

SCHEME OF EXAMINATION

&

SYLLABI

Of

Bachelor of Business Administration-Digital Marketing *(Honours/Honours with Research)*

As per National Education Policy 2020

With effect from academic session 2023-24



Kurukshetra University Kurukshetra-136119

(A++ Grade NAAC Accredited)

Abbreviations

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

FIRST YEAR: SEMESTER I

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits
B23-UDM-101	Financial Accounting	CC-A1	30	70	-	100	4
B23-UDM-102	Principles of Management	CC-B1	30	70	-	100	4
B23-UDM-103	Business Organisation	CC-C1	30	70	-	100	4
	Each student will opt one course from pool of minor courses for Semester I	CC-M1	15	35	-	50	2
	Each student will opt one multidisciplinary course from the discipline which is different from the discipline of business administration	MDC-1				75	3
	Each student will opt one course from pool of ability enhancement courses provided by university	AEC-1				50	2
	Each student will opt one course from pool of skill enhancement courses provided by university	SEC-1				75	3
	Each student will opt one course from pool of value added courses provided by university	VAC-1				50	2
Total						600	24

POOL OF MINOR COURSES FOR SEMESTER I

Course	Course Code	Nomenclature of Minor Course
CC-M1	B23-UDM-104	Business Mathematics-I

FIRST YEAR: SEMESTER II

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits
B23-UDM-201	Business Statistics	CC-A2	30	70	-	100	4
B23-UDM-202	Managerial Economics	CC-B2	30	70	-	100	4
B23-UDM-203	Organisational Behaviour	CC-C2	30	70	-	100	4
	Each student will opt one course from pool of minor courses for Semester II	CC-M2	15	35	-	50	2
	Each student will opt one multidisciplinary course from the discipline which is different from the discipline of business administration	MDC-2				75	3
	Each student will opt one course from pool of ability enhancement courses provided by university	AEC-2				50	2
	Each student will opt one course from pool of skill enhancement courses provided by university	SEC-2				75	3
	Each student will opt one course from pool of value added courses provided by university	VAC-2				50	2
Total						600	24

POOL OF MINOR COURSES FOR SEMESTER II

Course	Course Code	Nomenclature of Minor Course
CC-M2	B23-UDM-204	Business Mathematics-II

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

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

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

SECOND YEAR: SEMESTER III

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits
B23-UDM-301	Internet of Things and Google Ads	CC-A3	30	70	-	100	4
B23-UDM-302	Fundamentals of Marketing Management	CC-B3	30	70	-	100	4
B23-UDM-303	Fundamentals of Human Resource Management	CC-C3	30	70	-	100	4
	Each student will opt one course from pool of minor courses for Semester III	CC-M3	30	70	-	100	4
	Each student will opt one multidisciplinary course from the discipline which is different from the discipline of business administration	MDC-3				75	3
	Each student will opt one course from pool of ability enhancement courses provided by university	AEC-3				50	2
	Each student will opt one course from pool of skill enhancement courses provided by university	SEC-3				75	3
Total						600	24

POOL OF MINOR COURSES FOR SEMESTER III

Course	Course Code	Nomenclature of Minor Course
CC-M3	B23-UDM-304	Managerial Accounting
CC-M3	B23-UDM-305	Production Management

SECOND YEAR: SEMESTER IV

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits
B23-UDM-401	Understanding Digital Marketing	CC-A4	30	70	-	100	4
B23-UDM-402	Digital Marketing Tools	CC-B4	30	70	-	100	4
B23-UDM-403	Mobile and Email Marketing	CC-C4	30	70	-	100	4
	Each student will opt one course from pool of vocational courses provided by university	CC-M4 (V1)				100	4
	Each student will opt one course from pool of ability enhancement courses provided by university	AEC-4				50	2
	Each student will opt one course from pool of value added courses provided by university	VAC-3				50	2
Total						500	20

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

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

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

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

THIRD YEAR: SEMESTER V

Course code	Nomenclature of the paper	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits
B23-UDM-501	AI in Digital Marketing	CC-A5	30	70	-	100	4
B23-UDM-502	Content Marketing	CC-B5	30	70	-	100	4
B23-UDM-503	Affiliate Marketing	CC-C5	30	70	-	100	4
	Each student will opt one course from pool of vocational courses provided by university	CC-M5 (V2)				100	4
B23-UDM-504	Summer Internship Report	Internship	-	100*	-	100	4
Total						500	20

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

THIRD YEAR: SEMESTER VI

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits
B23-UDM-601	Web Analytics	CC-A6	30	70	-	100	4
B23-UDM-602	Search Engine Marketing	CC-B6	30	70	-	100	4
B23-UDM-603	Comprehensive Viva-Voce	CC-C6	-	-	100*	100	4
	Each student will opt one course from pool of minor courses for Semester VI	CC-M6	30	70	-	100	4
	Each student will opt one course from pool of vocational courses provided by university	CC-M7 (V3)				100	4
Total						500	20

POOL OF MINOR COURSES FOR SEMESTER VI

Course	Course Code	Nomenclature of Minor Course
CC-M6	B23-UDM-604	Financial Management
CC-M6	B23-UDM-605	Business Tax Planning

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

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

Notes:

1. A student will opt for Multidisciplinary Course (MDC) from the subject which is different from the discipline of business administration. Students are not allowed to choose or repeat courses already undergone at the higher secondary level (12th class) or opted as major and minor courses under this category. Provided further that if a Multidisciplinary Course across the discipline cannot be offered by the Department/Institute/College, due to its constraints and available resources, then
 - i. MDC can be opted out of MOOCs through SWAYAM.
 - ii. MDC can be completed out of online courses offered by the Kurukshetra University.
 - iii. MDC can be completed from a cluster college, i.e., from a neighboring college/institute.
2. 4-year BBA (Honours) or (Honours with Research) will be offered after completion of 3 year BBA programme to those students who have completed at least 60 credits in the concerned discipline. In addition to the above, 4-year BBA (Honours with Research) will be offered only to those students who have obtained CGPA 7.5 or more in the 3 year BBA programme.
3. BBA (Honours) or (Honours with Research) will be awarded after successful completion of the four year programme securing 180 credits.
4. Student opting for Honours with Research will work on a Research Project or do research during the eighth semester. The dissertation work will be of 12 credits. 8 credits will be earmarked for the evaluation report of the dissertation and viva-voce examination will carry weightage of 4 credits.

