

# **BBA (BUSINESS ANALYTICS) (CBCS) SYLLABUS**

**FACULTY OF MANAGEMENT  
DEPARTMENT OF BUSINESS MANAGEMENT  
OSMANIA UNIVERSITY  
HYDERABAD -500007**



**University with Potential for Excellence**

**(Accredited by NAAC with A+ Grade)**

**BBA (BA) COURSE STRUCTURE AND SYLLABUS AS PER CBCS  
GUIDELINES**

**2021-22**

**I YEAR  
SEMESTER – I**

<b>Course Code</b>	<b>Course Title</b>	<b>HPW T+P</b>	<b>Credit s</b>	<b>Exam Hrs.</b>	<b>Marks</b>
<b>ELS 1</b>	English (First Language) – 1	<b>4</b>	<b>4</b>	<b>3</b>	<b>80 U + 20 I</b>
<b>SL 1</b>	Second Language – 1	<b>4</b>	<b>4</b>	<b>3</b>	<b>80 U + 20 I</b>
<b>AECC 1</b>	Environmental Studies	<b>2</b>	<b>2</b>	<b>1 ½</b>	<b>40 U + 10 I</b>
<b>DSC 101</b>	Principles of Management	<b>5</b>	<b>5</b>	<b>3</b>	<b>80 U + 20 I</b>
<b>DSC 102</b>	Business Mathematics	<b>5</b>	<b>5</b>	<b>3</b>	<b>80 U + 20 I</b>
<b>DSC 103</b>	Introduction to Information Technology	<b>3T+4P</b>	<b>5</b>	<b>1 ½</b>	<b>50 U + 35 P+15I</b>
	<b>Total</b>	<b>27</b>	<b>25</b>		

**SEMESTER – II**

<b>Course Code</b>	<b>Course Title</b>	<b>HPW T+P</b>	<b>Credit s</b>	<b>Exam Hrs.</b>	<b>Marks</b>
<b>ELS 2</b>	English (First Language) – 2	<b>4</b>	<b>4</b>	<b>4</b>	<b>80 U + 20 I</b>
<b>SL 2</b>	Second Language – 2	<b>4</b>	<b>4</b>	<b>4</b>	<b>80 U + 20 I</b>
<b>AECC 2</b>	Basic Computer Skills	<b>2</b>	<b>2</b>	<b>1 ½</b>	<b>40 U + 10 I</b>
<b>DSC 201</b>	Business Economics	<b>5</b>	<b>5</b>	<b>3</b>	<b>80 U + 20 I</b>
<b>DSC 202</b>	Financial Accounting	<b>5</b>	<b>5</b>	<b>3</b>	<b>80 U + 20 I</b>
<b>DSC 203</b>	Introduction to Business Analytics	<b>5</b>	<b>5</b>	<b>3</b>	<b>80 U + 20 I</b>
	<b>Total</b>	<b>25</b>	<b>25</b>		

**BBA BUSINESS ANALYTICS (CBCS)****OU****II YEAR****SEMESTER – III**

<b>Course Code</b>	<b>Course Title</b>	<b>HPW T+P</b>	<b>Credits</b>	<b>Exam Hrs.</b>	<b>Marks</b>
<b>ELS 3</b>	English (First Language) – 3	<b>3</b>	<b>3</b>	<b>3</b>	<b>80 U + 20 I</b>
<b>SL 3</b>	Second Language – 3	<b>3</b>	<b>3</b>	<b>3</b>	<b>80 U + 20 I</b>
<b>SEC 1</b>	a) Communication Skills b) Professional Skills	<b>2</b>	<b>2</b>	<b>1 ½</b>	<b>40 U + 10 I</b>
<b>SEC 2</b>	a) Basic Quality Management b) Advanced Computer Skills	<b>2</b>	<b>2</b>	<b>1 ½</b>	<b>40 U + 10 I</b>
<b>DSC 301</b>	Basics of Marketing	<b>5</b>	<b>5</b>	<b>3</b>	<b>80 U + 20 I</b>
<b>DSC 302</b>	Management Science	<b>5</b>	<b>5</b>	<b>3</b>	<b>80 U + 20 I</b>
<b>DSC 303</b>	Descriptive Business Analytics (Practical EXCEL)	<b>3 T + 4 P</b>	<b>5</b>	<b>1 ½</b>	<b>50 U + 35L+15I</b>
	<b>Total</b>	<b>27</b>	<b>25</b>		

**SEMESTER – IV**

<b>Course Code</b>	<b>Course Title</b>	<b>HPW T+P</b>	<b>Credits</b>	<b>Exam Hrs.</b>	<b>Marks</b>
<b>ELS 4</b>	English (First Language) – 4	<b>3</b>	<b>3</b>	<b>3</b>	<b>80 U + 20 I</b>
<b>SL 4</b>	Second Language – 4	<b>3</b>	<b>3</b>	<b>3</b>	<b>80 U + 20 I</b>
<b>SEC 3</b>	a) Leadership and Management Skills b) Universal Human Values	<b>2</b>	<b>2</b>	<b>1 ½</b>	<b>40 U + 10 I</b>
<b>SEC 4</b>	a) Business Policy & Strategy b) Business Law	<b>2</b>	<b>2</b>	<b>1 ½</b>	<b>40 U + 10 I</b>
<b>DSC 401</b>	Human Resource Management	<b>5</b>	<b>5</b>	<b>3</b>	<b>80 U + 20 I</b>
<b>DSC 402</b>	Financial Management	<b>5</b>	<b>5</b>	<b>3</b>	<b>80 U + 20 I</b>
<b>DSC 403</b>	Predictive Business Analytics (Practical EXCEL)	<b>3T+4P</b>	<b>5</b>	<b>1 ½</b>	<b>50 U + 35 L+15I</b>
	<b>Total Semester Credits</b>	<b>27</b>	<b>25</b>		

**III YEAR  
SEMESTER V**

Course Code	Course Title	HPW T+P	Credits	Exam Hrs.	Marks
<b>ELS 5</b>	English (First Language) – 5	<b>3</b>	<b>3</b>	<b>3</b>	<b>80 U + 20I</b>
<b>SL 5</b>	Second Language – 5	<b>3</b>	<b>3</b>	<b>3</b>	<b>80 U + 20I</b>
<b>GE 1</b>	Entrepreneurship Development	<b>5</b>	<b>4</b>	<b>3</b>	<b>80U + 20I</b>
<b>DSE 501</b>	a) Big Data Analytics b) Data Warehousing & Data Mining	<b>5</b>	<b>5</b>	<b>3</b>	<b>80 U + 20I</b>
<b>DSE 502</b>	a) Financial Markets and Services (F) b) Brand Management (M) c) Organizational Development (HR)	<b>5</b>	<b>5</b>	<b>3</b>	<b>80 U + 20I</b>
<b>DSE 503</b>	a) Financial Analytics – I (F) b) Marketing Analytics – I (M) c) HR Analytics – I (HR)	<b>3T+4P</b>	<b>5</b>	<b>3</b>	<b>50 U + 35 L+15I</b>
	<b>Total Semester Credits</b>	<b>30</b>	<b>25</b>		

**Electives**

(F) Finance

(M) Marketing

(HR) Human Resource Management

**SEMESTER – VI**

Course Code	Course Title	HPW T+P	Credits	Exam Hrs.	Marks
<b>ELS 6</b>	English (First Language) – 6	3	3	3	80 U + 20 I
<b>SL 6</b>	Second Language – 6	3	3	3	80 U + 20 I
<b>DSC 601</b>	a) Business Intelligence & Data Visualization b) Business Analytics Programming	3T+4P	5	3	50 U + 35 L+15I
<b>DSE 602</b>	a) Banking (F) b) Buyer Behaviour (M) c) Leadership and Change Management (HR)	5	5	3	80 U + 20 I
<b>DSE 603</b>	a) Financial Analytics – II (F) b) Marketing Analytics – II (M) c) HR Analytics – II (HR)	3T+4P	5	3	50 U + 35L+15I
<b>PR 601</b>	Project Report	4	3		Grade
<b>CV 601</b>	Comprehensive Viva-Voce		1		Grade
	<b>Total</b>	<b>29</b>	<b>25</b>		
	<b>Total of All Semesters</b>	<b>150</b>	<b>150</b>		

**Electives****(F) Finance****(M) Marketing****(HR) Human Resource Management**

**\* Project Report and Viva Voce will be evaluated for 100 marks each and converted to Grade**

**ELS:** English Language Skill; **SL** – Second Language; **AECC:** Ability Enhancement Compulsory Course; **SEC:** Skill Enhancement Course; **DSC:** Discipline Specific Course; **DSE:** Discipline Specific Elective; **GE:** Generic Elective; **Th:** Theory; **Tu:** Tutorial; **L:** Lab; **I:** Internal Exam; **U:** University Exam; **P:** Practical; **PR:** Project Report; **CV:** Viva-Voce Examination; **F:** Finance; **M:** Marketing; **HR:** Human Resource Management

**Note:** A student must choose one subject each from SEC 1, SEC 2, SEC 3 and SEC 4 respectively. Syllabus for Skill Enhancement Courses specified by UGC shall be taken from UGC - Jeevan Kaushal.

For DSE 501 and 601 student may choose any one elective of the two choices offered.

In the case of DSE 502, 503, 602 and 602, the student must study subjects according to the specialization chosen i.e., Finance, Marketing, or HR electives in Semester V and VI.

OSMANIA UNIVERSITYPROPOSED SCHEME FOR CHOICE BASED CREDIT SYSTEMS (CBCS) INBBA PROGRAMME

Sl.No.	Course Category	No. of Courses	Credits per Course	Credits
1.	English Language	4	4/3	20
2.	MIL	4	4/3	20
3.	AECC	2	2	4
4.	SEC	4	2	8
5.	GE	1	4	4
6.	Project Report	1	3	3
7.	Viva-voce	1	1	1
8.	DSC	14	5	60
9.	DSE	6	5	30
	<b>Total</b>	<b>36</b>		<b>150</b>
<b>Credits Under NON – CGPA</b>		<b>NSS/NCC/Sports/ Extra Curricular</b>	<b>Up to 6 (2 in each year)</b>	
		<b>Summer Internship</b>	<b>Up to 4 (2 in each after I &amp; II years)</b>	

Note:

- 1) ) Lab exam wherever mentioned will be assessed through a practical exam.
- 2) At the end of third year there will be a comprehensive viva-voce on all subjects studied & project undertaken during sixth semester and evaluation of project report.
- 3) Case studies and live data must be provided to students wherever possible.
- 4) Colleges are instructed to have tutorial/practicals as applicable for every subject through group/individual student presentations, assignments, mini projects etc. and make the curriculum more student centric as per the latest guidelines of UGC.
- 5) Faculty are advised to provide resources from E-Learning Platforms to students from the platforms mentioned below and any other.

**E-Learning Platforms**

There are several ICT initiatives of the MHRD, UGC and its Inter University Centres (IUCs) - Information and Library Network (INFLIBNET) and Consortium for Educational Communication (CEC), in the form of digital platforms which can be accessed by the teachers, students and researchers in Universities and Colleges for broadening their horizon of learning. Following is the list of some of the ICT initiatives along with their access links:

- **SWAYAM On-line Courses:** provides access to best teaching learning resources which were earlier delivered on the SWAYAM Platform may be now viewed by any learner free of cost without any registration. Students/learners who registered on SWAYAM (swayam.gov.in) in the January 2020 semester can continue their learning as usual.
- **UG/PG MOOC:** hosts learning material of the SWAYAM UG and PG (Non-Technology) archived courses.
- **e-PG Pathshala:** hosts high quality, curriculum-based, interactive e-content containing 23,000 modules (e-text and video) in 70 Post Graduate disciplines of social sciences, arts, fine arts and humanities, natural & mathematical sciences.
- **e-Content courseware in UG subjects:** e-content in 87 Undergraduate courses with about 24,110 e-content modules is available on the CEC website at <http://cec.nic.in/>
- **SWAYAMPARBHA:** is a group of 32 DTH channels providing high quality educational curriculum based course contents covering diverse disciplines such as arts, science, commerce, performing arts, social sciences and humanities subjects, engineering, technology, law, medicine, agriculture etc to all teachers, students and citizens across the country interested in lifelong learning. These channels are free to air and can also be accessed through your cable operator. The telecasted videos/lectures are also as archived videos on the Swayamprabha portal.



**CEC-UGC YouTube channel:** provides access to unlimited educational curriculum based lectures absolutely free. The Consortium for Educational Communication popularly known as CEC is one of the Inter University Centres set up by the University Grants Commission of India. It has been established with the goal of addressing the needs of Higher Education through the use of powerful medium of Television alongwith the appropriate use of emerging Information Communication Technology (ICT)

- **National Digital Library:** is a digital repository of a vast amount of academic content in different formats and provides interface support for leading Indian languages for all academic levels including researchers and life-long learners, all disciplines, all popular form of access devices and differently-abled learners.
- **Shodhganga :** is a digital repository platform of 2,60,000 Indian Electronic Theses and Dissertations for research students to deposit their Ph.D. theses and make it available to the entire scholarly community in open access.
- **e-Shodh Sindhu:** provides current as well as archival access to more than 15,000 core and peer-reviewed journals and a number of bibliographic, citation and factual databases in different disciplines from a large number of publishers and aggregators to its member institutions including centrally-funded technical institutions, universities and colleges that are covered under 12(B) and 2(f) Sections of the UGC Act.
- **Vidwan:** is a database of experts which provides information about experts to peers, prospective collaborators, funding agencies policy makers and research scholar in the country.

# I - SEMESTER

**COURSE CODE: AECC -1**  
**COURSE: ENVIRONMENTAL STUDIES**

**COURSE OBJECTIVES:**

1. To create awareness about environmental problems among people.
2. To develop attitude of concern for the environment in the students.
3. To help students to explore possible solutions of environmental problems, and to lay the foundation for a fully informed and active participation of individual in the protection of environment and the prudent and rational use of natural resources.

**COURSE OUTCOMES:**

1. Understand the transactional character of the environmental problems and ways of addressing them, including the interaction across local and global scales.
2. Appreciate the ethical, cross-cultural, and historical context of environmental issues and the links between human and natural systems.
3. Understand the importance of sustainable development and modern approaches that enable humans to protect the environment.

