

# CURRICULUM DOSSIER



## CAREER PROGRAMMES

# Business Administration



# Where Passion Meets Profession <sup>TM</sup>

Published By:

World Academy of Career Programmes Private Limited  
[www.wacpinternational.org](http://www.wacpinternational.org)

The terms "World Academy of Career ProgrammesTM" and "WACP™" are registered trademarks of World Academy of Career Programmes Private Limited, and they cannot be used as (or as part of) a brand name, business name, registered domain name or any name of publication without first receiving permission from the company in writing.

All Rights Reserved. It is prohibited to reproduce, store in a retrieval system, or transmit by any means or in any form, any part of the present publication, except via the prior written notice of permission from the WACP, or as permitted openly by the WACP Intellectual Property Rules. Information provided in this publication is for reference purpose only and is subject to change from time to time at the discretion of WACP.

Third parties that act in the WACP ecosystem but are not engaged in formal relationship with the WACP (inter alia, providers of professional development, organisations engaged in tutoring, curriculum mapping operators and digital platforms for teacher resources, educational publishers, etc), shall be prohibited to subject WACP publications (commercial or fee-covered) to any kind of commercial use without the written permission (license) from WACP. In order to obtain the mentioned license, the parties shall send their request to the following electronic address: [copyright@wacpinternational.org](mailto:copyright@wacpinternational.org)

©2025

## Table of Contents

---

### **01** Programme Overview

### **03** Programme Outcomes

- Mapping of Programme Outcomes & Courses
- Mapping of Programme Outcomes & Course Outcomes (IDBA)
- Mapping of Programme Outcomes & Course Outcomes (IADBA)

### **09** Assessment Pattern

- Formative Assessment (FA)
- Summative Assessment (SA)
- Grading

### **11** Principles of Management

- Course Credits: 4
- Recommended Guided & Independent Learning Hours: 60
- Course Description
- Course Outcomes
- Assessment at a Glance
- Overview of Units
- References

**14**

## **Business Finance & Operations Management**

- Course Credits: 3
- Recommended Guided & Independent Learning Hours: 45
- Course Description
- Course Outcomes
- Assessment at a Glance
- Overview of Units
- References

**17**

## **Human Resource Management**

- Course Credits: 3
- Recommended Guided & Independent Learning Hours: 45
- Course Description
- Course Outcomes
- Assessment at a Glance
- Overview of Units
- References

**21**

## **Principles of Marketing**

- Course Credits: 4
- Recommended Guided & Independent Learning Hours: 60
- Course Description
- Course Outcomes
- Assessment at a Glance
- Overview of Units
- References

**25**

## **Strategic Management**

- Course Credits: 3
- Recommended Guided & Independent Learning Hours: 45
- Course Description
- Course Outcomes
- Assessment at a Glance
- Overview of Units
- References

**29**

## **Entrepreneurship**

- Course Credits: 3
- Recommended Guided & Independent Learning Hours: 45
- Course Description
- Course Outcomes
- Assessment at a Glance
- Overview of Units
- References

**33**

## **Research Methods**

- Course Credits: 3
- Recommended Guided & Independent Learning Hours: 45
- Course Description
- Course Outcomes
- Assessment at a Glance
- Overview of Units
- References

**36**

## **Digital Marketing**

- Course Credits: 3
- Recommended Guided & Independent Learning Hours: 45
- Course Description
- Course Outcomes
- Assessment at a Glance
- Overview of Units
- References

**39**

## **Capstone Project**

- Course Credits: 4
- Recommended Guided & Independent Learning Hours: 60
- Course Description
- Course Outcomes
- Assessment at a Glance
- Overview

**40**

## **Workshops, Projects & Industry Engagement**

- Course Credits: 12
- Recommended Guided & Independent Learning Hours: 270
- Course Description
- Course Outcomes