Part A – Introduction	
Subject	Business Administration
Semester	I
Name of the Course	Financial Accounting
Course Code	B23-UDM-101
Course Type: (CC/MCC/MDC/CC- M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-A1
Level of the course (As per Annexure-I)	Foundation-Level
Pre-requisite for the course (if any)	None

Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Understand the accounting equations and the rules of recording accounting transactions. 2. Understand the recording of accounting transactions in the books of entry and the preparation of ledger accounts. 3. Understand the preparation of trial balance and reconciliation of accounting statements. 4. Analyze accounting transactions by preparing final accounts of statements for the profit and non-profit business entities.		
Credits	Theory	Practical	Total
	4	0	4
Contact Hours/Week	4	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70		Time: 3 Hours	

Part B- Contents of the Course		
<u>Instructions for Paper- Setter</u>		
The Paper-Setter shall set nine questions in all and the question paper shall be divided into two parts. Part 'A' shall comprise four short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part 'B' shall comprise eight questions (two questions from each unit) carrying 14 marks each and the student will be required to attempt four questions selecting one question from each unit.		
Unit	Topics	Contact Hours
I	Basic Accounting-Nature, scope and objectives of accounting: accounting as information system, users of accounting information. Accounting equation: Accounting concepts and conventions, capital and revenue expenditure; Accounting principles, rules of accounting for recording the transaction for different accounts.	15
II	Journal and Ledger: Double Entry System; Journal and recording of entries in journal; Ledger- Posting from Journal to respective ledger accounts. Preparation of Cash book.	15
III	Trial Balance: Need and objectives; Preparation of Trial Balance; Different types of errors in preparation of trial balance and the rectification of errors. Preparation of Bank Reconciliation statement.	15
IV	Final Accounts: Preparation of Trading Account and Profit and Loss Account; Receipts and payments account, Preparation of Balance	15

	sheet for profit and non-profit organizations.	
Suggested Evaluation Methods		
Internal Assessment: ➤ Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15 ➤ Practicum ● Class Participation: ● Seminar/Demonstration/Viva-voce/Lab records etc.: ● Mid-Term Exam:	End Term Examination: 70	

Part C-Learning Resources
Recommended Books/e-resources/LMS: 1. Gupta R. L.; Advanced Accounting; S. Chand & Sons. 2. Grewal T. S and M.C. Shukla; Advanced Accounting; S. Chand & Sons. 3. Williams, Haka, Bettner & Carcello; Financial and Managerial Accounting; McGraw Hill

Part A – Introduction	
Subject	Business Administration
Semester	I
Name of the Course	Principles of Management
Course Code	B23-UDM-102
Course Type: (CC/MCC/MDC/CC- M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-B1
Level of the course (As per Annexure-I)	Foundation-Level
Pre-requisite for the course (if any)	None

Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Understand the Nature and Evolution of Management. 2. Apply the Managerial skills and roles at workplace. 3. Apprehend the functions of Management 4. Recognize the latest changes in the field of Management.		
Credits	Theory	Practical	Total
	4	0	4
Contact Hours/Week	4	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours		

Part B- Contents of the Course		
<u>Instructions for Paper- Setter</u>		
<p>The Paper-Setter shall set nine questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise four short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise eight questions (two questions from each unit) carrying 14 marks each and the student will be required to attempt four questions selecting one question from each unit.</p>		
Unit	Topics	Contact Hours
I	Introduction to Management: Concept, Evolution of Management Thought, Functions, Significance, Managerial Roles & Skills; Planning and Decision Making: Concept, Planning Process, Components of Plans.	15
II	Organizing: Concept, Guiding Principles, and Types of organizational structure: Line, Functional, Line & Staff relationship, Delegation of Authority: Meaning and elements of Delegation, Centralization Vs Decentralization.	15
III	Staffing – Nature and Meaning, Importance, Steps; Directing: Elements, Principles and Importance.	15
IV	Communication: Meaning, Process, Barriers, Corrective Measures; Communication networks, Controlling: Concept, Importance, Process of controlling, Control Techniques.	15
Suggested Evaluation Methods		

<p>Internal Assessment:</p> <p>➤ Theory</p> <ul style="list-style-type: none"> ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15 <p>➤ Practicum</p> <ul style="list-style-type: none"> ● Class Participation: ● Seminar/Demonstration/Viva-voce/Lab records etc.: ● Mid-Term Exam: 	<p>End Term Examination: 70</p>
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Part C-Learning Resources

Recommended Books/e-resources/LMS:

1. Koontz & Weirich. Essentials of Management. Tata McGraw Hill.
2. Kaul Vijay Kumar. Business Organization & Management – Text and Cases. Pearson.
3. Robbins. Fundamentals of Management: Essentials Concept and Applications. Pearson Education.

Part A – Introduction

Subject	Business Administration
Semester	I
Name of the Course	Business Organisation
Course Code	B23-UDM-103
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-C1
Level of the course (As per Annexure-I)	Foundation-Level
Pre-requisite for the course (if any)	None

Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Understand the basic concepts in commerce, trade and industry. 2. Understand modern business practices, forms, procedures and functioning of various business organizations. 3. Understand the recent trends and practices in business world. 4. Understand the Government support and Community efforts.		
Credits	Theory	Practical	Total
	4	0	4
Contact Hours/Week	4	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours		

Part B- Contents of the Course

Instructions for Paper- Setter

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

Unit	Topics	Contact Hours
I	Business Organisation: Meaning and nature, Objectives; Evolution; Forms/Types of Business Organisations; Partnership: Characteristics, Registration, Partnership Deed, Rights, Duties and Liabilities, Dissolution of Partnership.	15
II	Joint Stock Company-Concept, Characteristics, Types; Formation of Company; Multinational Companies; Conceptual Framework of Corporate Governance; One person Company.	15
III	Co-operative and State Ownership: Forms/Types; Non- Profit Organizations; Trade Associations; Emergence of Indian MNCs & transnational corporations-Recent trends business world. Globalization & challenges for Indian Business in new millennium.	15
IV	Setting up a New Enterprise Decisions in setting up an Enterprise – opportunity and idea generation, Role of creativity and innovation, Feasibility study and Business Plan, Business size and location decisions, various factors to be considered for starting a new unit, Relevant Government Policies - SEZ (Special Economic Zone) policy etc.	15

Suggested Evaluation Methods

<p>Internal Assessment:</p> <p>➤ Theory</p> <ul style="list-style-type: none"> ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15 <p>➤ Practicum</p> <ul style="list-style-type: none"> ● Class Participation: ● Seminar/Demonstration/Viva-voce/Lab records etc.: ● Mid-Term Exam: 	<p>End Term Examination: 70</p>
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Part C-Learning Resources

Recommended Books/e-resources/LMS:

1. C.R. Basu: Business Organization and Management; McGraw Hill.
2. P.C. Tulsian & Vishal Pandey: Business Organization and Management; Pearson.
3. Frank R. Mason: Business Principles and Organization; Forgotten Books.
4. S. A. Sherlekar: Modern Business Organization; Himalaya Publishing House.
5. Jallo: Business Organization and Management; Tata McGraw Hill.
6. Dr. V. Desai: Organizing and Financing of Small Scale Industry; Himalaya Publishing House.
7. Dr. C. B. Gupta: Industrial Organization and Management; Sultan Chand & Sons