**UNIT - I: ECOSYSTEM, BIODIVERSITY & NATURAL RESOURCES –**

Definition, Scope & Importance of Environmental Studies. Structure of Ecosystem – Abiotic & Biotic components Producers, Consumers, Decomposers, Food chains, Food webs, Ecological pyramids). Function of an Ecosystem: Energy flow in the Ecosystem (Single channel energy. (Flow model). Definition of Biodiversity, Genetic, Species & Ecosystem diversity, Hot spots of Biodiversity, Threats to Biodiversity, Conservation of Biodiversity (Insitu & Exsitu). Renewable & Non – renewable resources, Brief account of Forest , Mineral & Energy (Solar Energy & Geothermal Energy) resources Water Conservation, Rain water harvesting & Watershed management.

**UNIT - II: ENVIRONMENTAL POLLUTION, GLOBAL ISSUES & LEGISLATION**

Causes, Effects & Control measures of Air Pollution, Water Pollution. Solid Waste Management. Global Warming & Ozone layer depletion. Ill – effects of Fire- works Disaster management – floods, earthquakes & cyclones Environmental legislation :- (a) Wild life Protection Act (b) Forest Act (c) Water Act (d) Air Act Human Rights, Women and Child welfare, Role of Information technology in environment and human health.

**FIELD STUDY:** Pond Ecosystem, Forest Ecosystem.

**SUGGESTED BOOKS**

1. Environmental Studies - from Crisis to Cure – by R. Rajagopalan Oxford University Press.
2. Text book of Environmental Studies for Undergraduate Courses by Erach Bharucha
3. Environmental Studies- Anubha Kaushik- New Age
4. Environmental Studies- Daniels- Wiley A Text book of Environmental Studies by Dr.D.K.Asthana and Dr. Meera Asthana S Chand Publication

**COURSE CODE: DSC - 101****COURSE: PRINCIPLES OF MANAGEMENT****COURSE OBJECTIVES:**

1. To enable the students to study the evolution of management.
2. To study the functions and principles of management.
3. To learn the application of the principles in an organization
4. To study the system and process of effective controlling in the organization.

**COURSE OUTCOMES:**

1. Students will be able to have clear understanding of managerial functions.
2. Understand planning process in the organization
3. Learn the principles of Organizing
4. Understand the concept and process of Staffing
5. Demonstrate the ability to directing, leadership and communicate effectively

**UNIT - I: INTRODUCTION TO MANAGEMENT:** Meaning, definition, concept, scope and principles of management; Evolution of management thought - Management theories- classical, behaviour, system, contingency and contemporary perspectives on management. Management art or science and management as profession. Process and levels of Management. Introduction to Functions (POSDCORB) of Management.

**UNIT - II: PLANNING – IMPORTANCE:** Planning – Importance, objectives, process, policies and procedures, types of planning, Decision making - Process of decision making, Types of decision, Problems involved in decision making.

**UNIT - III: ORGANIZING:** Meaning, importance, principles of organizing, span of management, Patterns of organization – formal and informal organizations, Common organizational structures; departmentalization, Authority- delegation, centralization and decentralization, Responsibility – line and staff relationship;

**UNIT - IV: STAFFING:** Sources of recruitment, Selection process, Training, Directing, Controlling – Meaning and importance, Function, span of control, Process and types of Control, Motivation, Co-ordination – Need and types and techniques of co-ordination - Distinction between coordination and co-operation - Requisites for excellent co-ordination - Systems Approaches and co-ordination.

**UNIT - V: EMERGING ISSUES IN MANAGEMENT:** Total Quality management, Technology Management, Talent and Knowledge Management, Leadership, Organizational change and Development, Corporate Social responsibility.

**SUGGESTED BOOKS**

1. Robbins, S. P., & DeCenzo, A. D. Fundamentals of Management. New Delhi: Pearson Education.
2. Harold Koontz & Heinj Weihrich, Essentials of Management, Tata McGraw-Hill Education, New Delhi.
3. T.Ramasamy Principles of Management, Himalaya Publishing House, Mumbai.
4. L.M. Prasad, Principle and Practice of Management, Sultan Chand and Sons
5. Gupta, Sharma and Bhalla; Principles of Business Management; Kalyani Publications
6. P.C. Tripathi & P.N. Reddy Principles of Management, Tata McGraw-Hill Education, New Delhi.
7. Singh, "Principles and Practices of Management and Organizational Behaviour, Sage Publication.
8. Ganguly, Principles of Management, Cengage Publications.

**COURSE CODE: DSC - 102****COURSE: BUSINESS MATHEMATICS****COURSE OBJECTIVES:**

1. To learn mathematical functions
2. To learn Set theory and Differentiation
3. To learn the concept of integration and Matrix Algebra

**COURSE OUTCOMES:**

1. To apply mathematical concepts for business decision making
2. To solve business problems using mathematical techniques.
3. To have strong conceptual knowledge in Business Mathematics

**UNIT – I: FUNCTIONS:** Introduction – Concept – Types of functions – Linear, Quadratic, Polynomial, Exponential and Logarithmic- Special types of functions – Function related to Business and Economics. Interest- Simple and Compound, Discounts, Theory of Indices: Laws, Negative, Fractional Indices – Arithmetic, Geometric Progressions, Applications.

**UNIT – II: THEORY OF SETS:** Introduction – Set Theory Definition, Types of sets: Universal, Power, Super, Equal Sets and Venn Diagrams – Set Operations: Union of Two sets, Intersection of Two sets, Complement of sets, Difference of Two sets – Theorems: Associative, Distributive, De Morgan's Laws – Set Relation and Applications: Permutation and combinations,

**UNIT – III: DIFFERENTIATION:**

Introduction – Concept of Derivative – Physical and Geometrical Meaning – Increasing and Decreasing function – Maxima and Minima. Applications of Differentiation, Revenue function (Excluding Trigonometric functions).

**UNIT – IV: CONCEPT OF INTEGRATION:**

Introduction - Fundamental formulate – Properties - Method of Integration - Substitution Method only Simple Applications, Revenue functions, Cost function, Profit function (Excluding Trigonometric function).

Vectors: Vectors and types of vectors, linear dependence of Vectors and independence of Vectors.

**UNIT – V: MATRIX ALGEBRA:**

Introduction – Definition – Symbol, Order of a Matrix – Row, Column matrix – Operations of Matrices – Matrix Multiplication – Determinant of a matrix – Inverse of a Matrix – Rank of Matrix - Application of matrix. Systems of Linear Equations and their solution using matrices.

**SUGGESTED BOOKS**

1. M. Raghavachary, "Mathematics for Management", Tata McGraw Hill, 2006
2. J.K. Singh, "Business Mathematics", Himalaya Publishing House, Education 2007.
3. Sanchetti, D.C. Kapoor, "Fundamentals of Mathematics", Sultan Chand & Sons.
4. Paul A. Samuelson, "Economics", Tata Mc Grow Hills.
5. G. Srinivasa / Deepa George, Business Mathematics and Statistic, New age International Publishers.

**COURSE CODE: DSC - 103**  
**COURSE: INTRODUCTION TO INFORMATION TECHNOLOGY**

**COURSE OBJECTIVES**

1. The Objective of this course is to familiarize management students to basics of IT, its applications and importance to present day management and organization.
2. The focus of the subject is on introducing skills relating to IT basics, computer applications, programming, interactive medias, Internet basics etc.

**COURSE OUTCOMES**

1. Demonstrate that the student can use a personal computer or mobile device for accessing the internet and use basic computer applications such as e-mail, PowerPoint, Excel and common webpage creation tools.
2. Application of a variety of information technologies to their own work, demonstrating their competence in researching, creating, and presenting projects using a variety of digital information tools.
3. Use digital technology in research, analysis, and critical inquiry.

**UNIT - I : INTRODUCTION TO IT :** Computer Systems- Hardware -I/O devices, Memory devices, Processors-Software - classification of software- systems software, Application software- Operating Systems- Definition- Types of OS- Understanding of GUI- Networks- Definition- Types of Network- LAN, WAN- Network Topologies- Physical Communication Media-TCP/IP, OSI Model.

**UNIT – II : INTRODUCTION TO IS :** Definition of Data, Information & Knowledge, IS- MIS, DSS, Expert Systems–Types of IS- Operation, Tactical, Strategic IS- Executives Information Systems (EIS) – Definitions- Data Base, DBMS, Advantages & Disadvantages of DBMS-Ethical and Social Issues in IS.

**UNIT - III : MULTIMEDIA CONCEPTS :** Definition of Multimedia - Multimedia devices - Multimedia Formats - Audio formats- Video formats - Compression/ Decompression issues - Business Applications of Multimedia.

**UNIT – IV : INTERNET & SECURITY ISSUES :** Internet – History- Internet Addressing and architecture-WWW – Architecture-Browser-Servers- Search engines -Internet Services- Email- Chatting- Messaging- Groups- Social Networking- Internet in Business- definition of e-commerce, m-commerce- types of online business-Security Issues in Internet.



**UNIT – V : OFFICE MANAGEMENT APPLICATIONS** : Intranets, Extranets, VPN- Internet Telephony - Group ware- audio and video Conferencing- Wireless Communication - WLANS- Definitions of Blue tooth - Wi Fi- Wi Max – RFID - Use of Spreadsheets for office - spread sheet applications (MS-EXEL) - Use of Databases for the Office (MS-ACCESS) - Database applications.

**SUGGESTED BOOKS**

1. Kenneth C. Laudon & Jane P. Laudon - Management Information Systems - Managing the Digital Firm, Pearson Education.
2. Turban, McLean, Wetherbe- Information Technology For Management, Wiley Student Edition.
3. Leonard Jessup, Joseph Valacich, Information Systems Today, Why IS matters, Pearson Education.
4. Effy Oz- Management Information Systems, Thomson
5. Wali, Information Technology for Management, Wiley

# II - SEMESTER

**COURSE CODE: AECC – 2**  
**COURSE: BASIC COMPUTER SKILLS**

**COURSE OBJECTIVES:**

1. To enable students to understand basic computer concepts related to day-to-day environment.
2. To know the different input and output devices that makes a computer operational.
3. To understand Information systems and Word processors.

**COURSE OUTCOMES:**

Upon the Completion of the course, students will be able to:

1. Identify basic terms, concepts, and functions of computer system components.
2. Select and use the appropriate software application to complete a particular task such as Word, Processing skills to create, save, modify business documents
3. Identify basic concepts and procedures for creating, viewing, and managing files, and folders for different operating systems.
4. Identify basic concepts of organization and procedures for creating and viewing will software presentation such as PowerPoint.

**UNIT – I: INTRODUCTION TO COMPUTATION AND COMPUTERS:**

Introduction to Computation and Computers-Components of computer CPU-Types of Memory-Types of computers - Software- Hardware Definition. Introduction To Input Devices - Input devices (keyboard, MICR, OCR, OMR)- Graphic input devices (Mouse, Graphic Tablet, Joystick), output devices (Printers - Impact & non-impact printer)- Introduction to Software-classification of software - Evolution of operating system- Functions of operating system-Types of operating systems

**UNIT - II: INTRODUCTION TO WORD PROCESSING:** Creating - Editing and saving documents - Formatting features of word processing - Working with tables and graphs - Preview and printing documents. Word Process : Presentation – Preparing slideshows - Creating, Editing and Saving slide shows - Templates - Animations – Built-in presentations - Customised presentations

**SUGGESTED BOOKS**

1. A.K.Sharma, Computer Fundamentals, University Press.
2. Alexis Leon & Mathews Leon Introduction to Computers, Tata Mc Graw Hill,
3. Turban, Rainer, Potter, Introduction to Information Technology, John Wiley & Sons
4. Anita Goel, Computer Fundamentals, Pearson, Anita Goel
5. Raja Raman, Fundamentals of Computers, PHI
6. Tulasi Ram, Basics of Computer Skills, HPH
7. Srivastav, Fundamentals of Computers and Information System, Wiley
8. Renuka and others, Basics of Computer Skills, PBP

**COURSE CODE: DSC – 201****COURSE: BUSINESS ECONOMICS****COURSE OBJECTIVES:**

1. The purpose of this course is to apply micro economic concepts and tools for analyzing business problems.
2. To make students aware of cost concepts.
3. To make accurate decision pertaining to individual firms.
4. To understand tools and techniques of micro economics.
5. To make the student understand market structure and dynamics.

**COURSE OUTCOMES:**

1. Upon the Completion of the course, students will be able to have clear understanding of the concept of the various constituents of environment and their impact on businesses.
2. Understand the concepts of Elasticity of demand, Perfect and Imperfect competitions in the market.

**UNIT - I: BUSINESS ECONOMICS NATURE AND SCOPE:** Introduction to business Economics-Characteristics-Nature and scope concept of opportunities Cost- Incremental Cost- Time perspective-Discounting and Equi-Marginal Principle

**UNIT – II: DEMAND CONCEPTS & ELASTICITY OF DEMAND :** Concept of Demand Determinants of Demand- Law of Demand- Exception to the law of demand- Elasticity of Demand- Types of demand elasticity- Uses of demand elasticity- Concept of Supply- Determinants of Supply-Law of Supply-Elasticity of Supply.

**UNIT – II: PRODUCTION AND COST CONCEPTS :** Theory of production- Production function- Input output combination-Short run production laws, Law of diminishing marginal returns to scale- ISO-quant curves, ISO-cost curves

**UNIT – IV: BUDGET LINE :** Cost concepts- Cost classification-CVP Analysis-short run cost curves and long run cost curves-Experience curve-Economies and diseconomies to the scale- Economies of scope.

**UNIT – V: MARKET STRUCTURES AND PRICING :** Concept of market structures- Perfect competition market and price determination- Monopoly and abnormal profits- Monopolistic Competition-Price Discrimination-Oligopoly-Features of oligopoly- Syndicating in oligopoly-Kinked demand curve- Price leadership and market positioning.