CAREER PROGRAMMES  
**BUSINESS  
ADMINISTRATION**

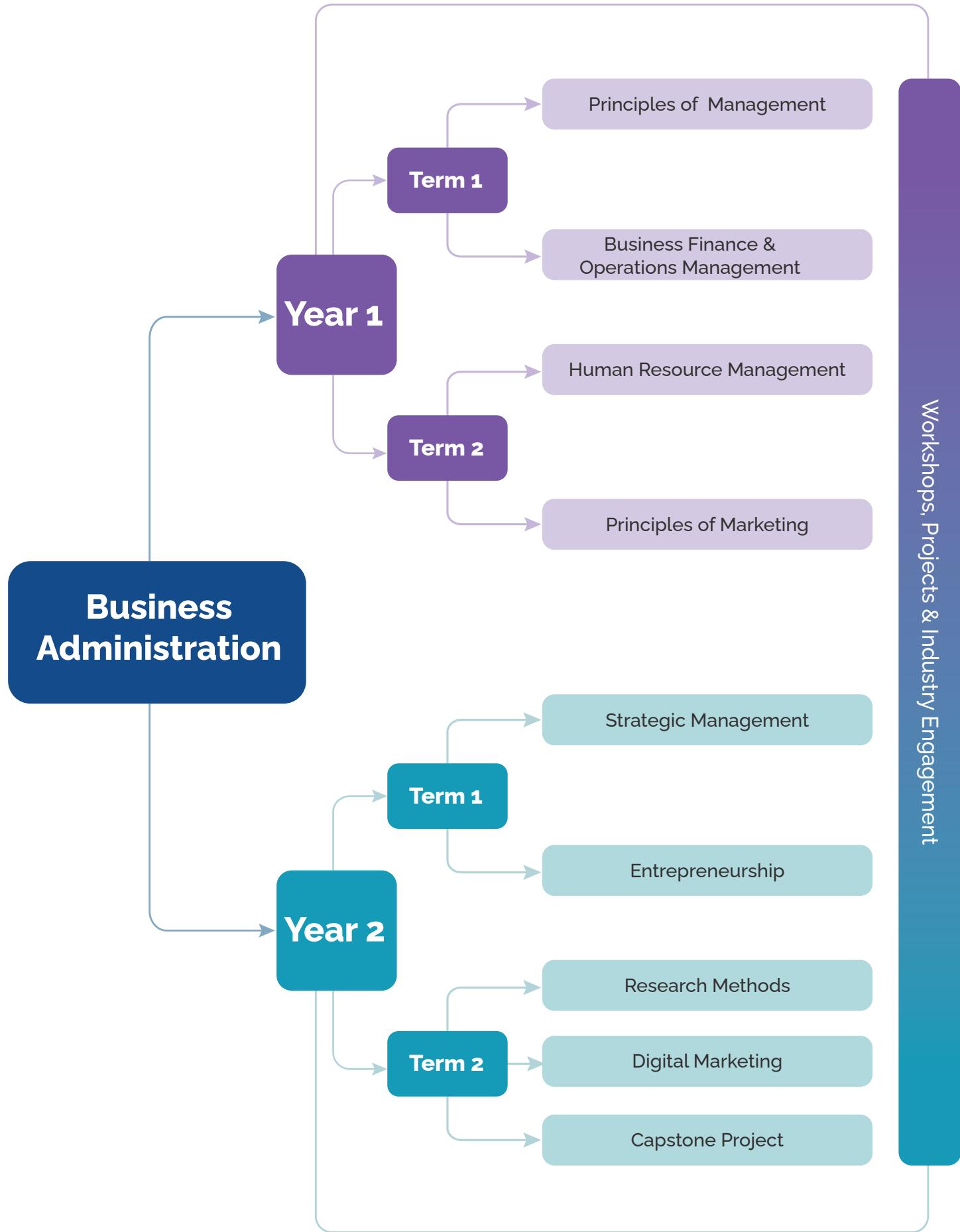
# PROGRAMME OVERVIEW

## Programme Description

WACP's qualification in Business Administration, encompassing the International Diploma and International Advanced Diploma, is strategically designed for students aiming to deepen their business acumen. The programme structure spans essential business disciplines such as management, marketing, accounting, finance, human resources among others across two progressive years of study. Students progress from a broad understanding in the International Diploma to deeper insights in the Advanced Diploma, equipping them with both theoretical insights and practical skills vital for industry success. This progressive structure ensures a robust preparation for those pursuing a career in Business Administration.