Part A – Introduction

Subject	Business Administration
Semester	II
Name of the Course	Business Statistics
Course Code	B23-UDM-201
Course Type: (CC/MCC/MDC/CC- M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-A2
Level of the course (As per Annexure-I)	Foundation-Level
Pre-requisite for the course (if any)	None

Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Understand the meaning of the statistics and data in everyday life and its presentation for business decision making. 2. Understand distinctive features and characteristics of data with the help of descriptive and summary statistical measures. 3. Understand and analyses the departure from statistical normality of data for better business decision making. 4. Understand the significance of sampling in the statistical data collection and applications in business decision making.		
Credits	Theory	Practical	Total
	4	0	4
Contact Hours/Week	4	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70		Time: 3 Hours	

Part B- Contents of the Course

Instructions for Paper- Setter

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

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

	numbers, uses of Index numbers; Time Series analysis: Components and Seasonality analysis.	
Suggested Evaluation Methods		
Internal Assessment: ➤ Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15 ➤ Practicum ● Class Participation: ● Seminar/Demonstration/Viva-voce/Lab records etc.: ● Mid-Term Exam:	End Term Examination: 70	

Part C-Learning Resources
Recommended Books/e-resources/LMS: 1. D. N Elhance, Veena Elhance & BM Aggarwal. Fundamentals of Statistics. Kitab Mahal. 2. T.N Srivastava and Shailaja Rego. Statistics for Management. McGraw Hill. 3. S.C Gupta. Fundamental of Statistics. Himalaya Publishing House. 4. Levine & Rubin. Statistics for Management. Pearson Publication. 5. S.P Gupta. Statistical Methods. Sultan Chand & Sons.

Part A – Introduction	
Subject	Business Administration
Semester	II
Name of the Course	Managerial Economics
Course Code	B23-UDM-202
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-B2
Level of the course (As per Annexure-I)	Foundation-Level
Pre-requisite for the course (if any)	None

Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Understand the nature and scope of managerial economics and identify the role of economics in decision making. 2. Understand theory of demand, law of demand and cardinal utility analysis. 3. Understand theory of production, costs, and revenue function. 4. Understand theory of firm and market organization including determination of price under different market conditions.		
Credits	Theory	Practical	Total
	4	0	4
Contact Hours/Week	4	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70		Time: 3 Hours	

Part B- Contents of the Course		
<u>Instructions for Paper- Setter</u>		
The Paper-Setter shall set nine questions in all and the question paper shall be divided into two parts. Part 'A' shall comprise four short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part 'B' shall comprise eight questions (two questions from each unit) carrying 14 marks each and the student will be required to attempt four questions selecting one question from each unit.		
Unit	Topics	Contact Hours
I	Managerial Economics: Meaning, Nature and Scope. Objectives of the firm, Equilibrium, Utility, Opportunity cost, Marginal and Incremental Principles.	15
II	Theory of Demand: Nature of demand for a product, individual demand, market demand, determinants of demand, Law of demand, Elasticity of demand and its determinants; Theory of Consumer Behavior: Cardinal utility analysis, Indifference curve analysis, applications of Indifference curves.	15
III	Theory of Production and Costs: The concept of Production function, production with one and two variable inputs, theory of Cost in short run and long run, Revenue function.	15
IV	Theory of firm and market organization: Pricing under Perfect Competition, Pricing under Monopoly, Price Discrimination, Pricing under Monopolistic Competition, Selling cost, Pricing under Oligopoly.	15
Suggested Evaluation Methods		

Internal Assessment: ➤ Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15 ➤ Practicum ● Class Participation: ● Seminar/Demonstration/Viva-voce/Lab records etc.: ● Mid-Term Exam:	End Term Examination: 70
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Part C-Learning Resources
Recommended Books/e-resources/LMS: 1. Koutsoyiannis, A.: Modern Microeconomics; Palgrave Macmillan. 2. Varshney, R. L. and Maheshwari, K. L.: Managerial Economics; Sultan Chand & Sons. 3. Mote, V., Paul, S., and Gupta, G.: Managerial Economics; McGraw Hill Education.

Part A – Introduction			
Subject	Business Administration		
Semester	II		
Name of the Course	Organizational Behaviour		
Course Code	B23-UDM-203		
Course Type: (CC/MCC/MDC/CC- M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-C2		
Level of the course (As per Annexure-I)	Foundation-Level		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Understand the Nature, Evolution of Organizational Behaviour. 2. Understand the process of group formation and role of Groups at workplace. 3. Discover and Understand the concept of Motivation and Leadership theories 4. Comprehend the latest changes happening in the field of Organizational Behaviour.		
Credits	Theory	Practical	Total

	4	0	4
Contact Hours/Week	4	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70		Time: 3 Hours	

Part B- Contents of the Course		
<u>Instructions for Paper- Setter</u>		
<p>The Paper-Setter shall set nine questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise four short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise eight questions (two questions from each unit) carrying 14 marks each and the student will be required to attempt four questions selecting one question from each unit.</p>		
Unit	Topics	Contact Hours
I	Organizational Behaviour: Definition, Fundamental concepts of OB, Historical Background.	15
II	Motivation: Definition, Importance, Motives, Characteristics, Content Theories of Motivation Morale - Definition and relationship with productivity - Morale Indicators.	15
III	Theories of Leadership -Trait Theory, Behavioral theories, Contingency Theories, Transactional Theories and Transformational Leadership Theory.	15
IV	Group Dynamics and Team building: Concept of Group & Team. Theories of Group Formation – Types of Groups. Importance of Team building at workplace.	15
Suggested Evaluation Methods		
Internal Assessment: ➤ Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15 ➤ Practicum ● Class Participation: ● Seminar/Demonstration/Viva-voce/Lab records etc.: ● Mid-Term Exam:		End Term Examination: 70

Part C-Learning Resources

Recommended Books/e-resources/LMS:

1. Robbins, S. P. and Sanghi. Organizational Behaviour. Pearson Education.
2. Robbins, S. P. and Judge T. A. Vohra; Organisational Behaviour. Pearson Education.

Part A – Introduction			
Subject	Business Administration		
Semester	III		
Name of the Course	Internet of Things and Google Ads		
Course Code	B23-UDM-301		
Course Type: (CC/MCC/MDC/CC- M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-A3		
Level of the course (As per Annexure-I)	Intermediate Level		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the various concepts, terminologies and architecture of IoT systems. 2. Use sensors and actuators for design of IoT. 3. To understand the concepts of Google Ad Words. 4. To learn about the strategies of Google Ad Words 		
Credits	Theory	Practical	Total
	4	0	4
Contact Hours/Week	4	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70		Time: 3 Hours	

Part B- Contents of the Course**Instructions for Paper- Setter**

The Paper-Setter shall set nine questions in all and the question paper shall be divided into two

parts. **Part ‘A’** shall comprise four short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. **Part ‘B’** shall comprise eight questions (two questions from each unit) carrying 14 marks each and the student will be required to attempt four questions selecting one question from each unit.