**SUGGESTED BOOKS**

1. Mc Connell, Brue and Flynn, Economics, Tata Mc Graw Hill
2. Dr. D N Mithani, Managerial Economics Theory and Application, HPH
3. Varshney & Maheswari, Managerial Economics, Juptan Publication, New Delhi
4. Lipsey and Chrystal, Economics, International Oxford University Press.
5. Kutosynnis, Modern Micro Economics, Mac Millan Publishers
6. Rubin field and Mehathe, Micro Economics, Pearson Publishers.
7. Venugopal & Ramakrishna, Business Economics, Dreamtech Press

**COURSE CODE: DSC – 202**  
**COURSE: FINANCIAL ACCOUNTING**

**COURSE OBJECTIVES :**

1. To familiarize students with the mechanics of preparation of financial statements
2. To understand corporate financial statements.
3. To analysis and interpret financial statements
4. To learn Ratio analysis
5. To gain knowledge of Indian Accounting Standards

**COURSE OUTCOMES:**

1. Understand the Accounting Process
2. Preparation of Journal, Ledger, Trial Balance and Final Accounts
3. Analyse performance of companies using ratio Analysis
4. Understand the need and importance of Accounting Standards

**UNIT - I: INTRODUCTION TO FINANCIAL ACCOUNTING :** Accounting as an Information System - Importance and Scope - Limitations - Uses of accounting information - Accounting Principles - Accounting Concepts

**UNIT - II: TYPES OF BOOKS (PRIMARY AND SECONDARY) :** Nature of Accounts - The Accounting Equation - Rules of Debit and Credit - Recording Transactions in Journal - Preparation of Ledger Accounts - Ledger balancing - Opening and Closing Entries - Preparation of Trial Balance

**UNIT - III: PREPARATION OF FINANCIAL STATEMENTS :** Trading Account - Profit & Loss Account and Balance Sheet - Adjustment Entries - Understanding contents of financial statements of a joint stock company as per the Companies Act 2013

**UNIT - IV : FINANCIAL STATEMENT ANALYSIS USING RATIOS :** Financial statement analysis - Sources of information - Techniques of financial statement analysis - Horizontal analysis - Vertical analysis and Ratio Analysis - Financial Ratios - Meaning and Usefulness of Financial Ratios - Analysis of ratios - Liquidity Ratios - Solvency Ratios - Profitability Ratios and Turnover Ratios - Limitations of ratio analysis

**UNIT – V :** Accounting standards – their rationale and growing importance in global accounting environment, Generally Accepted Accounting Principles (GAAP) Vs. Accounting Standards Vs. International Financial Reporting Standards (IFRS).

**SUGGESTED BOOKS**

1. Tulsian, P.C., Financial Accounting, Pearson
2. T.S. Grewal & S.C. Gupta, Introduction to Accountancy, Sultan Chand
3. Goyal, Accounting for Managers, Wiley
4. Haneef and Mukherjee, Financial Accounting, McGraw Hill
5. Maheshwari, Maheshwari & Maheshwari, S.K. , Financial Accounting, Vikas Publishing House Pvt. Ltd.
6. Jain, S.P. & Narang, K.L., Advanced Accountancy, Kalyani Publishers
7. Ambarish Gupta, Financial Accounting for Management: An Analytical Perspective, Pearson Education

**COURSE CODE: DSC – 203**  
**COURSE: INTRODUCTION TO BUSINESS ANALYTICS**

**COURSE OBJECTIVES:**

1. To gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making.
2. To become familiar with the processes needed to develop, report, and analyze business data.
3. To learn how to use and apply Excel and Excel add-ins to solve business problems.

**COURSE OUTCOMES:**

1. To understand the Business Analytics in practice
2. To understand concepts of Descriptive Analytics
3. To learn about Data mining for business
4. To understand concepts of Prescriptive Analytics
5. To learn about the R environment

**Unit – I: INTRODUCTION TO BUSINESS ANALYTICS:** Definition of Business Analytics, Categories of Business Analytical methods and models, Business Analytics in practice, Big Data - Overview of using Data, Types of Data- Business decision modeling.

**Unit – II: DESCRIPTIVE ANALYTICS:** Overview of Description Statistics (Central Tendency, Variability), Data Visualization -Definition, Visualization Techniques – Tables, Cross Tabulations, charts, Data Dashboards using Advanced Ms-Excel or SPSS.

**Unit – III: PREDICTIVE ANALYTICS:** Trend Lines, Regression Analysis – Linear & Multiple, Predictive modeling, forecasting Techniques, Data Mining - Definition, Approaches in Data Mining- Data Exploration & Reduction, Data mining and business intelligence, Data mining for business, Classification, Association, Cause Effect Modeling.

**Unit – IV: PRESCRIPTIVE ANALYTICS:** Overview of Linear Optimization, Non Linear Programming Integer Optimization, Cutting Plane algorithm and other methods, Decision Analysis – Risk and uncertainty methods - Text analytics Web analytics.

**Unit – V: PROGRAMMING USING R:** R Environment, R packages, Reading and Writing data in R, R functions, Control Statements, Frames and Subsets, Managing and Manipulating data in R.



**SUGGESTED BOOKS**

1. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams - Essentials of Business Analytics, Cengage Learning.
2. James Evans, Business Analytics, Pearson.
3. Albright Winston, Business Analytics - Data Analysis - Data Analysis and Decision Making, Cengage Learning, Reprint
4. Sahil Raj, Business Analytics, Cengage Learning.
5. Ratnoo & Ratnoo, Essentials of R for Data Analytics, Wiley

# III - SEMESTER

**COURSE CODE: SEC 1**  
**COURSE: (A) COMMUNICATION SKILLS**

**COURSE OBJECTIVES**

1. To provide the essentials of communication skills
2. To equip the students with effective listening, speaking and writing skills
3. To impart the knowledge on basic digital literacy

**COURSE OUTCOMES**

1. Students will understand the importance of communication skills
2. Develop competence in oral, written and visual communication
3. Understand current technology related to the communication field

**SYLLABUS:**

**[https://www.ugc.ac.in/pdfnews/1825419\\_Draft-LIFE-SKILLS-JEEVAN-KAUSHAL-17-03-2021.pdf](https://www.ugc.ac.in/pdfnews/1825419_Draft-LIFE-SKILLS-JEEVAN-KAUSHAL-17-03-2021.pdf)**

1. Taylor, Shirely, Communication for Business, New Delhi: Pearson Education.
2. Kalia, Business Communication: A Practice-Oriented Approach, Wiley
3. Chauhan, Soft Skills: An Integrated Approach to Maximise Personality, Wiley
4. Bailey, Stephen, Academic Writing: A handbook for International Students, Routledge
5. Hogue, Ann, First Steps in Academic Writing, Person Logman.
6. UGC – Jeevan Kaushal

**COURSE CODE: SEC 1**  
**COURSE: (B) PROFESSIONAL SKILLS**

**COURSE OBJECTIVES**

1. To equip the students with necessary professional skills
2. To enable students, explore their career opportunities through necessary training
3. To impart skills of understanding and practicing Etiquettes

**COURSE OUTCOMES**

1. Develop a planned approach towards career and life
2. Gain ability to match skills and interests with a chosen career path
3. Develop interview skills and professional etiquette

**SYLLABUS:**

**[https://www.ugc.ac.in/pdfnews/1825419\\_Draft-LIFE-SKILLS-JEEVAN-KAUSHAL-17-03-2021.pdf](https://www.ugc.ac.in/pdfnews/1825419_Draft-LIFE-SKILLS-JEEVAN-KAUSHAL-17-03-2021.pdf)**

**SUGGESTED BOOKS**

1. McGrath E.H., Basic Management Skills for All, Prentice Hall of India Pvt. Ltd.
2. Barun K. Mitra, Personality Development and Soft Skills, Oxford University Press
3. Sherfield, R.M., Montgomery, R.J., Moody, P.G., Developing Soft Skills, Pearson
4. Bhardwaj, Professional Communication, Wiley
5. UGC-Jeevan Kaushal

**COURSE CODE: SEC 2**  
**COURSE: (A) BASIC QUALITY**  
**MANAGEMENT**

**COURSE OBJECTIVES**

1. This course is aimed at orienting the students towards the importance of quality as a management tool.
2. Towards understanding the principles and practices of total quality management
3. Introducing the various tools and techniques used in the measurement of quality

**COURSE OUTCOMES**

1. Students get to know about the evolution and importance of quality management.
2. Helps the students get aware of various tools used for quality management in the organizations.
3. Students will be able to know about the quantitative and qualitative techniques used to measure the effectiveness of quality management tools.

**UNIT – I: INTRODUCTION:** The concept of Quality. Quality Dimensions. Product and Service Quality. Inspection, Statistical Quality Control, Quality Assurance and Total Quality Management. Conventional Quality Management versus Total Quality Management. Evolution of TQM. Historical perspectives of TQM – Deming, Juran, Crosby and Taguchi’s Contributions. Customer and supplier focus in TQM. Benefits and Costs of TQM.

**UNIT – II: TOOLS AND TECHNIQUES OF TQM:** Statistical Tools - Check Sheets, Histograms, Scatter Diagrams, Pareto’s Chart, Regression Analysis & Control Charts. Cause and Effect Diagrams, The Five Why’s, Five S’s, Kaizen, JIT, Quality Circles, Gantt Chart and Balanced Score Card. Dimensions of Service Quality. An overview of TQM in Service Organisations.

**SUGGESTED BOOKS**

1. Sunil Sharma, “Total Engineering Quality Management”, Macmillan India Ltd.
2. Ron Basu, “Implementing Quality: A Practical Guide to Tools and Techniques”, Thompson.
3. Kanishka Bedi, “Quality Management”, Oxford University Press.
4. Mukherjee, PN, “Total Quality Management”, PHI.
5. R. P. Mohanty & R. R. Lakhe, “TQM in the Service Sector”, Jaico Books.

**COURSE CODE: SEC 2**  
**COURSE: (B) ADVANCED COMPUTER SKILLS**

**COURSE OBJECTIVES**

1. To provide basic understanding on Data and its importance in understanding information.
2. To equip the students with different types of data analysis techniques.
3. To empower the student with Data Analysis techniques with advanced Excel.

**COURSE OUTCOMES**

1. Student will have knowledge of Data Analysis techniques
2. Attain proficiency in MS-Excel
3. Develop skills in application of MS Access

**UNIT – I: FUNCTIONS AND FORMULAS:** Understanding Screen Layout - Creating Auto List & Custom List - Entering, Selecting and Editing Data - Understanding References (Relative, Absolute & Mixed) - Working on Various Functions & Formulas - Common Basic Functions - Logical Functions - Text Functions - Date & Time Functions - Lookup & Reference Functions - Mathematical Functions - Conditional Functions - Referring Data from Different Worksheet & Workbook Formula–Auditing -Various Calculation Techniques - Working on Ranges

**UNIT -II: PRESENTATION OF DATA:** Sorting Techniques - Various Data Filtering Techniques - Formatting Techniques - Conditional Formatting - Number Formatting - Table Formatting - Protecting Sheets & Files - Understanding Various Excel Window Techniques - Viewing Excel Spreadsheet in various Layouts - Advanced Printing Techniques - Templates – Themes; Data Analysis Tools - Data Consolidation - Text to Columns - Flash Fill - Remove Duplicates - Advanced Data Validation Techniques - What-if Analysis - Goal Seek - Data Table - Solver – Scenarios; Working with Tables - Creating Charts - Understanding Sparklines (Line, Column, Win/Loss) - Pivot Tables & Pivot Charts.

**SUGGESTED BOOKS**

1. Excel Bible: John Walkenbach, Wiley.
2. Excel Data Analysis - Modeling and Simulation: Hector Guerrero, Springer.
3. Excel Functions and Formulas: Bernd Held, BPB Publications.
4. Microsoft Excel : Data Analysis and Business Modeling: Winston, PHI
5. Fundamentals of Computers and Information System, Srivastava, Wiley

**COURSE CODE: DSC - 301**  
**COURSE: BASICS OF MARKETING**

**COURSE OBJECTIVES:****To make the Students understand:**

1. The basic Marketing Concepts and tools of Marketing Management.
2. The Concept of Product Life Cycle and Marketing Strategies
3. The Concept of Market Segmentation and Product Mix,

**COURSE OUTCOMES:**

1. An awareness about the Marketing Concepts and Marketing Environment
2. An understanding of the Bases for Market Segmentation
3. An ability to formulate Strategies for Developing new Products, Concepts, goods and Services that respond to evolving Market needs.
4. A capacity to develop Strategies for the efficient and effective placement distribution of Products, Concepts, goods, and Services that respond to evolving Markets.
5. A competence to evaluate the impact of using different Marketing Strategies for a Product, Concept, good and/or service on the (i) Finances, (ii) Return on Investment (ROI), and (iii) the Business goals of an Organization.

**UNIT—I: INTRODUCTION OF MARKETING:** Nature, Scope, and Importance of Marketing; Evolution of Marketing; Core Marketing Concepts; Production Concept, Product Concept, Selling Concept, Marketing Concept; Marketing Environment: Micro and Macro Environments.

**UNIT—II: MARKET SEGMENTATION:** Target Market and Product Positioning: Levels of Market Segmentation, Bases for Segmenting (i) Consumer Markets and (ii) Industrial Markets; Target Market and Product Positioning Tools.

**UNIT—III: NEW PRODUCT DEVELOPMENT:** Introduction to and Meaning of a New Product; Need and Limitations for Development of a New Product, Reasons for Failure of a New Product, Stages in New Product Development and Consumer Adoption Process.

**UNIT—IV: PRODUCT & PRICING DECISIONS:** Concept of Product—Product Life Cycle (PLC)—Marketing Strategies for PLC—Product Classification—Product Line Decision—Product Mix Decision—Pricing Decisions: Concept of Price, Pricing Methods, and Pricing Strategies.

**UNIT—V: PROMOTION MIX:**

Concept of Promotion Mix—Factors determining Promotion Mix—Promotional Tools—Types of Advertisement—Sales Promotion—Public Relations & Publicity—Personal Selling; Distribution: Designing Marketing Channels—Channel Functions—Types of Intermediaries.