## Programme Structure

Course Code	Courses	Credits	Year 1 IDBA	Year 2 IADBA
IDBA101	Principles of Management	4	60 hrs	
IDBA102	Business Finance & Operations Management	3	45 hrs	
IDBA103	Human Resource Management	3	45 hrs	
IDBA104	Principles of Marketing	4	60 hrs	
IADBA201	Strategic Management	3		45 hrs
IADBA202	Entrepreneurship	3		45 hrs
IADBA203	Research Methods	3		45 hrs
IADBA204	Digital Marketing	3		45 hrs
IADBA205	Capstone Project	4		60 hrs
IDBA105 & IADBA206	Workshops, Projects & Industry Engagement			
	A. Projects and Industry Engagement	6		180 hrs
	B. Case Studies, Workshops & Masterclass	6		90 hrs
	<b>Total</b>	<b>42</b>		<b>720 hrs</b>





CAREER PROGRAMMES  
**BUSINESS**  
ADMINISTRATION

# PROGRAMME OUTCOMES

On successful completion of the Programme, a student will be able to:

- PO1** Describe the key models, theories, and applications of Business Administration against the backdrop of global business.
- PO2** Exhibit critical thinking skills in a business environment.
- PO3** Identify the approaches used for planning and decision-making in organisations.
- PO4** By deploying ethical approaches, analyse organisational and business situations.
- PO5** Use advanced methods and technologies for the purpose of enabling growth, development, and sustainability of business.
- PO6** Discover the global view of the industrial and organisational establishments and their functions in the market.

## Mapping of Programme Outcomes & Courses

International Diploma in Business Administration (IDBA)	PO1	PO2	PO3	PO4	PO5	PO6
Principles of Management	✓		✓	✓		✓
Business Finance & Operations Management	✓	✓	✓		✓	✓
Human Resource Management	✓		✓			✓
Principles of Marketing	✓		✓	✓		✓
Workshops, Projects & Industry Engagement	✓	✓	✓	✓	✓	✓

International Advanced Diploma in Business Administration (IADBA)	PO1	PO2	PO3	PO4	PO5	PO6
Strategic Management	✓	✓				✓
Entrepreneurship	✓		✓		✓	
Research Methods	✓		✓	✓	✓	✓
Digital Marketing	✓				✓	✓
Capstone Project	✓	✓	✓	✓	✓	✓
Workshops, Projects & Industry Engagement	✓	✓	✓	✓	✓	✓

**On successful completion of the Programme, a student will be able to:**

- PO1** Describe the key models, theories, and applications of Business Administration against the backdrop of global business.
- PO2** Exhibit critical thinking skills in a business environment.
- PO3** Identify the approaches used for planning and decision-making in organisations.
- PO4** By deploying ethical approaches, analyse organisational and business situations.
- PO5** Use advanced methods and technologies for the purpose of enabling growth, development, and sustainability of business.
- PO6** Discover the global view of the industrial and organisational establishments and their functions in the market.

**Mapping of Programme Outcomes & Course Outcomes**

<b>Course 1:  Principles of Management</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
CO1.1 Identify the roles and responsibilities associated with managerial function.		✓	✓			✓
CO1.2 Compare various approaches in management for problem solving.			✓	✓	✓	
CO1.3 Identify the key contributors and their contributions in the development of management thought.		✓		✓		
CO1.4 Analyse the importance of ethics in corporate governance and its impact on organisational integrity.						✓

<b>Course 2:  Business Finance &amp; Operations Management</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
CO2.1 Understand how business strategy translates into day-to-day operations and value creation.	✓	✓	✓		✓	✓
CO2.2 Learn to measure, interpret, and communicate financial performance of a business.	✓	✓	✓		✓	
CO2.3 Discover how businesses are valued and how they raise funds to grow and scale.	✓	✓	✓		✓	✓

### Mapping of Programme Outcomes & Course Outcomes

Course 3- Human Resource Management	PO1	PO2	PO3	PO4	PO5	PO6
CO3.1 Demonstrate an understanding of the Human Resource Management concept and its significance in organisations.	✓					
CO3.2 Classify the vital skill-set needed for a variety of Human Resource functions.		✓			✓	✓
CO3.3 Evaluate the effectiveness of various performance appraisal methods and their impact on employee development and organisational growth.				✓	✓	✓
CO3.4 Justify the importance of understanding of Human Resource concepts in taking appropriate business decisions.				✓	✓	✓