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

Suggested Evaluation Methods

Internal Assessment:

➤ **Theory**

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

➤ **Practicum**

- Class Participation:
- Seminar/Demonstration/Viva-voce/Lab records etc.:
- Mid-Term Exam:

End Term Examination: **70**

Part C-Learning Resources

Recommended Books/e-resources/LMS:

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

Part A – Introduction	
Subject	Business Administration
Semester	III
Name of the Course	Fundamentals of Marketing Management
Course Code	B23-UDM-302
Course Type: (CC/MCC/MDC/CC- M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-B3
Level of the course (As per Annexure-I)	Intermediate Level
Pre-requisite for the course (if any)	None
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Discuss the fundamental concept of marketing. 2. To understand the role of Marketing information system and consumer behaviour in marketing decision. 3. Demonstrate an understanding of the 4P's used by marketers. 4. To learn about the new frontiers in the marketing-service marketing.

Credits	Theory	Practical	Total
	4	0	4
Contact Hours/Week	4	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours		

Part B- Contents of the Course

Instructions for Paper- Setter

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

Unit	Topics	Contact Hours
I	Marketing Management- Meaning, Nature and Scope. Concepts of Marketing, Marketing Environment, Marketing Mix, STP (segmenting, targeting and positioning) approach to marketing.	15
II	Marketing Information System- Meaning and Components. Marketing Research. Consumer Behaviour-Meaning and Importance of study for Marketers.	15
III	Product —Meaning, levels and product Mix. New Product development, Product Life Cycle, Branding and Packaging decision, Pricing-Meaning, procedure for setting a price, Pricing Strategy. Promotion- promotion Mix- A study of advertising, sales promotion, personal selling, direct marketing and public relations.	15
IV	Marketing organization and control, Marketing of Services: An introduction to services, Role of Service Sector in the economy, 7P's of Service Marketing. Distribution Channels- Levels and Roles. Management of Physical Distribution.	15
Suggested Evaluation Methods		

<p>Internal Assessment:</p> <p>➤ Theory</p> <ul style="list-style-type: none"> ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15 <p>➤ Practicum</p> <ul style="list-style-type: none"> ● Class Participation: ● Seminar/Demonstration/Viva-voce/Lab records etc.: ● Mid-Term Exam: 	<p>End Term Examination: 70</p>
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Part C-Learning Resources
<p>Recommended Books/e-resources/LMS:</p> <ol style="list-style-type: none"> 1. Kotler, P. & Keller, K.: Marketing Management, 1VI ed.; Pearson Publisher, New Delhi. 2. Ramaswamy, V.S. and Namakumari, S.: Marketing Management: Planning, Control; MacMillan Press, New Delhi. 3. Saxena, R.: Marketing Management, VI ed.; Tata Mc. Graw Hill, New Delhi.

Part A – Introduction	
Subject	Business Administration
Semester	III
Name of the Course	Fundamentals of Human Resource Management
Course Code	B23-UDM-303
Course Type: (CC/MCC/MDC/CC- M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-C3
Level of the course (As per Annexure-I)	Intermediate Level
Pre-requisite for the course (if any)	None
Course Learning Outcomes (CLO):	<p>After completing this course, the learner will be able to:</p> <ol style="list-style-type: none"> 1. To familiarize students with the concept of Human resource management. 2. To understand the role and competencies required for Human resource Managers in an organization. 3. To help students understand the various aspects of employee life cycle within an organization. 4. To significantly improve the understanding of students about global HR Practices.

Credits	Theory	Practical	Total
	4	0	4
Contact Hours/Week	4	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70		Time: 3 Hours	

Part B- Contents of the Course		
<u>Instructions for Paper- Setter</u>		
<p>The Paper-Setter shall set nine questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise four short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise eight questions (two questions from each unit) carrying 14 marks each and the student will be required to attempt four questions selecting one question from each unit.</p>		
Unit	Topics	Contact Hours
I	Human Resource Management-An Introduction; Human Resource Planning; Recruitment and Selection	15
II	Training and Development: Methods of Training; Job Analysis; Job Evaluation; Career Planning	15
III	Performance Management; Payroll and Compensation Management; Employee Retention; Employee Health and Safety; Mental Health and Wellbeing	15
IV	Recent trends in Human resource Management; Impact of technology on HRM; International HRM practices	15
Suggested Evaluation Methods		
Internal Assessment: ➤ Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15 ➤ Practicum ● Class Participation: ● Seminar/Demonstration/Viva-voce/Lab records etc.: ● Mid-Term Exam:		End Term Examination: 70

Part C-Learning Resources

Recommended Books/e-resources/LMS:

1. K. Aswathapa: Human Resource Management: Text and Cases; Tata McGraw Hill, New Delhi.
2. P. Jyothi: Human Resource Management; Oxford University Press.
3. V.S.P. Rao: Human Resource Management; Himalaya Publication House.
4. Seema Sanghi: Human Resource Management; Macmillan India Publication.

Part A – Introduction

Subject	Business Administration		
Semester	III		
Name of the Course	Managerial Accounting		
Course Code	B23-UDM-304		
Course Type: (CC/MCC/MDC/CC- M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-M3		
Level of the course (As per Annexure-I)	Intermediate Level		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the management accounting concepts and its application for decision making. 2. Have an analytical understanding of cost accounting and various cost accounting 3. Apply the budgetary control in different business scenarios. 4. Understand the practical application of management control techniques. 		
Credits	Theory	Practical	Total
	4	0	4
Contact Hours/Week	4	0	4
Max. Marks: 100 Internal Assessment Marks: 30		Time: 3 Hours	

End Term Exam Marks: 70	
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Part B- Contents of the Course

Instructions for Paper- Setter

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

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

Suggested Evaluation Methods

<p>Internal Assessment:</p> <ul style="list-style-type: none"> ➤ Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15 ➤ Practicum ● Class Participation: ● Seminar/Demonstration/Viva-voce/Lab records etc.: ● Mid-Term Exam: 	End Term Examination: 70
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Part C-Learning Resources

Recommended Books/e-resources/LMS:

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

Part A – Introduction			
Subject	Business Administration		
Semester	III		
Name of the Course	Production Management		
Course Code	B23-UDM-305		
Course Type: (CC/MCC/MDC/CC- M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-M3		
Level of the course (As per Annexure-I)	Intermediate Level		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand ever growing importance of Production and Operations management in uncertain business environment. 2. Learn about the significance of factory location and its various determinants. 3. Explore the various techniques of inventor control. 4. Familiarize with the concept of six sigma and virtual factory. 		
Credits	Theory	Practical	Total
	4	0	4
Contact Hours/Week	4	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70		Time: 3 Hours	

Part B- Contents of the Course

Instructions for Paper- Setter

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

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

Suggested Evaluation Methods

Internal Assessment:

➤ Theory

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

➤ Practicum

- Class Participation:
- Seminar/Demonstration/Viva-voce/Lab records etc.:
- Mid-Term Exam:

End Term Examination: **70**

Part C-Learning Resources

Recommended Books/e-resources/LMS:

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

Part A – Introduction

Subject	Business Administration		
Semester	IV		
Name of the Course	Understanding Digital Marketing		
Course Code	B23-UDM-401		
Course Type: (CC/MCC/MDC/CC- M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-A4		
Level of the course (As per Annexure-I)	Intermediate Level		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLO):	<p>After completing this course, the learner will be able to:</p> <ol style="list-style-type: none"> 1. Understand the fundamentals of digital marketing and the consumer journey. 2. Develop and implement effective digital marketing campaigns. 3. Master content marketing strategies for different stages of the marketing funnel. 4. Evaluate and utilize key digital marketing channels and skills. 		
Credits	Theory	Practical	Total
	4	0	4
Contact Hours/Week	4	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70		Time: 3 Hours	

Part B- Contents of the Course

Instructions for Paper- Setter

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

Unit	Topics	Contact Hours
I	Introduction to Digital Marketing: Concept, Importance of Digital Marketing, Examples of Successful Digital Marketing Campaigns. Understanding the Consumer Journey: Creating a Customer Avatar, Knowing the Stages of Customer Journey, Preparing your Customer Journey Roadmap.	15
II	Choosing the Right Marketing Campaign: Defining a Digital Marketing Campaign, Types of Campaign -Campaigns to Generate New Leads and Customers, Campaigns that Monetize Existing Leads and Customers, Campaigns that Build Engagement.	15
III	Pursuing Content Marketing: Understanding the Marketing Funnel, Types of Content Marketing -Top of the Funnel Content Marketing, Middle of the Funnel Content Marketing, Bottom of the Funnel Content Marketing, Distributing Content to Attract an Audience.	15
IV	Introduction to the Concepts and Importance of the following in Digital Marketing: Email Marketing, Social Media Marketing, Influencer Marketing, Mobile Marketing. Digital Marketing Skills Important for your Resume.	15

Suggested Evaluation Methods

Internal Assessment:

➤ Theory

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

➤ Practicum

- Class Participation:
- Seminar/Demonstration/Viva-voce/Lab records etc.:
- Mid-Term Exam:

End Term Examination: **70**

Part C-Learning Resources

Recommended Books/e-resources/LMS:

1. Mankad, J. & Dishek, J., (2019). Understanding digital marketing strategies for online success, BPB Publications (August 26, 2019).
2. Deiss, R., & Henneberry, R. (2020). Digital marketing for dummies. John Wiley & Sons.

Part A – Introduction			
Subject	Business Administration		
Semester	IV		
Name of the Course	Digital Marketing Tools		
Course Code	B23-UDM-402		
Course Type: (CC/MCC/MDC/CC- M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-B4		
Level of the course (As per Annexure-I)	Intermediate Level		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLO):	After studying this subject, students will be able to <ol style="list-style-type: none"> 1. Understand the fundamentals of digital marketing. 2. Understand the characteristics of tools used for websites and landing pages. 3. Understand the characteristics of tools used for email marketing and payment solutions. 4. Understand the characteristics of tools used for content and Social Media Marketing. 		
Credits	Theory	Practical	Total
	4	0	4
Contact Hours/Week	4	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70		Time: 3 Hours	

Part B- Contents of the Course**Instructions for Paper- Setter**

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

Unit	Topics	Contact Hours
I	Introduction to Digital Marketing: Concept, Importance of Digital Marketing, Traditional Marketing Vs. Digital Marketing, Digital Marketing Landscape, The Digital users in India, Digital marketing Plan.	15
II	Building a Website, Content Management Systems (CMS), characteristics of good CMS, Hosting a website, characteristics of Good Web Hosts, Customer Relationship Management Software (CRMs), Characteristics of Good CRM, Using Landing Page, Characteristics of Good Landing Page.	15
III	Choosing Email Marketing Software, Characteristics of Good Email Application, Adding a Payment Solution, Characteristics of Good Payment Processors.	15
IV	Sourcing and Editing Images, Characteristics of Good Image Creation Application, Managing Social Media, Characteristics of Good Social Media Application. SEO techniques.	15

Suggested Evaluation Methods

Internal Assessment:

➤ Theory

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

➤ Practicum

- Class Participation:
- Seminar/Demonstration/Viva-voce/Lab records etc.:
- Mid-Term Exam:

End Term Examination: **70**

Part C-Learning Resources

Recommended Books/e-resources/LMS:

1. Mankad, J. & Dishek, J., (2019), Understanding digital marketing strategies for online Success, BPB Publications (August 26, 2019).
2. Michael J. Thibault (2023). The Influencer Blueprint: A Step-by-Step Guide to Harnessing The Power of Influencer Marketing for Business Success.
3. Linda Coles; Marketing with Social Media; Pearson Publication
4. McStay, A. (2017). Digital advertising. Bloomsbury Publishing.
5. Kundu, S. (2021). Digital Marketing Trends and Prospects: Develop an effective Digital Marketing strategy with SEO, SEM, PPC, Digital Display Ads & Email Marketing

techniques. (English Edition). BPB Publications.

Part A – Introduction			
Subject	Business Administration		
Semester	IV		
Name of the Course	Mobile and Email Marketing		
Course Code	B23-UDM-403		
Course Type: (CC/MCC/MDC/CC- M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-C4		
Level of the course (As per Annexure-I)	Intermediate Level		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. To know about various types of mobile marketing products and tools. 2. To make use of mobile devices to promote products and services. 3. To learn about the Concept of Email marketing. 4. Implementation of Email marketing strategy taking into consideration the current scenario. 		
Credits	Theory	Practical	Total
	4	0	4
Contact Hours/Week	4	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70		Time: 3 Hours	