**SUGGESTED BOOKS**

1. Kotler Philip, Gary Armstrong, Prafullay. Agnihotri, EU Haque, "Principles of Marketing", Pearson Education Prentice Hall of India.
2. Paul Baines, Chris Fill, Kelly page, "Marketing Management", 2018, 15 Ed., Oxford University Press.
3. Kotler, P., Armstrong, G., Agnihotri, P. Y., & Ul Haq, E.: Principles of Marketing: A South Asian Perspective, Pearson.
4. Dr. Sreeramulu, "Basics of Marketing", HPH
5. Ramaswamy, V.S. & Namakumari, S., Marketing Management: Global Perspective Context, Macmillan Publishers India Limited.
6. Rajan Saxena, "Marketing Management", Tata McGraw Hill
7. Roger J. Best, "Market-Based Management", PHI Learning Pvt. Ltd.



**COURSE CODE: DSC – 302**  
**COURSE: MANAGEMENT SCIENCE**

**COURSE OBJECTIVES**

1. To give an overview of different Optimization Techniques useful for problem solving and decision making.
2. To introduce OR techniques such as Linear Programming Problem.
3. To analyze the managerial applications of Assignment problems and Transportation problems.
4. To study capacity planning and sequencing of operations.

**COURSE OUTCOMES**

1. Helps in formulating real life situations in organizations in Quantitative form.
2. Helps in formulating strategies for optimal use of various resources within the organizations.
3. Enables the students to understand the managerial applications of transportation problems.
4. Students get understanding on the concepts of network fundamentals and resource analysis and allocations.

**UNIT – I: INTRODUCTION TO PRODUCTION & OPERATIONS MANAGEMENT :**

Definition of Production and Operations. An overview of Manufacturing processes:

Functions of Production, Planning & Control. Interface of Product Life Cycle & Process Life Cycle. Process design – Project, Job, Batch, Assembly and Continuous process.

**UNIT – II: PLANT MANAGEMENT AND WORK STUDY :**

Capacity Planning, factory location, plant layout – types of layout.

Sequencing of Operations: n-Jobs with one, two and three facilities.

Work Study: The concept and various techniques of methods analysis and work measurement.

**UNIT – III : PURCHASE AND STORES MANAGEMENT :**

Purchase Management: Sources of Supply of Materials, selection, evaluation of Vendors. Methods of vendor rating.

Stores Management: Functions of Stores and Materials control. Classification, Codification, Simplification and Standardization of materials. Economic Order Quantity. Selective Inventory Control Techniques: ABC, VED, FNSD & XYZ.

**UNIT – IV : INTRODUCTION TO OPERATIONS RESEARCH :**

Introduction to Operation Research: Introduction, Nature, Managerial applications and limitations of OR. Types of Operation Research Models.

Linear Programming: Mathematical model, Formulation of LPP, assumptions underlying LPP, Solution by Graphical Method.<sup>33</sup>

**UNIT – V : TRANSPORTATION, ASSIGNMENT AND QUEUING THEORY :**

Transportation Problem (TP) - Mathematical model, IBFS using North West Corner Rule, Least Cost Method (LCM) and Vogel's Approximation Method(VAM).

Assignment Problem (AP): Mathematical model, method of obtaining solution-Hungarian method. Queuing Theory - Concepts of Queue - General structure of a Queuing system- Operating Characteristics of Queues.

**SUGGESTED BOOKS**

1. S.N. Chary, "Production & Operation Management" Tata-McGraw – Hill Publishing Company Ltd.
2. N.G. Nair, "Production and Operation Management", Tata-McGraw – Hill Publishing Company Ltd.
3. Kanishka Bedi, "Production and Operations Management", Oxford University Press.
4. N.D. Vohra, "Quantitative Techniques in Management", Tata-McGraw – Hill Publishing Company Ltd.
5. J.K. Sharma, "Operations Research Theory and Applications Macmillan.

**COURSE CODE: DSC – 303**  
**COURSE: DESCRIPTIVE BUSINESS ANALYTICS**

**Course Objectives:**

1. The objective of the course is to enable students to understand the nuances of data analysis and exploit MS-Excel to undertake various descriptive analysis.
2. Learn calculations of measures of central tendency
3. Learn calculations of measures of dispersion
4. It leads the way for better understanding and viewing of data.

**Course Outcomes:**

1. Use of spread sheets
2. Make calculations through excel
3. Understand data analysis through Descriptive statistics
4. Interpretation of Data
5. Learn about the concept of Data Mining

**Unit - I INTRODUCTION TO STATISTICS:** Overview, Origin and development and Managerial applications of statistics.

MS-Excel Overview, Basics of Spreadsheet, Statistical Functions, Use of Data Analysis Tool Pack.

**Unit – II DATA ANALYSIS:** Data Analysis and Frequency Distribution (DAFD), Scales of Measurement. Measures of Central Tendency, Pythagorean, Means, Dispersion, Skewness and Kurtosis.

**Unit – III PROBABILITY:** Introduction to Probability-Concepts and definitions of probability-Classical, Relative frequency and Subjective.

**Unit -IV MARGINAL, CONDITIONAL AND JOINT PROBABILITY:** Probability under conditions of statistical independence and statistical dependence, Marginal. Conditional and joint Probabilities.

**Unit – V PROBABILITY DISTRIBUTION:** Random variables, discrete probability distributions (Binomial & Poisson Distributions). Continuous probability distributions (Probability Density functions & normal distribution)

**Data Mining**

Motivation for Data Mining - Data Mining-Definition and Functionalities – Classification of DM Systems - DM task primitives - Integration of a Data Mining system with a Database or a Data Warehouse - Issues in DM – KDD Process

**SUGGESTED BOOKS**

1. Statistics for Management and Economics by Gerald Kellar, Cengage Learning.
2. Elementary Statistics by Mario F. Triola, Pearson Publication.
3. Fundamentals of Business Statistics by J K Sharma, Pearson Publications,
4. Levin R.I., Rubin S. David, "Statistics for Management", Pearson. Prentice-Hall India.
5. Sanjeet Singh, Business Statistics : For Contemporary Decision-Making, 10th Edition, An Indian Adaptation, Wiley

# **IV - SEMESTER**

**COURSE CODE: SEC 3**

**COURSE: A) LEADERSHIP AND MANAGEMENT SKILLS**

**COURSE OBJECTIVES**

1. To develop critical thinking, managerial abilities and organization skills in students
2. To equip the students to take effective decisions by coordinating the teams
3. To enhance the capabilities of being team members and manage networks

**COURSE OUTCOMES**

1. Student will understand and use the process of effective decision making
2. Develop self-awareness and self-management skills
3. Demonstrate effective interpersonal competence

**SYLLABUS:**

**[https://www.ugc.ac.in/pdfnews/1825419\\_Draft-LIFE-SKILLS-JEEVAN-KAUSHAL-17-03-2021.pdf](https://www.ugc.ac.in/pdfnews/1825419_Draft-LIFE-SKILLS-JEEVAN-KAUSHAL-17-03-2021.pdf)**

**SUGGESTED BOOKS**

1. Leadership and Management Skills-V.Sudha, A Patrick, Maria Pavitra-Professional Books Publisher
2. Robbins, S. P., & DeCenzo, A. D. Fundamentals of Management, Pearson Education, New Delhi
3. Harold Koontz & Heinj Weihrich, Essentials of Management, Tata McGraw-Hill Education, New Delhi.
4. L.M. Prasad, Principles and Practice of Management ,Sultan Chand and Sons,
5. McGrath E.H., Basic Management Skills for All, Prentice Hall of India Pvt. Ltd.
6. UGC-Jeevan Kaushal

**COURSE CODE: SEC 3**

**COURSE: B) UNIVERSAL HUMAN VALUES**

**COURSE OBJECTIVES**

1. To help students understand the importance of values in individual, social, career, and national life.
2. To motivate students to learn from lives of great and successful people who followed and practiced human values and achieved self-actualization.
3. To convey the message of Universal Human Values and encourage students to practice the Universal Human Values for a developing a better society.

**COURSE OUTCOMES**

1. Student will understand and appreciate human values
2. Student will be able to do self- exploration, Self-evaluation and achieve self-development.
3. Apply professional ethics in their future profession & contribute for making a value-based society.

**SYLLABUS:**

**[https://www.ugc.ac.in/pdfnews/1825419\\_Draft-LIFE-SKILLS-JEEVAN-KAUSHAL-17-03-2021.pdf](https://www.ugc.ac.in/pdfnews/1825419_Draft-LIFE-SKILLS-JEEVAN-KAUSHAL-17-03-2021.pdf)**

**SUGGESTED BOOKS**

1. A Foundation Course in Human values and Professional Ethics, R.R. Gaur, R. Sangal, G.P  
Bagaria, Excel books,
2. Universal Human Values, Archana Sharma, Iftekhar Ahmed, Asian publications
3. Professional Ethics and Human Values, R.S. Naagarazan, New Age International Publishers,
4. UGC –Jeevan Kaushal

**COURSE CODE: SEC 4**  
**COURSE: (A) BUSINESS POLICY AND STRATEGY**

**COURSE OBJECTIVES:**

1. To acquaint the students with understanding the business environment and design strategies to meet challenges.
2. Learn about the role of Macro economic factors that affect Business Policy
3. To focus on designing plans and policies.

**COURSE OUTCOMES:**

1. Critically analyze the internal and external environments in which businesses operate and assess their significance for strategic planning.
2. Apply understanding for the theories, concepts and tools that support strategic management in organizations.
3. Build understanding of the nature and dynamics of strategy formulation and implementation processes at corporate and business level.
4. Enhanced ability to identify strategic issues and design appropriate courses of action.

**UNIT– I: INTRODUCTION TO BUSINESS POLICY AND STRATEGY:**

Strategy, Strategic Management Process, Establishing Corporate directions – Vision, Mission and Objectives. Crafting and Executing Business Policy and Corporate Planning. Strategic Intent, Strategy decision making Environmental Analysis for Business Policy Formulations-Evaluating a Company’s External and Internal Environmental analysis for creating business policy and strategy

**Unit II MACRO ECONOMIC FACTORS FOR STRATEGY**

**IMPLEMENTATION:** Macro Environmental factors; Demographic elements, Political forces, Economic elements, Socio-cultural factors, Technological Issues. Strategy Formulation-Strategy Formulation; Business-Level, Functional Level Strategy, Strategy analysis and choices Competitive analysis and advantages: Generic strategies, Choice based strategies, Tailoring Strategy to fit specific industry, Strategy for Leaders, Challengers, weak crisis Businesses.

**SUGGESTED BOOKS**

1. Azhar Kazmi-Strategic Management-Tata McGraw Hill
2. Strategic Management and Business Policy-L.thomos,wheelen-Pearson
3. Business Policy and Strategic Management –concept and application-Gupta and Vipin-PHI
4. Fred R. David, “Strategic Management” PHI Learning Limited, New Delhi.
5. Nithin Balwani- Strategic Management and Business Policy –Excel Books
6. P. Subba Rao, “Business Policy and Strategic Management” HPH.
7. Dr. Francis Cherunilam, “Strategic Management”, HPH,.



**COURSE CODE: SEC 4**  
**COURSE: (B) BUSINESS LAWS**

**COURSE OBJECTIVES**

1. To develop knowledge of the legal principles and environment in which a consumer and business operates
2. To appreciate the relevance of business law to individuals and businesses
3. To study the role of law in an economic, political and social context.

**COURSE OUTCOMES**

1. Identify the fundamental legal principles behind contractual agreements
2. Understand companies act and its implications for employers and employees
3. Understand legal obligations of businesses towards customers

**UNIT -I: LAW OF CONTRACT :** Definition of Contract and Agreement – Classification of Contracts, Essential elements of a valid Contract – Offer - Acceptance - Consideration - Capacity to Contract - Free consent, void contracts – Legality of Object - Performance of Contract – Remedies for breach of Contract - Quasi Contracts.

**UNIT - II: COMPANIES ACT :**

Definition of company – Characteristics - Classification of Companies- Formation of Company -Memorandum and Articles of Association – Prospectus - Share holders meetings - Board meetings -Law relating to meetings and proceedings- Company - Management - Qualifications, Appointment, Powers, and legal position of Directors - Board - M.D and Chairman - Their powers.

**SUGGESTED BOOKS**

1. N.D. Kapoor, “Elements of Mercantile Law”, 2007, Sultan Chand & Co.
2. Akhileshwar Pathak, “Legal Aspects of Business”, 2007, 3rd Ed. Tata McGraw Hill.
3. K.R. Bulchandani, “Business Law for Management”, 2009, HPH.
4. PPS Gogna, “A Text Book of Company Law”, 2006, S. Chand
5. Paul Wetherly and Dorrton Otter, “The Business Environment – Themes and Issues”, 2010, Oxford University Press.
6. Marianne moody Jennings, “The Legal, Ethical and Global Environment of Business”, 2009, South western Cengage learning, New Delhi.
7. Richard Schaffer, Agusti & Earle.
8. K. Aswathappa, “Essentials of Business Environment”, 2009, HPH.

**COURSE CODE: DSC - 401**  
**COURSE: HUMAN RESOURCE MANAGEMENT**

**COURSE OBJECTIVES**

1. To equip the students with the basic concepts of Human Resource Management concepts.
2. To impart knowledge on the development of Human Resources in the organization.
3. To provide insights on the concepts of Industrial Relations
4. To study different methods of performance appraisal
5. To understand organizational climate and culture.

**COURSE OUTCOMES**

1. Understand theories and practices in the field of Human Resources Management
2. Identify different methods of developing Human Resources
3. Develop knowledge of industrial laws
4. Demonstrate understanding of different appraisal methods,
5. Understand organizational culture and climate and its implications for HRM

**UNIT – I : INTRODUCTION TO HUMAN RESOURCE MANAGEMENT AND ENVIRONMENT:** Functions of Human Resource Management. Managerial and operative role of Human Resource Management. Personnel Management vs. Human Resource Management – Strategic Management Approach. The Role of Globalization in HR Policy and Practice.

**UNIT – II : ACQUIRING HUMAN RESOURCES :** Human Resource Planning and Alignment – Job Analysis and Design. Job Description, Job Specification and Job Evaluation, Job- Restructuring – Job Rotation, Job Enlargement and Job Enrichment. Recruitment and Selection – Placement – Induction and Orientation. Line and Staff.

