font Size for the text should be 12 with style Times New Roman. One inch margin should be left on top and bottom of the page, as well as left and right side of the typed pages.</p> <p>1. Preface Section: Title page of the report – Declaration by the student – Certificate from supervisory faculty counter Signed by Head of the Institution. - Acknowledgement - Chapter content – List of tables- List of figures</p> <p>2.Executive Summary (Minimum one page)</p> <p>3.Chapters</p> <p>Chapter 1: Introduction :</p> <p>includes statement of the problem, objectives of the study, scope of the study, hypotheses if any, methodology employed, and limitations of the study</p> <p>Chapter2: Industry profile/Company profile/Product profile/ Unit of study</p> <p>Chapter 3: Review of literature</p> <p>The review should be conducted by referring similar nature of studies conducted in academic journals, books, magazines, newspapers and other published sources</p> <p>Chapter4: Data analysis and interpretation</p> <p>Data should be described and the collected data should be analyzed using appropriate tools</p> <p>Chapter5: Findings, Conclusion and Recommendations</p> <p>Bibliography</p> <p>It should be prepared based on the guidelines prepared and updated by the</p>	



American Psychological Association (APA style).	
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EVALUATION OF PROJECT	
<p>The evaluation of project work shall be done internally through continuous assessment mode by a committee internally constituted by the Department Council.</p> <p>The remaining 70% shall be awarded by the External Examiner appointed by the University.</p> <p>The scheme of continuous evaluation and the end-semester viva-voce of the project</p>	

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		140
Project Report		40
Methodology		20
Knowledge in Topic		20
Researcher's Contribution		20
Response to Questions		20
Communication		20
Continuous Evaluation		60
a)	Clarity of Report	15
b)	Creativity and Originality	15
c)	Methodology	15
d)	Viva-Voce	15
Total		200



KU8RPHBBA401: RESEARCH PROJECT IN MAJOR DISCIPLINE

Semester	Course Type	Course Level	Course Code	Credits	Hours/Week
VIII	Research Project	400-499	KU8RPHBBA401	12	12

Learning Approach (Hours/ Week)			Marks Distribution			Duration of ESE (Hours)
Lecture	Practical/ Internship	Tutorial	CE	ESE Viva Voce	Total	
12	-	-	90	210	300	-

This course is designed for BBA Honours with Research students, offering them an opportunity to delve deeply into a topic of their choice, under pinned by rigorous research and creative methodology. It is an invitation to embark on an academic voyage that prioritizes critical thinking, problem-solving, and innovation, all within the framework of scholarly research. Students will engage in a self-directed project that not only contributes to their field of study but also encourages a personal journey of discovery and intellectual growth.

PROJECT GUIDELINES

In Honours with Research Programme, the student should do a Project of 20 Credits in Semester VIII.

The Project can be done in the same institution or any other higher educational institution (HEI)/ research centre/ training centre.

The Project in Honours with Research programme is a main research work

A faculty member of the respective institution, where the student does the



Project, should be the supervisor of the Project.	
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FORMAT OF PROJECT REPORT	
<p>The report shall be printed and bound (preferably hard paper bound) with not less than 100 (A4 size) pages. The matter should be typed with double line spacing. The Font Size for the text should be 12 with style Times New Roman. One inch margin should be left on top and bottom of the page, as well as left and right side of the typed pages.</p>	
<p>1. Title Page</p> <p>The title page should succinctly capture the essence of the research while being inviting to a broad audience. It includes the thesis title, author's name, the institution, and the date. A compelling title can spark interest and set the stage for the narrative journey of the thesis.</p>	
<p>2. Abstract</p> <p>A well-crafted abstract serves as a microcosm of the research, providing a concise summary of the thesis's aim, methodology, findings, and implications. In this section, creativity lies in the ability to distil complex ideas into accessible language that entices a diverse readership.</p>	
<p>3. Dedication and Acknowledgments</p> <p>This section allows for personal expression, dedicating the work to individuals or groups who have been instrumental in the research journey. Acknowledgments give a human touch to the academic endeavour, highlighting the collaborative nature of knowledge creation.</p>	
<p>4. Table of Contents</p> <p>A navigational tool that should not only be functional but also reflective of the thesis's structure and creativity. Creative formatting and clear organization can make the table of contents an inviting roadmap to the thesis.</p>	
<p>5. Introduction</p> <p>The introduction lays the foundation, stating the research problem, objectives, and significance. Here, storytelling can be employed to weave a compelling narrative that frames the research question within a broader</p>	



context, making it relevant to real-life situations.

6. Literature Review

A critical survey of existing literature, this section is an opportunity to creatively synthesize and critique previous work, highlighting gaps the thesis aims to fill. The use of visual aids, such as mind maps or info graphics, can enrich this section by providing innovative summaries of complex academic dialogues.

7. Theoretical Framework

The theoretical frame work in research is a vital component that underpins and guides the entire research process. It serves as the foundation upon which the research is built, providing alens through which the study is conducted and understood. Essentially, the theoretical framework offers a structured approach to understanding, explaining, and making predictions about a given phenomenon or topic of interest. It does this by integrating concepts, theories, and models that are relevant to the research question or problem.

8. Methodology

Detailing the research design, methods, and analysis techniques, this section benefits from clarity and precision. Creative methodologies that utilize emerging technologies or inter disciplinary approaches can be highlighted here, showcasing the thesis's innovative edge.

9. Results and Discussion

This section presents the findings and interprets their implications. Creativity can be expressed through the use of visual story telling with charts, graphs, and illustrations to make data compelling and digestible. A narrative approach to discussing the results can link them to broader themes and real-world implications.

10. Conclusion and Recommendations

The conclusion synthesizes the findings, reflects on the research's limitations, and suggests future research directions. This section can be an avenue for visionary thinking, proposing creative applications of the research and its potential impact on society.

11. References



	<p>Adherence to academic standards is crucial in the references section, but creativity can be shown in the organization and presentation style, making it easier for readers to explore the cited works.</p> <p>12. Appendices</p> <p>This section can house supplementary material in various formats, including datasets, code, questionnaires, or multi media elements. Creatively integrating digital content can enhance the thesis's accessibility and engagement.</p> <p>13. Digital and Interactive Elements</p> <p>Incorporating digital elements like hyperlinks to datasets, online platforms for interactive visualizations, or even augmented reality (AR) experiences can revolutionize the way findings are presented and engaged with.</p>	
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EVALUATION OF PROJECT		
	<p>The evaluation of project work shall be done internally through continuous assessment mode by a committee internally constituted by the Department Council.</p> <p>The remaining 70% shall be awarded by the External Examiner appointed by the University.</p> <p>The scheme of continuous evaluation and the end-semester viva-voce of the project</p>	



Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		210
Project Report		60
Methodology		30
Knowledge in Topic		30
Researcher's Contribution		30
Response to Questions		30
Communication		30
Continuous Evaluation		90
a)	Clarity of Report	20
b)	Creativity and Originality	20
c)	Methodology	20
d)	Viva-Voce	30
Total		300