Part B- Contents of the Course

Instructions for Paper- Setter

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

Unit	Topics	Contact Hours
I	Introduction to Mobile Marketing- Selection of right mobile device. Core Product and Service Offerings. Campaign Delivery Options - SMS & MMS Messaging and Mobile Application Campaign. Websites App Marketing.	15
II	Supplemental Mobile Products and Service Options: QR Codes Campaign Delivery Options: Augmented Reality Campaign Delivery Options: Interactive Voice Response (IVR) Mobile. Mobile Advertising and Search Mobile Advertising Mobile Marketing and Search Programmatic Ad Buying-Incentives and Loyalty Program Mobile Incentive Opportunities Mobile Loyalty Programs- Mobile Marketing Rules and Regulations.	15
III	Introduction to Email Marketing –Meaning, scope and significance. - Popular Email Marketing Tools, Advantages and Dis Advantages of Email Marketing. Best Email Marketing Alternatives: Introduction: MailerLite-SendInBlueActive Campaign-HubSpot etc.	15
IV	Introduction to Mail-Chimp- Mail-Chimp Structure -Account Setup and Settings- Email Marketing Strategy -Creating a Subscriber List - Integration of Forms in Site- Import Subscribers in a List.	15

Suggested Evaluation Methods

Internal Assessment:

➤ Theory

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

➤ Practicum

- Class Participation:
- Seminar/Demonstration/Viva-voce/Lab records etc.:
- Mid-Term Exam:

End Term Examination: **70**

Part C-Learning Resources

Recommended Books/e-resources/LMS:

1. Tom Corson –Knowless ,Email Marketing Mastery.TCK Publishing
2. Susan Gunelius,Publisher:Entrepreneur Press,31 May 2018,
3. Social Media & Mobile Marketing: Includes Online Worksheets by Puneet Singh Bhatia. 2019. Wiley Publications.

Part A – Introduction

Subject	Business Administration		
Semester	V		
Name of the Course	AI in Digital Marketing		
Course Code	B23-UDM-501		
Course Type: (CC/MCC/MDC/CC- M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-A5		
Level of the course (As per Annexure-I)	Intermediate Level		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the concept of AI and its significance. 2. To understand the role of AI in STP process. 3. To understand the role and use of AI in Marketing Mix. 4. To understand the role of AI in distribution channel management. 		
Credits	Theory	Practical	Total
	4	0	4
Contact Hours/Week	4	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70		Time: 3 Hours	

Part B- Contents of the Course

Instructions for Paper- Setter

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

Unit	Topics	Contact Hours
I	Introduction of AI in Marketing, Significance, Designs of AI, Consumer Buying Decision Process, Understanding Customer Journey, Transition process and AI matrix. Customer value and Role of AI in Value Delivery Process, Transforming Marketing Strategy using AI,	15
II	Using AI for STP, Application of AI in Marketing Mix, Marketing Information Systems and its Components. Understanding the Use of AI for Addressing Competition, Introduction to AI and Brand Management.	15
III	AI for Value Creation and Product Development, Personalization and hyper-personalization Using AI. Implementation of AI by Product Managers, AI in Service, Pricing Strategies Using AI. Role of AI in Advertising	15
IV	AI in Sales promotion and Direct Marketing, AI in PR and Publicity and Social Media Marketing, Personal Selling is using AI, Sales management using AI. AI and Marketing Channel Management, Changing face of Retailing in the age of AI, AI in Logistics Management.	15

Suggested Evaluation Methods

Internal Assessment:

➤ Theory

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

➤ Practicum

- Class Participation:
- Seminar/Demonstration/Viva-voce/Lab records etc.:
- Mid-Term Exam:

End Term Examination: 70

Part C-Learning Resources

Recommended Books/e-resources/LMS:

1. Sterne J., "Artificial intelligence for marketing: practical applications", John Wiley & Sons.
2. Gentsch, Peter., "AI in marketing, sales and service: How marketers without a data science degree can use AI, big data and bots", (eBook) Springer.
3. King K., "Using Artificial Intelligence in Marketing: How to harness AI and maintain the competitive edge", Kogan Page Publishers
4. Hosnagar, K, "A human's guide to machine intelligence", New York: Viking.
5. Venkatesan, R., and Lecinski J, "The AI Marketing Canvas: A Five-stage Road Map to Implementing Artificial Intelligence in Marketing", Stanford University Press

Part A – Introduction			
Subject	Business Administration		
Semester	V		
Name of the Course	Content Marketing		
Course Code	B23-UDM-502		
Course Type: (CC/MCC/MDC/CC- M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-B5		
Level of the course (As per Annexure-I)	Intermediate Level		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understanding the concept of Content Marketing. 2. To determine the goals of content marketing. 3. Learn the management of the content Marketing 4. Apply the concept of Content marketing for enhancing business decision making. 		
Credits	Theory	Practical	Total
	4	0	4
Contact Hours/Week	4	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70		Time: 3 Hours	

Part B- Contents of the Course

Instructions for Paper- Setter

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

Unit	Topics	Contact Hours
I	Introduction to Content Marketing and Management: Why and how content is important to business – use of content marketing, Content strategy and planning, Forming mission statement and its importance, selection of Niche Markets.	15
II	Business goals and planning for websites -Naming primary and lower level goals-CMS overview and concepts, Introduction to Word Press - Word Press design, navigation and site structure.	15
III	Adding and managing content - Adding and managing functionality on the site. Writing for the Web-Refining content – design, brand guidelines - Tools for developing visual content -HTML and CSS, overview for CMS	15
IV	Competitive analysis -Collecting content ideas, Tools and resources for creating and managing content -Social media channels – community and communication, distributing content.	15

Suggested Evaluation Methods

<p>Internal Assessment:</p> <ul style="list-style-type: none"> ➤ Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15 ➤ Practicum ● Class Participation: ● Seminar/Demonstration/Viva-voce/Lab records etc.: ● Mid-Term Exam: 	<p>End Term Examination: 70</p>
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Part C-Learning Resources

Recommended Books/e-resources/LMS:

1. Building a Story Brand: Clarify Your Message So Customers Will Listen Paperback – 28February 2018-Donald Miller
2. Practical Content Strategy & Marketing: The Content Strategy & Marketing Course Guidebook Kindle Edition-Julia McCoy

Part A – Introduction			
Subject	Business Administration		
Semester	V		
Name of the Course	Affiliate Marketing		
Course Code	B23-UDM-503		
Course Type: (CC/MCC/MDC/CC- M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-C5		
Level of the course (As per Annexure-I)	Intermediate Level		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. To understand the concept of affiliate marketing. 2. To familiarize with the different platforms of affiliate marketing. 3. Learn the various audience engagement strategies. 4. Understand the implementation of affiliate marketing program. 		
Credits	Theory	Practical	Total
	4	0	4
Contact Hours/Week	4	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70		Time: 3 Hours	

Part B- Contents of the Course		
<u>Instructions for Paper- Setter</u>		
<p>The Paper-Setter shall set nine questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise four short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise eight questions (two questions from each unit) carrying 14 marks each and the student will be required to attempt four questions selecting one question from each unit.</p>		
Unit	Topics	Contact Hours