**UNIT – III : DEVELOPING HUMAN RESOURCES :** Training and Development – Employee Training and Retraining – Assessing Training Needs and Designing Training Programmes. An overview on employee orientation: Career Planning and Development: Role and Significance of Career Planning – Impact of Career Planning on Productivity.

**UNIT - IV: LABOUR MANAGEMENT :** Industrial Relations and Industrial Disputes. Principles and guidelines for effective handling of Industrial Disputes and Industrial Relations – Standing Orders – Role and Contents of standing orders – Labour Relations and Collective Bargaining – Employee Health and Safety.

**UNIT – V : REWARDING HUMAN RESOURCES :** Performance Appraisal – Methods and needs for Performance Appraisal – Organization Climate and its impact on HRM. Components of Organization Culture. Quality of Work Life – Determinants of quality of work life. Impact of QWL on Organization Climate and Culture.

**SUGGESTED BOOKS**

1. Human Resources - Bernandin H. John. TMH
2. Human Resources Management – Gary Dessler. Pearson
3. Managing Human Resources – Wayne E. Casio. – TMH
4. Managing Human Resources – Aswathappa – McGraw Hill
5. Human Resources Management – David Lepak and Mary Gowan – Pearson
6. Human Resources Management – Decenzo and Robbins – John Willey
7. Human Resource Management. Texts and Cases. - TMH
8. Human Resource Management, Sen Gupta, Sage Publication

**COURSE CODE: DSC - 402**  
**COURSE: FINANCIAL MANAGEMENT**

**COURSE OBJECTIVES:**

1. To learn about the scope and goal of financial management.
2. To familiarize the student with the concepts of long term and short-term investment decisions.
3. To understand the sources of capital.
4. To learn about receivables and inventory management

**COURSE OUTCOMES:**

1. To apply project appraisal methods to cash flows.
2. To understand the determinants of capital structure
3. To learn about dividend practices of companies
4. To calculate working capital requirements of firms

**UNIT – I : NATURE OF FINANCIAL MANAGEMENT :** Finance and relation with other disciplines; Scope of Financial Management; Profit Maximization Vs. Wealth Maximization Vs. Value Maximin Traditional and Modern Approach of FM; Functions of finance – Objectives of Financial Management; Investment Decision, Financing Decision, Current Assets Management Decision and Dividend Decision - Organisation of finance function;

**UNIT – II : CONCEPT OF TIME VALUE OF MONEY :** Concept of Time Value of Money, compounding, discounting, present value, future value, and annuity; capital budgeting –meaning, features; traditional and modern methods; applications of Discounted Cash Flow (DCF) in capital budgeting, calculation of PBP, ARR, NPV, PI and IRR

**UNIT - III : SOURCES OF LONG TERM FINANCE :** Sources of Long term finance- features of equity shares, preference shares, debentures, long term loans; Capital Structure – meaning, determinants of capital structure; cost of capital – component costs of capital, weighted average cost of capital; Dividend Policy Decision – types of dividend, determinants of dividend policy.

**UNIT - IV: WORKING CAPITAL MANAGEMENT :** Gross Vs net working capital, determinants of working capital; Management of Cash - Preparation of Cash Budgets (Receipts and Payment Method only); Cash management technique (Lock box, concentration banking)

**UNIT - V: RECEIVABLES MANAGEMENT:** Credit Policy, Cash Discount, Debtors Outstanding and Ageing Analysis; Inventory Management - - ABC Analysis; Minimum Level; Maximum Level; EOQ (Basic Model); Reorder Level; Safety Stock.

**SUGGESTED BOOKS**

1. I M Pandey-Financial Management-Pearson 2022
2. M.Y Khan and Jain-Financial Management- Tata McGraw Hill,
3. Prasanna Chandra,“Financial Management Theory and Practice”, 7th Ed. Tata McGraw Hill,
4. S.N Maheshwari- Financial Management-Vikas
5. Shah, Financial Management, Wiley
6. Jonathan Berk, Peter DeMarzo, Ashok Thampy, “Financial Management”, Pearson.
7. Rajiv Srivastava and Anil Misra, “Financial Management” Oxford University Press
8. Brigham, E. F. and Ehrhardt. M. C., “Financial Management Theory and Practice”,Thomson South-Western.

**COURSE CODE: DSC - 403**  
**COURSE: PREDICTIVE BUSINESS ANALYTICS**

**COURSE OBJECTIVES:**

1. Predictive analytics enable the prediction of events based on the data available.
2. This course focuses on the use of predictive analytics to find patterns in data sets.
3. Learners examine the tools and techniques of predictive analytics, including regression analysis, decision trees, factor analysis, and cluster analysis.
4. Gain a better understanding of how to predict outcomes from available data.

**COURSE OUTCOMES:**

1. Learners explore and examine data, apply predictive tools and techniques to predict outcomes from the data, and interpret the results for improved decision-making.
2. Understand Hypothesis testing
3. Learn to perform calculations for Correlation and Regression
4. Learn to forecast using Time Series.
5. Foundation to perform Analytics through software.

**Unit - I FACTOR ANALYSIS:** Introduction to Dimension reduction using Factor Analysis Statistics. Principal Component Analysis, Exploratory and Confirmatory Factor Analysis.

**Unit – II HYPOTHESIS TESTING:** Hypothesis Testing, Errors in Hypothesis Testing. Hypothesis testing for single Population Means, Hypothesis testing for the difference between two population means. Errors in Hypothesis Testing. Hypothesis Testing based on F Distribution, Chi-square and ANOVA.

**Unit – III CLUSTER ANALYSIS:** Classification (K – Nearest Neighbour Algorithm) and Cluster Analysis (Hierarchical and K Means Clustering)

**Unit -IV TIME SERIES:** Forecasting & Time Series : Qualitative and Quantitative forecasting methods, Time series analysis, time series decomposition models, Measurement of Seasonal effects.

**Unit – V CORRELATION & REGRESSION** -Correlation and Regression: Types of Correlation, Methods of Correlation Analysis, Advantages of Regression Analysis, Simple Linear Regression, Logistic Regression

**SUGGESTED BOOKS**

1. Data Mining and Predictive Analytics, Daniel T. Larose, Chantal D. Larose, Wiley
2. Fundamentals of Business Statistics by J K Sharma, Pearson Publications.
3. Levin R.I., Rubin S. David, "Statistics for Management", Pearson. Prentice-Hall India.

# V - SEMESTER



**COURSE CODE GE-1**  
**COURSE: ENTREPRENEURSHIP DEVELOPMENT**

**COURSE OBJECTIVES**

1. To make the students learn the importance of Entrepreneurship
2. To motivate the students towards Entrepreneurship
3. To make them learn about entrepreneurial environment
4. To provide information about financial resources
5. To impart training to raise and establish enterprises

**COURSE OUTCOMES**

1. A student learns the cues and motives of Entrepreneurship
2. Students can learn more about types of Enterprises and growth
3. Knowledge of entrepreneurship prepares the entrepreneurial bent of mind
4. Problems and perspectives of the entrepreneurship can be understood
5. It is also possible to students understand and comprehend on venture capital fund.

**UNIT - I: ENTREPRENEUR AND ENTREPRENEURSHIP** – Understanding Concept of Entrepreneurship – Evolution of Entrepreneurship – Characteristics of Entrepreneur – Types of Entrepreneurs – Role of Entrepreneurship in Economic development in India – Rural Entrepreneurship, Need and Importance of Rural Entrepreneurship – Problems and Perspectives of Rural Entrepreneurship.

**UNIT - II: FACTORS AFFECTING ENTREPRENEURIAL GROWTH** – Economic Environment – Economic, Non- Economic and Psychological factors – Entrepreneurial Motivation – Entrepreneurial Competencies– Entrepreneurship Development Programmes (EDP's) – Need, Objectives, course content and instruction.

**UNIT - III: SMALL, MICRO, MEDIUM SCALE ENTERPRISES** – Definition of Small Industry – Characteristics of Small Scale Industry - Objectives – Scope of Small & Micro Industries – Opportunities for entrepreneurial growth in MSMEs – Role of MSMEs in Economic development – MSMEs problems

**UNIT - IV: INSTITUTIONAL FINANCE FOR ENTREPRENEURS** – Commercial Banks – Role of Commercial Banks in Building Entrepreneurship – Other Financial Institutions such As IFCI, ICICI, IDBI, SFCs, SIDBI and EXIM bank – Non Banking Financial Institutions – LIC.

**UNIT - V: VENTURE CAPITAL FINANCING** - Concept of Venture Capital Financing – Features, Need and Relevance of Venture Capital – Structure and Regulatory framework for Venture Capital Funds – Growth of Venture Capital in India

**SUGGESTED BOOKS**

1. Dr. Vasanth Desai, Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, Hyd.
2. S. S Khanka, Entrepreneurial Development, S. Chand Publishing House, New Delhi.
3. Dr. Vasanth Desai, Small Scale Industry and Entrepreneurship, Himalaya Publishing House, Hyd.
4. A. Sahay and A. Nirjar Entrepreneurship, Excel Books.
5. Poornima M Charinthmath, Entrepreneurial Development and Small Business Enterprises, Pearson Education Publisher.
6. David H Hott, Entrepreneurship and New Venture Creation, PHI New Delhi.
7. S. R Bowmick & M. Bhowmik, Entrepreneurship, New Age International Books.
8. Morse E.A Mitchel, Cases in Entrepreneurship, Sage Publishers.
9. Raj Aggarwal, Business Environment, Excel Books New Delhi.
10. Donald G Kurato and Richard M Hodgetts, Entrepreneurship, Thompson Publications.

**COURSE CODE: DSC - 501**  
**COURSE: (A) BIG DATA ANALYTICS**

**COURSE OBJECTIVES**

1. Analyzing big data allows analysts, researchers, and business users to make better and faster decisions using data that was previously inaccessible or unusable.
2. Using advanced analytics techniques such as text analytics, machine learning, predictive analytics, data mining, statistics, and natural language processing, businesses can analyze previously untapped data sources independent or together with their existing enterprise data to gain new insights resulting in significantly better and faster decisions.
3. This course provides insightful inputs on concept of big data, big data analytics

**COURSE OUTCOMES**

1. Understand basics of Big Data.
2. Appreciate the various Big Data Platforms.
3. Understand the various Big Data storage and processing techniques.
4. Learn about the “Big data” in enterprises.
5. Appreciate the Big Data lifecycle.

**UNIT I INTRODUCTION TO BIG DATA:** Fundamental Terminologies and Concepts, A Brief History of Big Data, Business Drivers that have led to Big Data Innovations, Characteristics of Big Data, Benefits of adopting Big Data, Challenges and Limitations of Big Data.

**UNIT-II FUNDAMENTALS OF BIG DATA ANALYTICS:** Basic Big Data Analytics, “Big Data” in the Enterprise, Big Data and Traditional Business Intelligence and Data Warehouses, Big Data Visualization, Common Adoption Issues, Planning for Big Data Initiatives, New Roles Introduced by Big Data Projects, Emerging Trends.

**UNIT-III BIG DATA PLATFORMS:** Development of scalable and yet elastic virtualized platforms using innovation to cluster commodity hardware components (either cycle harvesting from local resources or through cloud based utility computing services) coupled with open source tools and technology.

**Big Data Storage and Processing**

Big Data Storage (Query Workload, Sharding, Replication, CAP, ACID, BASE), Big Data Processing (Parallel Data Processing, Distributed Data Processing, Shared-Everything/Nothing Architecture, SCV).

**UNIT-IV “BIG DATA” IN THE ENTERPRISE:** The New Information Management Paradigm, Big Data Implications for Industry, Emerging Database Landscape, Application Architectures for Big Data and Analytics, Data Modeling Approaches for Big Data and Analytics Solutions, Big Data Analytics Methodology, Extracting Value from Big Data: In-Memory Solutions, Real Time Analytics and Recommendation Systems.

**UNIT-V THE BIG DATA ANALYSIS LIFECYCLE** (From Dataset Identification to Integration, Analysis and Visualization) Common Analysis and Analytics Techniques, A/B testing, Regression, Correlation, Text Analytics, Sentiment Analysis, Time Series Analysis, Network Analysis, Spatial Analysis, Automated Recommendation, Classification, clustering, Machine Language, Natural Language, Semantics, Data Visualization and Visual Analysis, Assessing Hierarchies, Part-to-Whole Relationships, Plotting Connections and Relationships, Mapping Geo-Spatial Data, Foundational Big Data Technology Mechanisms, Big Data & Cloud Computing.

### **SUGGESTED BOOKS**

1. Turban E, Armson, JE, Liang, TP & Sharda, Decision support and Business Intelligence Systems, 8th Edition, John Wiley & Sons
2. Frank J. Ohlhorst, Big Data Analytics, 1st Edition, Wiley
3. Efraim Turban, Ramesh Sharda, Jay Aronson, David King, Decision Support and Business Intelligence Systems, 9th Edition, Pearson Education

**COURSE CODE: DSC – 501**  
**COURSE: (B) DATA WAREHOUSING AND DATA MINING**

**COURSE OBJECTIVES**

1. Understand concepts related to Data warehouse.
2. Understand the approaches to develop and manage data in data warehouse.
3. Understanding multidimensional data warehouses.
4. Understanding about datamining in context of data warehouse.
5. Understand Techniques and tools of Data Mining.

**COURSE OUTCOMES**

1. Provide an insight into a Data warehouse and operational structure for a business organization.
2. Able to manage a Data in Data warehousing such as pre-processing, Data cleaning etc.
3. Able to design and manage multidimensional data warehouses.
4. Apply appropriate data mining tools and techniques to data in a data warehouse environment.
5. Conceptual understanding of Web mining.

**UNIT 1: DATA WAREHOUSING CONCEPTS**

Introduction to Data Warehousing, The need for data warehousing, Operational & Informational Data Stores, Data Warehouse Characteristics, Data Warehouse role & Structure, The cost of warehousing data. Introduction to OLAP & OLTP, Difference between OLAP & OLTP. OLAP Operations

**UNIT 2: DEVELOPING DATA WAREHOUSE AND MANAGING**

Building a Data Warehouse, Design/Technical/Implementation Considerations, and Data Pre- processing Overview. Data Summarization, Data Cleaning, Data Transformation, Concept Hierarchy, Structure. Patterns & Models, Artificial Intelligence (Overview).