Course 4- Principles of Marketing	PO1	PO2	PO3	PO4	PO5	PO6
CO4.1 Develop a comprehensive understanding of marketing fundamentals and apply strategies considering global and technological impacts.	✓	✓	✓			✓
CO4.2 Analyse both micro and macro market environments to enhance decision-making and optimise marketing efforts.	✓	✓	✓			✓
CO4.3 Develop the skills to segment markets, identify target audiences, and position products to maximise market impact and share.	✓	✓	✓	✓	✓	✓
CO4.4 Use insights from consumer buying behaviours to enhance marketing strategies and improve customer satisfaction.	✓				✓	✓
CO4.5 Utilise the marketing mix and product life cycle to effectively position products and improve customer satisfaction.	✓	✓		✓	✓	✓

## Mapping of Programme Outcomes & Course Outcomes

**PO1** Define the main models, theories, and applications of Business Administration against the backdrop of global business.

**PO2** Exhibit critical thinking skills in a business environment.

**PO3** Identify the approaches used for planning and decision-making in organisations.

**PO4** Use ethical decision-making techniques to analyse corporate and organisational situations.

**PO5** Apply advanced methods and technologies to enable business growth, development and sustainability.

**PO6** Discover the global view of the industrial and organisational establishments and their functions in the market.

Course 1- Strategic Management	PO1	PO2	PO3	PO4	PO5	PO6
CO1.1 Describe fundamental concepts and terms of Strategic Management.	✓					
CO1.2 Explain different aspects of Strategic Management with real-life examples.	✓			✓	✓	
CO1.3 Describe how strategy implementation and evaluation contribute to achieving strategic goals.				✓		
CO1.4 Analyse a company's internal environment using various tools to create effective strategic goals.		✓				
CO1.5 Elaborate on the nature of challenges and issues the Top Management team faces and explain the techniques necessary for strategists to work effectively.					✓	
CO1.6 Develop the ability to see a company as a whole in the perspective of its environment.						✓

Course 2- Entrepreneurship	PO1	PO2	PO3	PO4	PO5	PO6
CO2.1 Identify entrepreneurial opportunity and elaborate on creating value of products and services.	✓					
CO2.2 Analyse an entrepreneur's strategic decision-making ability in a business.			✓			
CO2.3 Identify the issues that arise during the establishment and growth of a start-up.				✓		
CO2.4 Create a "go to market" strategy for a new business.	✓			✓	✓	
CO2.5 Develop a funding model for a business idea.				✓		
CO2.6 Develop a compelling business plan to present clients, investors and other stakeholders.						✓

### Mapping of Programme Outcomes & Course Outcomes

Course 3- Research Methods	PO1	PO2	PO3	PO4	PO5	PO6
CO3.1 Describe the various kinds of research, objectives of doing research, research process.	✓					
CO3.2 Analyse various data collection methods.			✓			
CO3.3 Identify and apply scaling techniques in business research.	✓					
CO3.4 Interpret the data effectively and create well-crafted business reports.					✓	

Course 4- Digital Marketing	PO1	PO2	PO3	PO4	PO5	PO6
CO4.1 Develop an understanding of fundamentals of digital marketing.	✓	✓				
CO4.2 Describe the role of AI in digital marketing, including how AI can automate and enhance personalisation and content creation.		✓			✓	
CO4.3 Utilise digital marketing tools to create basic marketing campaigns.		✓				
CO4.4 Develop content strategies for different platforms considering target audiences and content goals.		✓			✓	
CO4.5 Evaluate the effectiveness of different digital marketing strategies and tools through comparative analysis.		✓	✓	✓		
CO4.5 Create a multi-channel digital marketing campaign that employs advanced techniques learned in the course for real-world application.		✓	✓	✓	✓	✓

Course 5- Capstone Project	PO1	PO2	PO3	PO4	PO5	PO6
CO5.1 Develop and exhibit problem-solving skills by identifying, analysing, and proposing solutions to complex business challenges.	✓	✓	✓	✓	✓	✓
CO5.2 Demonstrate the ability to innovate and apply creative business solutions, considering current trends and future shifts.				✓	✓	
CO5.3 Evaluate ethical implications and societal impact of business decisions on various stakeholders and the environment.		✓	✓			✓
CO5.4 Enhance communication skills by effectively presenting business solutions to diverse stakeholders.		✓				✓