I	Introduction to Affiliate Marketing- History of Affiliate Marketing, Frequently asked questions about Affiliate Marketing, The basis of Affiliate Marketing, How affiliate Marketing works, Affiliate Program payment methods, Cookies and Affiliates, Tiered Affiliate Marketing, Cross selling and up selling, Multi tier marketing and commissions, List of affiliate marketing software.	15
II	Types of Affiliate Marketing- Search affiliates, Price comparison service website, Loyalty websites, Cause related and coupon websites, Content and niche market website, Personal weblogs and website syndicates, Email marketing and shopping directories, Registration or co-registration affiliates, File sharing affiliates	15
III	Tips and tricks to improve affiliate Marketing - Affiliate Links and how to deal with them, Promoting your affiliate program, Overcoming the challenges of affiliate marketing, Performing market analysis and market research, Market strategies Establishment, Affiliate Marketing and organic Search Optimization	15
IV	Setting Up affiliate Marketing Program - How to attract affiliates, Hosting and implementing an affiliate program, Growing your Affiliate Numbers, Setting up an affiliate program, Affiliate network service agreement, Data feeds and customer returns, Merchants/publisher management, Setting up an Affiliate Marketing software, Affiliate program promotion and content pages, Screen affiliates, Combating affiliate fraud	15

Suggested Evaluation Methods

<p>Internal Assessment:</p> <ul style="list-style-type: none"> ➤ Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15 ➤ Practicum ● Class Participation: ● Seminar/Demonstration/Viva-voce/Lab records etc.: ● Mid-Term Exam: 	<p>End Term Examination: 70</p>
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Part C-Learning Resources

Recommended Books/e-resources/LMS:

1. Bruce C. Brown: The Complete Guide to Affiliate Marketing on the Web: How to Use and Profit from Affiliate Marketing Programs.
2. Evgenii Prussakov: Affiliate Program Management: An Hour a Day.
3. Affiliate Marketing: Proven Step By Step Guide To Make Passive Income With Affiliate Marketing by Mark Smith. 2019. Guy Saloniki Publishers.
4. Affiliate Marketing For Beginners by Mark Glazer. 2022.

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Part A – Introduction			
Subject	Business Administration		
Semester	VI		
Name of the Course	Web Analytics		
Course Code	B23-UDM-601		
Course Type: (CC/MCC/MDC/CC- M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-A6		
Level of the course (As per Annexure-I)	Intermediate Level		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the concept of web analytics. 2. Learn about the data collection and measurement. 3. Develop analytical skills for effective decision alternatives in web analytics. 4. Acquaint with better understanding of implementation of web analytics tools. 		
Credits	Theory	Practical	Total
	4	0	4
Contact Hours/Week	4	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70		Time: 3 Hours	

Part B- Contents of the Course
<u>Instructions for Paper- Setter</u>
The Paper-Setter shall set nine questions in all and the question paper shall be divided into two

parts. **Part ‘A’** shall comprise four short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. **Part ‘B’** shall comprise eight questions (two questions from each unit) carrying 14 marks each and the student will be required to attempt four questions selecting one question from each unit.

Unit	Topics	Contact Hours
I	Introduction to Web Analytics: Definition, Process, Key terms: Site references, Keywords and Key phrases; building block terms: Visit characterization terms, Content characterization terms, Conversion metrics; Categories: Offsite web, on site web; Web analytics platform, Web analytics evolution, Need of web analytics, Advantages & Limitations.	15
II	Data Collection and Web Analytics Fundamentals: Capturing Data: Web logs, web Beacons, java script tags, packet sniffing; Outcome data: E-commerce, Lead generation, Brand/ Advocacy and support; Competitive Data: Panel Based measurement, ISP based measurement, Search Engine Data; Organizational Structure. Type and size of data, identifying unique page definition, cookies, Link Coding Issues.	15
III	Web Metrics & Analytics: Common metrics: Hits, Page views, visits, unique page views, Bounce, Bounce rate & its improvement, Average time on site, Real time report, traffic source report, custom campaigns, content report, Google analytics; Key Performance Indicator: Need, characteristics, perspective and uses. Graphs and Matrices- Basic measures for individuals and networks. Random graphs & network evolution, Social Context: Affiliation & Identity.	15
IV	Web analytics tools: A/B testing, online surveys, Web crawling and Indexing. Natural Language Processing Techniques for Micro-text Analysis Web analytics 2.0: Web analytics 1.0 & its limitations, Introduction to WA 2.0, competitive intelligence analysis and data sources; website traffic analysis: traffic trends, site overlap and opportunities.	15
Suggested Evaluation Methods		
Internal Assessment: ➤ Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15 ➤ Practicum ● Class Participation: ● Seminar/Demonstration/Viva-voce/Lab records etc.: ● Mid-Term Exam:		End Term Examination: 70

Part C: Learning Resources

Recommended Books/e-resources/LMS:

1. Rob Stokes, (2014), e marketing: The Essential Guide to Digital Marketing, Quirk Education.
2. Tuten & Bikramjit Rishi, Social Media Marketing, 3rd Ed. 2020, SAGE Publishing India
3. Dave Chaffey, Fiona Ellis-Chadwick, Richard Mayer, Kevin Johnston, (2012), Internet Marketing: Strategy, Implementation and Practice, Prentice Hall.
4. Liana Evans, Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media, Que Publishing.
5. Vandana Ahuja, (Digital Marketing, 1st edition, Oxford University Press.
6. Avinash Kaushik, Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity,
7. Clifton B., Advanced Web Metrics with Google Analytics, Wiley Publishing, Inc.2nd ed.
8. Kaushik A., Web Analytics 2.0, The Art of Online Accountability and Science of Customer Centricity, Wiley Publishing, Inc. 1st ed.

Part A – Introduction

Subject	Business Administration		
Semester	VI		
Name of the Course	Search Engine Marketing		
Course Code	B23-UDM-602		
Course Type: (CC/MCC/MDC/CC- M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-B6		
Level of the course (As per Annexure-I)	Intermediate Level		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Discuss the concepts of search engine marketing 2. To Create effective landing pages by understanding web users' behaviour. 3. To develop inbound links from other web sites. 4. To learn about Search Engine Management. 		
Credits	Theory	Practical	Total
	4	0	4
Contact Hours/Week	4	0	4

Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours
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Part B- Contents of the Course