**UNIT 3: MULTIDIMENSIONAL DATA WAREHOUSES**

Multidimensional Data Model, Schemas for Multidimensional Data (Star Schema, Snowflake Schema, Fact Constellation), Data Warehouse Architecture, Data Warehouse Design OLAP Three-tier Architecture.

**UNIT 4: - DATA MINING INTRODUCTION**

Definition- Kinds of Data Can Be Mined- Kinds of Patterns that Can Be Mined- Technologies Used in Data Mining- Integration of a Data Mining system with a Database or a Data Warehouse Major Issues in Data Mining.

**UNIT 5: DATA MINING TECHNIQUES**

Association Rule Mining, Market Basket Analysis, Apriori Algorithm, Mining Multi level Association Rules-. mining various kind of association rules, from association mining to correlation analysis.

Introduction to Classification, Classification by decision Tree, Attribute Selection Measure. Classification vs. prediction, Issues regarding classification and prediction,

Clustering: Problem Definition, Clustering Overview, Evaluation of Clustering Algorithms, Partitioning Clustering -K-Means Algorithm, K-Means Additional issues.

Web Mining: Introduction to Web Mining, Web content mining, Web usage mining, Web Structure mining.

**SUGGESTED BOOKS**

1. Data Warehousing, Data Mining, and OLAP, Alex Berson, First Edition, Tata Mc Graw Hill
3. Modern Data Warehousing, Mining & Visualization Core Concepts, George M Marakas, First Edition, Pearson Education
4. Data Warehousing, Architecture & Implementation, Hawkin, Prentice Hall
5. Data Mining, Data Warehousing and OLAP, Sharma, Gajendra, Second Edition
6. Data Mining: Modelling Data for Marketing, Risk and Customer Relationship Mgmt, Rud, Olivia, Paperback Edition.
7. Data Mining Techniques, Berry, Michael, Third Edition
8. Data Mining, Data Warehousing and OLAP, Sharma, Gajendra, Second Edition
9. Data Mining with Case Studies, Gupta GK, Second Edition

**COURSE NO. DSE - 502**  
**COURSE: (A) FINANCIAL MARKETS AND SERVICES (F)**

**COURSE OBJECTIVES:**

1. The main objective of this course is to understand Indian financial system. It also enables Understanding financial markets and various Indian financial institutions.
2. To acquire basic understanding about financial markets
3. To learn about the financial services available in India

**COURSE OUTCOMES**

1. Understand what a financial system is and does, and the distinct functions of each component.
2. Understand some important financial instruments and the economic principles underlying their use.
3. Understand the classification of Leasing.
4. Learn about the categories of Merchant Banking and their functions.
5. Understand the process of IPO

**UNIT - I : STRUCTURE OF INDIAN FINANCIAL SYSTEM :**

Indian Financial System – Structure, Functions, Types of Financial Markets, Securities traded in Financial Markets, Regulatory Institutions and their functions– RBI & SEBI, Global Financial Markets

**UNIT - II: PRIMARY AND SECONDARY MARKET :**

Primary Market – Introduction, Book Building, Free Pricing, Underwriting, On-Line IPOs, eProspectus; Secondary Market – Organisation of Stock Exchanges, NSE, BSE and OTCEI, Listing of Securities, Trading and Settlement, Internet Trading, New financial instruments.

**UNIT - III : LEASING AND HIRE PURCHASE :**

Asset/ Fund Based Financial Services – Leasing, Concept and classification, Advantages and Limitations, Hire Purchase – Definition, mechanism, Differences between Leasing and Hire Purchase, Venture Capital – Definition, Rationale, stages of financing.

**UNIT - IV : NON FUND FINANCIAL SERVICES :** Non- Fund Based Financial Services – Credit Rating, Factoring and Forfaiting, Merchant Banking – Definition, Features, Mechanism, Types.

**UNIT - V : MUTUAL FUNDS :** Mutual Funds – History, Definition, Classification, Advantages and Disadvantages, Estimating the Net Asset Value, Mechanics of MF Operations, Functions of AMC, Evaluating Mutual Funds.

**SUGGESTED BOOKS**

1. Meir Kohn, Financial Institutes and Markets, Oxford University Press
2. Vasant Desai, Financial Markets and Financial Services, Himalaya Publishing House,
3. Madura, Financial Institutions and Markets, Cengage Learning
4. M.Y. Khan, Financial Services, Mc Graw Hill
5. Dr. S.Guruswamy, Financial Services and Markets, Thomson
6. L.M.Bhole and Jitendra Mahakud, Financial Institutions and Markets, Mc Graw Hill



**COURSE NO. DSE – 502**  
**COURSE: (B) BRAND MANAGEMENT (M)**

**COURSE OBJECTIVES**

After studying the course, the student understands:

1. the concept of branding and its significance.
2. the methods of managing brands and strategies for brand management.
3. the concept of Brand extension and its pros and cons.
4. how brand personality benefit the firm.
5. how branding contributes to a company's' value.

**COURSE OUTCOMES**

1. Demonstrate knowledge of the nature and processes of branding which can attract customers
2. Evaluate the scope of brand management activity to deal to customers.
3. Appraise the key issues in managing a brand portfolio and making strategic brand decisions for effective marketing mix.
4. Formulate and justify brand development decisions for a right brand image.
5. Analyse contemporary brand related problems and develop appropriate strategies and initiatives to increase the brand equity

**UNIT - I: INTRODUCTION TO BRAND MANAGEMENT** - Concept of Branding – Définition – Significance of Brand – Brand Types – Difference between Brand and Product – Braking – Brand Building – Brand Launching.

**UNIT - II: BRAND AWARENESS** – Branding and Advertisement – Creating Brand Awareness – AID A Model – Branding Strategies – Brand Communication.

**UNIT - III: BRAND EXTENSION** – Brand Line Extension – Horizontal Extension Pros and Cons of Brand Extension – Related Extension – Unrelated Extension–Brand Generic Branding.

**UNIT - IV: BRAND PERSONALITY** - Branding–Brand Personality–Brand Positioning–Re Positioning–Brand Positioning Strategies Brand Positioning Variables.

**UNIT - V: BRAND EQUITY** – Concept of Brand Equity – Brand Awareness – Personality –Positioning – Enhancing Brand Equity, Brand Management – Planning – Sources Brand.

**SUGGESTED BOOKS**

1. Keller, Parameshwaran Jacon, Strategic Brand Management, Pearson
2. Gulnar Sharma, Karan Singh Khundia, Brand Management, Himalaya Publishing House
3. Kirti Dutta, Brand Management: Principles and Practices, Oxford University Press.
4. Y L R Moorthi, Brand Management: The Indian Context, Vikas Publishing House
5. Thapan K Panda, Product and Brand Management, Oxford University Press

**COURSE NO. DSE – 502**  
**COURSE: (C) ORGANIZATIONAL DEVELOPMENT (HR)**

**COURSE OBJECTIVES**

- 2.To lay conceptual foundation in students to lead and manage planned change in organization
- 3.To understand Organization Development process and programs
- 4.To familiarize with various interventions and techniques of Organization development
- 5.To study about the OD interventions and consultation process
- 6.To understand various applications of OD

**COURSE OUTCOMES**

- 1.The students would gain the conceptual clarity of OD and its process
- 2.The students would learn the concept of planned change in organizations.
- 3.Students gets familiarized on various techniques and interventions of OD
- 4.Learn about the OD consultation process
- 5.Students will be able to use various applications of OD.

**UNIT - I: INTRODUCTION** - Organization Development- Definition, Characteristics, Evolution, Process, Benefits and Limitations, Values, Assumptions and Beliefs in OD.

**UNIT - II: OD MODELS** - Kurt Lewin and Burke – Litwin models of Organizational Change, Systems Theory, Participation and Empowerment, Teams and Team Work.

**UNIT - III: OD PROCESS** - The Six Box Model, Third wave consulting, Phases of OD Programs, Change Management Models, The Generic Parallel Learning Structure Intervention Process, Steps to Transforming an Organization.

**UNIT - IV: OD INTERVENTIONS** - Factors to Plan and Implement OD, Results of OD Interventions, Classification of OD Interventions. OD Consultation: Process Consultation, Coaching and Counseling Interventions. Team Building: Gestalt Approach to Team Building, Techniques in Team Building.

**UNIT - V: APPLICATIONS OF OD** - Socio-Technical Systems, Self-Managed Teams, MBO and Appraisal, Quality Circles, Quality of Work Life, Total Quality Management, Self-Design Systems, High Performance work systems.

**SUGGESTED BOOKS**

1. Wendell French, Cecil, H. Bell, Jr., “Organization Development”, Prentice Hall of India.
2. Veena Vohra, “Organization Development” Prentice Hall
3. Thomas G. Cummings, Christopher G Worley, “Organization Development and Change”, Thomson
4. S. Ramanarayan, T.V. Rao, Kuldeep Singh, “Organization Development- Intervention and Strategies”, Response Books.
5. Kavitha Singh, “Organization Change & Development”, Excel Books.

**COURSE CODE: DSE - 503**  
**COURSE: (A) FINANCIAL ANALYTICS – I (F)**

**COURSE OBJECTIVES:**

1. Understand the critical role of financial analytics and contemporary workplace situation.
2. Use appropriate methodology for conducting analytics or financial data
3. Use simple and multiple regression for forecasting purpose
4. Apply advanced technique of time series for predicting the future trend

**COURSE OUTCOMES**

- 1) Perform financial analytics using Excel
- 2) Assess quality of financial statements and perform forecasting
- 3) Build financial models in Excel.

**UNIT I INTRODUCTION:** What is Financial Analytics? Importance of Financial Analytics, Types of Financial Analytics, Financial Analysis Tools and Techniques.

Understanding Excel For Financial Analytics - Parts of the Excel Screen, Navigating the Worksheet, Entering formulae, Using Excel Built in functions, Creating graphics and Formatting charts.

**UNIT II BASIC FINANCIAL STATEMENTS:** Introduction – Income Statement, Balance Sheet, Building a Basic Income statement and Balance Sheet in Excel, Improving readability, Custom number formats. Perform a basic analysis and interpretation of the financial statements.

Creating common-size income statement and Common size balance sheet using Excel, Creating Common size statement of Cash flows using Excel's Outlier.

**UNIT III FINANCIAL STATEMENT FORECASTING:** The Percent of Sales Method, Forecasting the Income Statement, Forecasting the Assets side, Forecasting the Liabilities Side, Other forecasting methods - Linear trend extrapolation, Regression analysis.

**UNIT IV COMPREHENSIVE FINANCIAL MODELING USING EXCEL:** Introduction – How Financial Models Work - Collecting and Analyzing Historical Data - Selecting the Key Forecast Drivers -Modelling the Income Statement - Modelling the Balance Sheet - Modelling Interest and Circular References - Modelling the Cash Flow Statement

**UNIT – V: ANALYSIS OF FINANCIAL STATEMENTS:** Ratio analysis including liquidity, activity, leverage and profitability ratios. Using ratios for Trend Analysis, Yearwise comparison, Comparison to Industry Averages using Excel.

**SUGGESTED BOOKS**

1. Arora, Financial Risk Analytics Measurement Management Examples-Wiley
2. Mark J. Bennet, Dirk L. Hugen (2016), Financial Analytics with R, Cambridge: Cambridge University Press.
3. Chandan Sengupta (2011), Financial Analysis and Modeling using Excel and VBA, New Delhi: Wiley India.
4. Scott Proctor K (2010), Building Financial Models with Microsoft Excel, New Delhi: Wiley India
5. Timothy Mayes, Financial Analysis with Microsoft Excel, Cengage Publishers

**COURSE CODE: DSE - 503**  
**COURSE: (B) MARKETING ANALYTICS – I (M)**

**COURSE OBJECTIVES**

It is a marketing analytics course, aiming to prepare future managers who

- (1) appreciate the importance of competitive advantages leveraged by analytics;
- (2) understand the existence of the tools, the advantages and limitations of each tool;
- (3) can apply these tools, interpret the input and communicate the output from these tools and models, and apply them to assist marketing and other business decisions.

**COURSE OUTCOMES:**

1. Understand the decision making process and the role of Marketing Analytics as a decision support tool in an organization;
2. Understand the relationship between Marketing Analytics, CRM and customer loyalty;
3. Understand how Marketing Analytics are applied in various industries and functions;

**UNIT-I INTRODUCTION TO METRICS:** Share of Hearts Minds and Markets- Market Share, Relative Market share, Market concentration, Brand Development Index, Category Development Index, Penetration, Share of requirements, Heavy Usage Index, Awareness Attitudes and usage, Customer satisfaction ,Willingness to recommend Net promoter, Willingness to search.

**Using Excel to Summarize Marketing Data:** Slicing and Dicing Marketing Data with PivotTables- Using Excel Charts to Summarize Marketing Data- Using Excel Functions to Summarize Marketing Data

**UNIT-II PRICING:** Estimating Demand Curves and Using Solver to Optimize Price- Price Bundling Nonlinear Pricing- Price Skimming and Sales

**UNIT-III FORECASTING:** Simple Linear Regression and Correlation- Using Multiple regression to forecast Sales

**UNIT-IV FORECASTING IN THE EVENT OF SPECIAL EVENTS:** Modelling Trend and Seasonality & other forecasting methods [Ratio to Moving Average/Winter Method / Neural Networks]

**UNIT-V PRODUCT RELATED DECISION:** Product Attribute Analysis [Conjoint]- Logistic Regression –Discrete Choice Analysis & Random Utility Theory

**SUGGESTED BOOKS**

1. Gupta-Marketing Analytics-Wiley
2. Principles of Marketing Engineering 3rd Edition, Gary L. Lilien, Arvind Rangaswamy, and Arnaud De Bruyn,
2. Wayne.L.Winston, Marketing Analytics Data-Driven Techniques with Microsoft Excel, John Wiley & Sons



**COURSE CODE: DSE - 503**  
**COURSE: (C) HR ANALYTICS – I (HR)**

**COURSE OBJECTIVES:**

- 1) To understand HR Analytics
- 2) To design metrics for HR Analytics
- 3) Perform HR analytics using Excel

**COURSE OUTCOMES:**

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

1. Explain preparation of human resource metrics to support business improvement
2. Identify and use human resource data in organizations for decision making
3. Develop an action plan to drive the use of human resource measurement in organizations

**UNIT I INTRODUCTION TO HR ANALYTICS**

Introduction, Traditional HRM, Changing trends in HRM and emergence of strategic HRM, HR analytics phase (2010 onward), Importance of HR Analytics, Challenges of HR Analytics,

**UNIT II UNDERSTANDING HR ANALYTICS**

The Analytics Process Model (APM) and Its Phases, Understanding HR indicators, metrics and data, Frameworks for HR Analytics: LAMP Framework, HCM 21 Framework, Approaches for Designing HR Metrics--The Inside-Out Approach--The Outside-In Approach-- Align HR Metrics with Business Strategy, Goals and Objectives--Link HR to the Strategy Map

**UNIT III HR ANALYTICS TOOLS AND TECHNIQUES**

Importance of data, Types of data, Data capturing methods, Data examination and purification, Data analysing techniques.