Course 6- Workshops, Projects & Industry Engagement	PO1	PO2	PO3	PO4	PO5	PO6
CO6.1 Develop soft skills and work-related competencies		✓		✓	✓	✓
CO6.2 Apply all the concepts learnt in this programme in the real world and prepare a portfolio	✓			✓	✓	✓



CAREER PROGRAMMES  
**BUSINESS  
ADMINISTRATION**

# ASSESSMENT PATTERN & GRADING

**Formative Assessments (FA)**  
40% Weightage

**Summative Assessments (SA)**  
60% Weightage

**a. Formative Assessments (FA): 40% Weightage**

Continuous Internal Assessment (CIA)	Weightage
Assignment 1 (Individual)	20
Assignment 2 (Group)	20
<b>Total</b>	<b>40</b>

Formative assessments will be offered for the Continuous Internal Assessment (CIA) of the courses as it will be useful for evaluating the varied abilities of the students. WACP will be providing the Formative Assessments for each course. Student performance will be evaluated internally on a continuous basis by the respective school faculty member, who will maintain comprehensive records of student work and evidence of performance. WACP will moderate the Formative Assessments by selectively reviewing samples, ensuring the integrity and consistency of the evaluations without evaluating every submission.

**The indicative list of formative assessment outputs will include:**

1. Quizzes	5. Group Discussions
2. Mini Projects	6. Presentations
3. Field Work/Community Work	7. Reports
4. Case Studies	8. Audio/Video files

**b. Summative Assessments (SA) : 60% weightage**

The Summative Assessments for each course shall be conducted by WACP. The Summative Assessment (SA) will be assessed by WACP.

To pass a course, learners must obtain a minimum of 41% in the Formative Assessment and 41% in the Summative Assessment separately.

## Grading

A student shall be awarded a Letter Grade for the qualifications. The following Grade Scale shall be used to report the performance of the student.

Letter Grade	Percentage of Marks Obtained	Performance
O	96.00 - 100.00	Outstanding
A <sup>+</sup>	83.00 - 95.99	Excellent
A	70.00 - 82.99	Very Good
B <sup>+</sup>	56.00 - 69.99	Good
B	41.00 - 55.99	Satisfactory
C	21.00 - 40.99	Poor
D	0.00 - 20.99	Very Poor
Ab	0	Absent

The WACP International Diploma & International Advanced Diploma will be awarded subject to satisfactory completion of the following requirements by a candidate:

1. Achieve at least a minimum of 41% or above in each of the course.
2. Industry Engagement portfolio submissions (including the written tasks & reflections).
3. Submission of Capstone Project.
4. Students should not have received a penalty for academic misconduct.
5. Completion of any other submissions/workshops/masterclass as suggested in the Course.

The grading scale and overall grading system published in any WACP document may be subject to change where this is necessary to maintain standards. Our grading system is straightforward and we do not currently envisage the need to change this. However, should a change become necessary, the change would be published in an updated version of the document with a new 'valid from' date. We will write to all institutions in good time to inform them of this change so that plans for any changes can be made to the programme delivery, internal assessment and quality assurance arrangements.



CAREER PROGRAMMES  
**BUSINESS**  
ADMINISTRATION

YEAR 1 (GRADE 11)  
**IDBA**

# INTERNATIONAL DIPLOMA IN BUSINESS ADMINISTRATION

**Course Credits: 4**

**Recommended Guided & Independent Learning Hours: 60 hrs**

## Course Description

This course will help learners gain a comprehensive understanding of management functions and its role in organisations and society. Learners will grasp the fundamentals of management and leadership skills necessary for the growth of businesses. The units covered in this course are Introduction to Management, Planning and Organising, Leading and Motivation, Directing and Controlling, and Business Ethics and Corporate Social Responsibility (CSR).

## Course Outcomes

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

1. Identify the roles and responsibilities associated with managerial functions.
2. Compare various approaches in management for problem-solving.
3. Identify the key contributors and their contributions in the development of management thought.
4. Analyse the importance of ethics in corporate governance and its impact on organisational integrity.