Instructions for Paper- Setter

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

Unit	Topics	Contact Hours
I	Search Engine Marketing: concept, significance. Concept of Google search, Rule based personalization of marketing at internet scale, Overview of Google Ads, Bing Ads, landing pages, elements, and optimization.	15
II	PPC Campaigns PPC definition & it's functioning, PPC Terminology - Quality Score, Conversion Rate etc., Quality Score Overview, Setting objectives, goals & expectations, Actionable metrics for performance measurements, Formulating account structure, Effective segmentation of keywords, Usage of multiple match types and Non-overlapping Ad Groups	15
III	Bid Management Plan Understand bidding strategy, Manual vs. Automated bid management, Different bid management features like CPA bidding, position preference etc. Google Ads bidding strategies. Top PPC bid management tips for maximizing returns	15
IV	SEM management (other techniques) re-marketing, mobile advertising, display & video formats, optimize the display network campaigns and track & measure views through conversions.	15

Suggested Evaluation Methods

Internal Assessment: ➤ Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15 ➤ Practicum ● Class Participation: ● Seminar/Demonstration/Viva-voce/Lab records etc.: ● Mid-Term Exam:	End Term Examination: 70
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Part C: Learning Resources

Recommended Books/e-resources/LMS:

1. Introduction to Search Engine Marketing and AdWords: A Guide for Absolute Beginners by Todd Kelsey & Brandon Lyon. 2017. APress Publishers
2. Pay-Per-Click Search Engine Marketing: An Hour A Day by David Szetela & Joseph Kerschbaum. 2010. Wiley India Pvt. Ltd.

Part A – Introduction

Subject	Business Administration		
Semester	VI		
Name of the Course	Financial Management		
Course Code	B23-UDM-604		
Course Type: (CC/MCC/MDC/CC- M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-M6		
Level of the course (As per Annexure-I)	Intermediate Level		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLO):	<p>After completing this course, the learner will be able to:</p> <ol style="list-style-type: none"> 1. To understand the basic concepts of financial management and their application in investment, financing and dividend decisions. 2. To know about the different avenues of procuring finance. 3. To familiar with the concepts of cost of capital, leverage analysis, capital structure and dividend theories and identify courses of action in financial environment that would result in maximization of wealth of an organization 4. To explore the relevance of dividend policy decisions and concept of management of working capital. 		
Credits	Theory	Practical	Total
	4	0	4
Contact Hours/Week	4	0	4

Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours
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Part B- Contents of the Course		
<u>Instructions for Paper- Setter</u>		
<p>The Paper-Setter shall set nine questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise four short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise eight questions (two questions from each unit) carrying 14 marks each and the student will be required to attempt four questions selecting one question from each unit.</p>		
Unit	Topics	Contact Hours
I	Meaning, importance and scope of financial management, financial goals: profit versus value maximization. Finance function: relationship between finance function and other functional areas of management, role of finance manager, meaning of financial planning, and steps in financial planning. Concept of Time value of money.	15
II	Capitalization: meaning, effects and remedies of under capitalization, over capitalization and watered stock. Capital structure: Meaning, importance and determination of capital structure. Sources of finance: meaning, advantages and limitations of each. Concept of Leverage: Types, significance.	15
III	Cost of Capital: Meaning and importance, computation of cost of capital for debentures or bonds, equity and preference capital and retained earnings. Weighted cost of capital. Capital Budgeting: meaning, process, techniques, meaning, utility and limitations of various methods.	15
IV	Concept and types of Dividend Decisions- Factors, significance and theories. Concepts and types of working capital – factors determining working capital requirement. Principles of working capital management, components of working capital: cash, receivables, inventory, creditors, bank overdraft and others, disadvantages of inadequate working capital.	15
Suggested Evaluation Methods		
Internal Assessment: ➤ Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15 ➤ Practicum ● Class Participation: ● Seminar/Demonstration/Viva-voce/Lab records etc.: ● Mid-Term Exam:		End Term Examination: 70

Part C: Learning Resources

Recommended Books/e-resources/LMS:

1. Elements of Financial Management, by S.N.Maheshwari
2. Principles of Financial Management, by N.P.Agrawal, R.K.Tailor, Pioneer Publications 2008
3. Working Capital Management, by N.P.Agrawal, B.K.Mishra, RBSA Publishers
4. Prasanna Chandra: Financial Management. Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
5. Hampton, John J.: Financial Decision-making, Prentice hall of India Ltd., New Delhi.
6. Khan, M.Y, Jam: Financial Management and Policy, Tata McGraw-Hill Company Ltd., P.K. New Delhi.

Part A – Introduction

Subject	Business Administration		
Semester	VI		
Name of the Course	Business Tax Planning		
Course Code	B23-UDM-605		
Course Type: (CC/MCC/MDC/CC- M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-M6		
Level of the course (As per Annexure-I)	Intermediate Level		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. To understand the concept of tax planning and management. 2. To compute the tax liability. 3. To understand the implication of tax decisions. 4. To discuss the implementation of different acts and provisions related to taxation. 		
Credits	Theory	Practical	Total
	4	0	4
Contact Hours/Week	4	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70		Time: 3 Hours	

Part B- Contents of the Course

Instructions for Paper- Setter

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

Unit	Topics	Contact Hours
I	Introduction to tax planning and management, Carry Forward & Set-Off of Business Losses & Depreciation, tax evasion and tax avoidance; Nature and scope of tax planning and management in the corporate sector	15
II	Computation of taxable income of companies; Finance Act, Computation of the amount of corporate tax liability; Fringe Benefits & Perquisites, Minimum Alternate Tax; Tax on distributed profits of domestic companies; Tax on income distributed to unit holders. Taxation of HUFs & AOPs	15
III	Implications of Tax concessions and incentives for corporate decisions in respect of setting up a new business, location of business and nature of business. Tax planning with reference to financial management decisions: Capital structure decisions; Tax Considerations, Dividend Policy; Bonus Share; Investments and Capital Gains and Capital Losses	15
IV	Tax planning with reference to managerial decisions: Owning or leasing of an asset; purchasing of assets by instalment system or Hire System; Purchasing of an asset out of own funds or out of borrowed capital; manufacturing or buying; Repairing, replacing, renewing or renovating an asset; Sale of assets used for scientific research; Shutting down or continuing operations.	15

Suggested Evaluation Methods

Internal Assessment:

➤ Theory

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

➤ Practicum

- Class Participation:
- Seminar/Demonstration/Viva-voce/Lab records etc.:
- Mid-Term Exam:

End Term Examination: **70**

Part C: Learning Resources

Recommended Books/e-resources/LMS:

1. Singhania, V.K, Direct Tax Planning & Management, Taxman Publications, New Delhi, 2014-15.

2. Singhanian V.K, Direct Taxes: Law & Practice, Taxman Publications, New Delhi, 2014-15.
3. Srinivas, E.A, Corporate Tax Planning, Tata McGraw Hill Publishing Co. Ltd. New Delhi, 2014-15
4. Ahuja, Girish. and Ravi Gupta. Corporate Tax Planning and Management. Bharat Law House, Delhi
5. Acharya, Shuklendra and M.G. Gurha. Tax Planning under Direct Taxes. Modern Law Publication, Allahabad