**UNIT IV USING EXCEL FOR HR ANALYTICS**, Statistics for HRM, Statistical analysis for HR (regression analysis, measures of central tendency), Graphs, tables, spreadsheets

**UNIT V HOW TO CONDUCT A PURPOSEFUL WORKFORCE**

**ANALYTICS**, Key Influencers in the HR Analytics Process, Model for adoption of HR Analytics, Application and status of HR analytics.

**SUGGESTED BOOKS:**

1. Rama Shankar Yadav and Sunil Maheshwari, HR Analytics Connecting Data and Theory, Wiley
2. Fitz-Enz, J., The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, American Management Association
3. Bassi, L., Carpenter, R., and McMurrer, D., HR Analytics Handbook, Reed Business
4. Prasad, B. V. S., and Sangeetha, K., HR Metrics: An Introduction, IUP
5. Becker, B.E., Huselid, M.A., Ulrich, D., The HR Scorecard: Linking People, Strategy and Performance, Harvard Business School Press
6. T.Lokeswara Rao, Thakur Publications, Hyd

# VI - SEMESTER

**COURSE CODE: DSE - 601**  
**COURSE: (A) BUSINESS INTELLIGENCE AND DATA VISUALIZATION**

**COURSE OBJECTIVES**

1. To understand the concepts of Business intelligence
2. To understand the relevance of Data Visualization in Business
3. To provide hands on working with Tableau software.
4. To understand the methods of presentation, creating dashboards and animations.

**COURSE OUTCOMES**

1. Apply visualization techniques for various data analysis tasks.
2. Presenting data through charts and maps
3. Design information dashboard.

**UNIT I: INTRODUCTION TO BUSINESS INTELLIGENCE**

Definition of BI – Historical Perspective of BI- Architecture of BI- Data Warehouse, Business Analytics, Business Performance Management, User Interface, Cyclical process of a business intelligence analysis.

**UNIT II: DATA VISUALIZATION**

Data and Information Visualization- A brief history of Data Visualization- Data Visualization for businesses- Different types of Charts- Business Activity Monitoring through Dashboard - Emergence of Data Visualization and Visual Analytics.

**Unit III: Data Visualization with Tableau (1)**

**Working with Tableau Data Source and Basic Charts:** Introduction to Tableau, Connecting to Data Source: Text Files, Excel, Access, other databases, merging multiple data sources, Univariate Charts – Creating tables, bar graphs, pie charts, histograms, line charts, stacked bar graphs, box plots, Showing aggregate measures, Bivariate Charts – Creating tables, scatter plots, swapping rows and columns, adding trend lines, selecting color palettes, using dates.

**Multivariate Charts and Maps:** Facets, area charts, bullet graphs, dual axes charts, Gantt charts, heat maps, Maps – Setting geographical roles, placing marks on map, overlaying demographic data, choropleth maps, polygon shapes, customizing maps

**UNIT-IV: Data Visualization with Tableau (2)**

**User defined fields:** Using predefined fields, calculating percentages, applying if-then logic, applying logical functions, showing totals and percentages, discretizing data, manipulating text, aggregate data

**UNIT–V: Data Visualization with Tableau (3)**

**Customization:** Adding title and caption, font size and colors, adding various marks, adding reference lines, using presentation mode, adding annotation, adding drop-down selectors, search box selectors, slider selectors, creating dashboards, creating animated visualizations

**SUGGESTED BOOKS**

- 1) Efraim Turban, Ramesh Sharda, Dursun Delen, “Decision Support and Business Intelligence Systems”, Pearson
- 2) Nandeshwar, A., Tableau Data Visualization Cookbook, Mumbai: PACKT / Shroff Publishers.
- 3) Iliinsky, N. & Steele, J., Designing Data Visualizations, Mumbai: O’Reilly / Shroff Publishers.
- 4) Milligan, N.J., Learning Tableau, Mumbai: PACKT / Shroff Publishers.
- 5) Jones, B., Communicating Data with Tableau, Mumbai: PACKT / Shroff Publishers.
- 6) Yau, N., Visualize This: The Flowing Data Guide to Design, Visualization, and Statistics. John Wiley & Sons.

**COURSE CODE: DSE - 601**  
**COURSE: (B) BUSINESS ANALYTICS PROGRAMMING**

**COURSE OBJECTIVES:**

1. The objective of this course is to provide knowledge of MySql, SAS, Python and R programming language.
2. To provide an Introduction to programming that combines standard programming capabilities with statistical analysis.
3. The course also gives students the ability to do data analysis and statistical computing.
4. The course also covers basic data types and operations, functions and packages, charts and graphs. The course also covers elementary statistics

**COURSE OUTCOMES:**

1. Analyse data using the statistical tools - MySql, R, SAS and Python.
2. Create vectors, lists, matrices, arrays and data frames
3. Draw charts and graphs

**UNIT 1 INTRODUCTION TO DATABASE MANAGEMENT SYSTEMS –**

Definition, What is MySql? MySql Installer, Download sample Database, Loading Sample Database, Structured Query Language, Data types.

**UNIT 2 DATA DEFINITION AND MANIPULATION:** Creating Table, Data Integrity, Creating constraints, Querying Database, Retrieving result sets, Functions and Joins, Sub Queries.

**UNIT 3 BASICS OF SAS:** Introduction to SAS, Installation of SAS university Edition, prerequisites for data analysis using SAS, SAS architecture, Data Types, formats and informats, SAS coding- Data step and proc step, libraries, Importing external data, Reading and manipulating Data, functions, Data Transformations, Conditional Statements.

**UNIT 4 PYTHON:** Basics of Python – various tools, Installation of Anaconda Navigator, Data types – string, tuples, set, lists, dictionary, Arrays. Spyder and Documentation with Jupyter.

**UNIT 5 R- PROGRAMMING:** Basics of R, Installation of R studio, Vectors, Matrices, Data types, Importing files, Writing files, Merging Files, Data Manipulation and Data Cleaning, Functions

**SUGGESTED BOOKS**

1. “Learning Python”, David Ascher and Mark Lutz
2. “Python for Data Analysis: Data Wrangling with Pandas, NumPy, and IPython”, Wes McKinney
3. “Introduction to Machine Learning with Python: A Guide for Data Scientists”, Andreas C. Muller and Sarah Guido
4. “R Cookbook”, Paul Teetor 2. “R for Data Science”, Garrett Golemund and Hadley Wickham 3. “Hands-On Programming with R”, Garrett Golemund

**COURSE NO. DSE – 602**  
**COURSE: (A) BANKING (F)**

**COURSE OUTCOMES**

1. To provide an overview of the structure of banking
2. To describe the products and services in Banking
3. To highlight the regulatory changes and innovations in the Banking
4. To prepare students for career opportunities in banking

**COURSE OUTCOMES**

1. Learn about the sources and uses of Bank funds
2. Understand the role and importance of Banking, its types
3. Understand the latest innovations in banking system
4. Develop an understanding about Banking Regulation
5. Understand the process of CRM in Banks

**UNIT - I : INTRODUCTION TO BANKING :** Banking regulation Act 1949 – features, objectives, Evolution of banking, Emerging role of bankers and Role of Banks in Economic development, functions of commercial banks, Reforms in banking sector, Monetary Policy – meaning, objectives and instruments.

**UNIT - II : RBI AND TYPES OF BANKS :** RBI AND TYPES OF BANKS : RBI, Constitution, Organizational structure, Management, Objectives, Functions, Relationship with commercial banks, powers, regulation of commercial banks.

District Cooperative Central Bank, RRB, NABARD, IDBI, SIDBI, Development Banks. Indian banking system- commercial banks, RBI, Industrial Banks, Exim Bank, NABARD, Co-operative Banks, Indigenous Banks, Scheduled & non – scheduled banks, regional rural banks, State bank of India – role & functioning. RBI – functions, Management,

**UNIT - III : NEGOTIABLE INSTRUMENTS :**

Negotiable instruments – meaning, types, presentment, acceptance, Dishonor, compensation, payment of N.I. Discharge of parties, Notional alternation, Negotiation back, Payment in due course, international law, Rule of endorsement for different categories of customer.

**UNIT - IV : CHEQUES**

Cheques - Meaning, feature, types-cheque, crossed cheque, general crossing, special crossing, account payees crossing, double crossing, Bankers liability, Payment of Cheques – precautions of payment, statutory protection of banker (paying), Dishonor of cheque, Wrongful dishonor & its liability, collection of cheques, collecting bankers conversion, Duties & protection to collecting banker.



**UNIT - V : INNOVATION IN BANKING SYSTEM :**

Latest trends in banking: ATM, E-banking, mobile banking, E-payment, credit card, online banking, plastic money, electronic purse, digital cash, EFT, ECS (Electronic Clearing System), Safeguard for Internet Banking, comparison of traditional banking and E-banking. MSME'S, role of foreign banks, advantages & disadvantages of foreign banks.

**SUGGESTED BOOKS**

1. Introduction to Banking, Vijayaragavan Iyengar, Excel Books.
2. Banking and Insurance, O.P.Agarwal, Himalaya Publishing.
3. Bank Financial Management, IIBF, Macmillan.
4. Management of Banking & Financial Services, Padmalatha Suresh & Justin Paul, Pearson
5. Financial Services, Banking and Insurance-C Satyadev-S Chand
6. Banking Theory and Practice – Grewal and Taneja
7. Banking Law and Practice – Gupta C. B.
8. Banking Law and Practice – Shekhar & Shekhar

**COURSE NO. DSE – 602**  
**COURSE: (B) BUYER BEHAVIOUR (M)**

**COURSE OBJECTIVES**

1. The purpose of this course is to introduce students to buyers, buyer behaviour in the market place and their impact on marketing strategy.
2. Discussing the principal factors that influence buyers as individuals and decision makers with an application to the buying decision process.
3. To analyses personal, socio-cultural, and environmental dimensions that influence consumer decisions making.
4. To enable students in designing and evaluating the marketing strategies based on fundamentals of consumer buying behavior

**COURSE OUTCOMES**

1. Identify and explain factors which influence consumer behavior.
2. Demonstrate how knowledge of consumer behavior can be applied to marketing.
3. Display critical thinking and problem-solving skills
4. Gain, evaluate and synthesize information and existing knowledge from a number of sources and experiences.
5. Be able to identify the dynamics of human behavior and the basic factors that influence the consumers decision process

**UNIT - I: INTRODUCTION TO CONSUMER BEHAVIOUR** – Contemporary Dimensions of Consumer Behavior, CB research process. Concepts and theories of motivation their Marketing implications: Motivation and consumer behavior: motives and motivation theories and personality and their Marketing implications

**UNIT - II: PERCEPTION AND LEARNING THEORY** - Introduction, meaning, nature, Importance and limitation of perception. Theories of buyer behavior in Learning principles and their marketing implications: Concepts of conditioning, important aspects of information processing theory; encoding and information Retention, Retrieval of information

**UNIT - III: IMPACT OF CULTURE ON BUYER BEHAVIOUR SOCIAL AND CULTURAL SETTINGS** - Meaning of culture, Characteristics of culture, functions of culture. Types of culture, Sub-culture and Cross-cultural marketing practices. Reference groups and Family Life Cycle: advantages and disadvantage of reference groups, types of reference group. Role of Family life cycle in Buyer behavior

**UNIT - IV: CONSUMER DECISION MAKING AND BUYER ATTITUDE -**

Information Search, evaluation of alternatives. Steps between evaluation of alternatives and purchase decision. Post-purchase behaviour. Attitude and consumer behavior: Meaning of attitude, nature and characteristics of attitude, types of attitudes, learning of attitude, sources of influence on attitude formation

**UNIT - V: MODELS OF CONSUMER BEHAVIOUR - Modeling Behavior**

Traditional Models, Contemporary Models. Generic Model of Consumer Behavior, Howard Sheth Model, Engel, Blackwell and Rao –Lilien model. Consumerism

**SUGGESTED BOOKS**

1. Schiffman and Kannik, “Consumer Behavior”, Pearson Education / PHI.
2. Black-well, R. Miniard PW and Engel, “Consumer Behavior”, Thomson Learning.
3. Loudon and Della Bitta, “Consumer Behavior”, TMH.
4. Dinesh Kumar Consumer Behavior Consumer Behaviour, oxford University Press.
5. Gary Lilien, “Marketing Models”, PHI.
6. Suja R. Nair, “Consumer Behaviour in Indian perspective”, HPH.
7. Sheth and Mittal, “Consumer Behavior”, Thomson Learning.
8. Stish Batra, “Consumer Behavior”, Excel Books New Delhi.

**COURSE NO. DSE – 602**  
**COURSE: (C) LEADERSHIP AND CHANGE MANAGEMENT**  
**(HR)**

**COURSE OBJECTIVES**

1. To develop the critical thinking skills among the students
2. To manage and lead change through constructive disequilibrium.
3. To develop an understanding of change processes
4. To think critically about the obstacles to change
5. To understand the use of the process for decision making.

**COURSE OUTCOMES**

1. Students will develop critical thinking skills.
2. Enhances Leadership and Management skills
3. Students will develop an understanding of change processes
4. Able to think critically about obstacles to change
5. Able to Understand different methods and models in the process for decision making.

**UNIT – I : INTRODUCTION :**

Leadership: Concept, Characteristics, roles, motives, skills and functions. Leadership Vs Management. Effective leadership behaviours and attitudes. Impact of Leadership on organisational performance.

**UNIT – II : LEADERSHIP STYLES AND THEORIES :**

Popular Leadership Styles, Entrepreneurial and Super leadership. Transactional Vs Transformational leadership. Triat and Path – Goal theories of leadership.

**UNIT – III : ORGANISATIONAL CHANGE :**

Types and forces of change, Framework for change management. Proactive change and reactive change. Elements of planned change. Action research model.

Individual and organisational barriers to change management and overcoming the barriers to change management.

**UNIT – IV : INFLUENCE OF CHANGE :**

Six belief changers that Influence change, organisational change through influencing individual change.

Approaches : Kotter's eight step plan, Greiner's Change process model. Four key drivers of organisational change. Factors contributing to resistance to change. Best practices to overcome resistance to change.

**UNIT – V : ORGANISATIONAL CULTURE AND CHANGE MANAGEMENT**

Organisational Culture and Leadership, Types of Cultures, Primary and Secondary ways to influence culture, elements of organisational culture. Diagnosing, creating and managing organisation culture.

**SUGGESTED BOOKS**

1. S. Chandan, "Organisational Behaviour", Vikas Publishing House Pvt. Ltd.
2. Herbert G. Hicks and C.Ray Gullett, "Theory and Behavior", McGraw Hill.
3. Andrew I Dubrin, "Research Findings, Practice and Skills", Houghton Mifflin Company
4. Kavitha Singh, "Organization Change & Development", Excel Books.
5. Adrain thornhill, Phil Lewis, Mike Millmore, Mark Saunders, "Managing Change – A Human Resource Strategy Approach", Pearson Education,
6. Nilakant V and Ramnarayan, "Managing Organizational Change", Response Books

**COURSE CODE: DSE – 603**  
**COURSE: (A) FINANCIAL ANALYTICS II (F)**

**COURSE OBJECTIVES:**

1. Understand the critical role of financial analytics and contemporary workplace situation.
2. Use appropriate methodology for conducting analytics or financial data
3. Use simple and multiple regression for forecasting purpose
4. Apply advanced technique of time series for predicting the future trend

**COURSE OUTCOMES**

- 1) Perform financial analytics using Excel
- 2) Perform valuation of Bonds and Equity through Excel
- 3) Create dashboard for Financial data

**UNIT-I CASH BUDGET:** The Worksheet Area – Using Date functions, Calculating Text Strings, Sales and Collections, Purchases and Payments, Collections and disbursements, Calculation of the end balance using Excel. Using Cash Budget for What-if analysis.

**UNIT II BREAK EVEN POINT:** Calculating Break even Point in Excel, Using Goal seek to calculate Break even Point, Leverage Analysis using Excel – Degree of Operating Leverage, Financial Leverage and Combined Leverage, Linking Break even and Leverage Measures.

**Unit III TIME VALUE OF MONEY:** Present Value and Future Value of Annuity, uneven cash flows, solving for Interest Rate and Period, solving for yield in uneven cash flows, non annual compounding periods using Excel.

**UNIT IV BOND VALUATION:** Features and types of fixed income securities. Bond yield measures - Current yield, holding period return, YTM, AYTm and YTC. Bond duration, Valuation of deep discount bonds. Calculation of the various Bond return measures in Excel.

**UNIT V: EQUITY VALUATION:** Features of Equity. Approaches to valuation of Common Stock. Dividend Discount Model, Earnings Capitalization Models, Price-Earnings Multiplier Approach Systematic and Unsystematic Risk, Capital Asset Pricing Model (CAPM). Calculate the valuation of common stock through various methods in Excel.

**SUGGESTED BOOKS**

1. Arora, Financial Risk Analytics Measurement Management Examples-Wiley
2. Mark J. Bennet, Dirk L. Hugen (2016), Financial Analytics with R, Cambridge: Cambridge University Press.
3. Chandan Sengupta (2011), Financial Analysis and Modeling using Excel and VBA, New Delhi: Wiley India.
4. Scott Proctor K (2010), Building Financial Models with Microsoft Excel, New Delhi: Wiley India
5. Timothy Mayes, Financial Analysis with Microsoft Excel, Cengage Publishers

**COURSE CODE: DSE – 603**  
**COURSE: MARKETING ANALYTICS – II (M)**

**COURSE OBJECTIVES**

It is a marketing analytics course, aiming to prepare future managers who

- (1) appreciate the importance of competitive advantages leveraged by analytics;
- (2) understand the existence of the tools, the advantages and limitations of each tool;
- (3) can apply these tools, interpret the input and communicate the output from these tools and models, and apply them to assist marketing and other business decisions.

**COURSE OUTCOMES:**

1. Understand the decision making process and the role of Marketing Analytics as a decision support tool in an organization;
2. Understand the relationship between Marketing Analytics, CRM and customer loyalty;
3. Understand how Marketing Analytics are applied in various industries and functions;

**UNIT-I CUSTOMER VALUE:** Calculating Lifetime Customer Value- Using Customer Value to Value a Business- Customer Value, Monte Carlo Simulation, and Marketing Decision Making Allocating Marketing Resources between Customer Acquisition and Retention

**UNIT-II MARKET SEGMENT:** Clustering- User-Based Collaborative Filtering- Using Classification Trees for Segmentation

**UNIT- III RETAIL ANALYTICS:** Market Basket Analysis and Lift - Allocating Retail Space and Sales Resources-Identifying the Sales to Marketing Effort Relationship

**UNIT-IV ADVERTISING ANALYTICS:** Measuring the Effectiveness of Advertising -Media Selection Models Pay per Click Advertising- Introduction to Internet and Social Marketing

**UNIT-V INTRODUCTION TO DASHBOARD:** Need for Visualization – various visualization tools – Using Visualization tools for Marketing data – Creating dashboards



**SUGGESTED BOOKS**

- 1.Gupta-Marketing Analytics-Wiley
- 2.Principles of Marketing Engineering 3rd Edition, Gary L. Lilien, Arvind Rangaswamy, and Arnaud De Bruyn,
2. Wayne.L.Winston, Marketing Analytics Data-Driven Techniques with Microsoft Excel, John Wiley & Sons

**COURSE CODE: DSE – 603**  
**COURSE: HR ANALYTICS – II (HR)**

**COURSE OBJECTIVES:**

- 1) To understand HR Analytics
- 2) To design metrics for HR Analytics
- 3) Perform HR analytics using Excel

**COURSE OUTCOMES :**

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

1. Explain preparation of human resource metrics to support business improvement
2. Identify and use human resource data in organizations for decision making
3. Develop an action plan to drive the use of human resource measurement in organizations

**UNIT I APPLICATIONS OF HR ANALYTICS:** Staffing, supply and demand forecasting, Recruitment and Selection, Training and Development, Performance Appraisal, Talent Management, Employee engagement, Compensation management.

**UNIT II ATTRITION ANALYTICS,** Learning and Development Analytics, Diversity Analytics, Employee satisfaction analytics

**UNIT III MEASURING HR CONTRIBUTION,** Developing HR Scorecard, Developing HR Analytics, HR Analytics Culture, Analytics for decision making

**UNIT IV INTRODUCTION TO DASHBOARD:** Need for Visualization – various visualization tools – Using Visualization tools for HR data – Creating dashboards

**UNIT V FUTURE OF HR ANALYTICS:** Introduction, Factors determining adoption of HR Analytics, HR Analytics as a Change Management Process, HR Analytics Adoption: Responsibility of HR Department, HR analytics and job market.

**SUGGESTED BOOKS:**

1. Rama Shankar Yadav and Sunil Maheshwari, HR Analytics Connecting Data and Theory, Wiley
2. Fitz-Enz, J., The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, American Management Association
3. Bassi, L., Carpenter, R., and McMurrer, D., HR Analytics Handbook, Reed Business
4. Prasad, B. V. S., and Sangeetha, K., HR Metrics: An Introduction, IUP
5. Becker, B.E., Huselid, M.A., Ulrich, D., The HR Scorecard: Linking People, Strategy and Performance, Harvard Business School Press
6. T.Lokeswara Rao, Thakur Publications, Hyd

**COURSE CODE: PR - 601**  
**COURSE: PROJECT REPORT**

During the 4<sup>th</sup> semester, students are expected to undergo internship at a business firm/ Government Department /Corporate/Bank/NGO/Cooperative society/startup/or any other enterprise to undergo summer internship as per the guidance of teacher concerned. The student has to take up Project work in Business Analytics, in the specialization area (Finance/ Marketing/HR) under the guidance of a faculty member. **They are encouraged to be in regular contact of the supervisor till completion of project.**

The student has to take up preparation of Project Report during 6<sup>th</sup> Semester, in the specialization area of Management. The Project Report must be submitted at the end of 6<sup>th</sup> semester respectively to the college

The Project work will be an original one and an indicative format for preparation is presented below:

1) Project report should be presented in the following sequence: i) Title page; ii) Student's declaration; iii) Supervisor's certificate; iv) Internship certificate; v) Abstract; vi) Acknowledgements; vii) Table of contents; viii) List of tables; ix) List of figures; x) List of Annexures.

## **2) Chapter Design**

**Chapter I** - Introduction to Study, Research Methodology – Identification of Research Gap, Need for the Study, Objectives, Study period, Scope, Sources of Live Data, Research Design, Sampling Methods and Techniques, **Tools & Techniques** (pertaining to BA), Chapterisation etc.

**Chapter II** Literature Review – Studies pertaining to the topic of study – maybe from Journals, newspapers, text books or internet

**Chapter III** Company Profile (Optional/depending on the study) – A brief overview of the organization being studied

**Chapter IV** Data Analysis and Interpretation – The most important Chapter that consists of the data analysis and interpretation using Tools and Techniques mentioned in Chapter I.

**Chapter V** Summary, Major Findings, Conclusions and Suggestions – A summary of the major findings, the student's own observations/comments after completion of study and suggestions to the company if any.

### **Annexures**

- i. Data Set
- ii. Bibliography – contains list of books, journals, newspapers, other periodicals, databases and websites.

**Note:** If Primary Data is collected from a select company, Project Report must contain certification. If data is taken from secondary sources, certification is not needed. But the source of data must be mentioned clearly.

**The Project Report must be an Original One and Plagiarism rules will be applicable as per University instructions and guidelines.**

The Project Report carries 4 credits and shall be evaluated by the panel of examiners constituted by the Board of Studies, Department of Business Management.

**COURSE NO. CV - 601**

**COMPREHENSIVE VIVA VOCE**

A comprehensive viva-voce examination will be held at the end of 6th Semester that aims at testing comprehensive knowledge and understanding of the students in the entire courses pursued till the completion of the course.

The Viva Voce carries 2 credits and shall be held by the panel of examiners constituted by the Board of Studies, Department of Business Management.

**BBA (CBCS)**

**OU**

**FACULTY OF MANAGEMENT**

**B.B.A (BA)**

**MODEL QUESTION PAPER**

**ABILITY ENHANCEMENT COURSES, SKILL ENHANCEMENT COURSES**

**I, II, III & IV SEMESTERS**

**Subject: XXXXXX XXXXXXXX**

**Paper - : XXXXX**

**INTERNAL EXAM**

**Max. Marks 10**

**Time 30 Min**

**Section A: Multiple Choice Questions – 10**

**10 \* ½ Mark = 5 Marks**

**Section B: Fill in the Blanks – 10**

**10 \* ½ Mark = 5 Marks**

**EXTERNAL EXAM (UNIVERSITY EXAMINATION) ( MAX MARKS – 40 )**

**PART – A**

**Answer all questions (Short Answer Type)**

**(2x5 =10 Marks)**

1. a)
- b)

**PART – B**

**Essay Answer Type**

**(2x15 =30 Marks)**

2. a)

**OR**

- b)

3. a)

**OR**

- b)

**@@@**

**FACULTY OF MANAGEMENT**

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**B.B.A (BA)**

**MODEL QUESTION PAPER FOR DSC/DSE I,II,III,IV,V AND VI  
SEMESTERS**

**INTERNAL EXAM (Max Marks – 15 )**

- I) Multiple Choice Question  $10 \times \frac{1}{2} = 5$  Marks
- II) Fill in the blank  $10 \times \frac{1}{2} = 5$  Marks
- III) Short Answer Question  $5 \times 1 = 5$  Marks



**BBA (CBCS)**

**OU**

**FACULTY OF MANAGEMENT**

**B.B.A (BA)**

**MODEL QUESTION PAPER**

**DISCIPLINE SPECIFIC COURSES**

**Subject: XXXXXX XXXXXXXX**

**Paper - : XXXXX**

**Max. Marks: 80**

**Time: 3 Hours**

**PART – A**

**5 \* 4 = 20 Marks**

**Short Answer Type**

**Answer any five of the following questions.**

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

**PART – B**

**5 x 12 = 60 Marks**

**Essay Answer Type**

9. a)

**OR**

b)

10. a)

**OR**

b)

11. a)

**OR**

b)

12. a)

**OR**

b)

13. a)

**OR**

b)

@@@

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**BBA (CBCS)**

**OU**

**FACULTY OF MANAGEMENT**

**B.B.A (BA)**

**MODEL QUESTION PAPER FOR**

**DISCIPLINE SPECIFIC COURSES, DISCIPLINE SPECIFIC ELECTIVES**

**WITH LAB PRACTICAL**

**Subject: XXXXXX XXXXXXXX**

**Paper - : XXXXX**

**Max. Marks: 50**

**Time: 1.5 Hours**

**PART – A**

**5 \* 2 = 10 Marks**

**Short Answer Type**

**Answer any FOUR of the following questions.**

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

**PART – B**

**5 x 8 = 40 Marks**

**Essay Answer Type**

9. a)

**OR**

b)

10. a)

**OR**

b)

11. a)

**OR**

b)

12. a)

**OR**

b)

13. a)

**OR**

b)

@@@ 90

**PRACTICAL LAB EXAM**

For the subjects with Practicals, details of exam will be as follows:

Time 1 ½ Hrs minutes	Record :	10
	Viva-Voce :	10
	Skill Test :	15
	Total Marks :	35

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