## Assessment at a Glance

Type of Assessment	Details			Weightage of Final Grade (%)
Summative	Component 1	Project Based		60
Formative	Component 1	Assignment 1 (Individual)	20	40
	Component 2	Assignment 2 (Group)	20	
<b>Total</b>				<b>100</b>

## Overview of Units

Units	Unit Content	Recommended No. of Hours
Unit 1	<p><b>Introduction to Management</b></p> <ul style="list-style-type: none"> <li>● <b>Evolution of Management</b> <ul style="list-style-type: none"> <li>◦ Pre Scientific Management Period</li> <li>◦ Classical Theory</li> <li>◦ Neo-classical Theory</li> <li>◦ Bureaucratic Model of Max Weber</li> <li>◦ Contribution of Henri Fayol to Management of Thought</li> </ul> </li> <li>● <b>Theories of Agency and Stewardship</b></li> <li>● <b>Process of Decision-making</b></li> </ul>	10
Unit 2	<p><b>Planning and Organising</b></p> <ul style="list-style-type: none"> <li>● <b>Planning</b> <ul style="list-style-type: none"> <li>◦ Objectives and Plans, Annual Planning for Business, Corporate Planning</li> <li>◦ Planning for Short Term and Long Term, Planning on Strategic Level, Execution Planning, OGSM – Strategic Framework</li> </ul> </li> <li>● <b>Organising</b> <ul style="list-style-type: none"> <li>◦ Organisational Design</li> <li>◦ Elements of Organisational Design</li> <li>◦ Organising around Teams</li> <li>◦ Team Building and Result-orientation</li> </ul> </li> <li>● <b>Organisational and Human Behaviour: Introduction</b></li> </ul>	12
Unit 3	<p><b>Leading and Motivation</b></p> <ul style="list-style-type: none"> <li>● <b>Leading</b> <ul style="list-style-type: none"> <li>◦ Early Leadership Theories</li> <li>◦ 21st Century: Leadership Qualities and Skills</li> </ul> </li> <li>● <b>Motivation</b> <ul style="list-style-type: none"> <li>◦ Modern Theories of Motivation</li> <li>◦ Current Issues in Motivation</li> </ul> </li> </ul>	13
Unit 4	<p><b>Directing and Controlling</b></p> <ul style="list-style-type: none"> <li>● <b>Direction</b> <ul style="list-style-type: none"> <li>◦ Nature of Directing</li> <li>◦ Need and Importance of Directing</li> <li>◦ Process of Direction</li> </ul> </li> </ul>	12

Units	Unit Content	Recommended No. of Hours
	<ul style="list-style-type: none"> <li>● <b>Controlling</b> <ul style="list-style-type: none"> <li>◦ Features and Importance</li> <li>◦ The Control Process</li> </ul> </li> <li>● <b>Tools for Measuring Organisational Performance</b></li> <li>● <b>Time Management and Work-life Balance</b></li> </ul>	
Unit 5	<p><b>Business Ethics and Corporate Social Responsibility</b></p> <ul style="list-style-type: none"> <li>● Conceptual Approaches to Business Ethics</li> <li>● Values and Ethics in Business</li> <li>● Profit Making: An Objective with Ethical Dimension</li> <li>● Ethical Issues in Brand Marketing Function of a Business</li> <li>● Importance of Ethics in Corporate Governance</li> <li>● Corporate Social Responsibility</li> </ul>	13
Total		60

## References

1. Patnaik, D., Robbins, S. P., & Templar, R. (2011). *Principles of Management (Collection)*. Pearson Education, Limited.
2. Koontz, Essentials of Management Koontz, H., Heinz Wehrich, & Cannice, M. V. (2020). *Essentials of Management - An International, Innovation and Leadership Perspective | 11th Edition*. McGraw-Hill Education.
3. Prakash Tripathi, *Principles of Management*, Delhi Tata McGraw-Hill Education, 2012.
4. Tripathi, P. C., & Reddy, P. N. (2008). *Principles of Management*. Tata Mcgraw-Hill Pub.

**Course Credits: 3**

**Recommended Guided & Independent Learning Hours: 45 hrs**

## Course Description

This course introduces students to the foundational pillars of how real-world businesses operate, make money, and grow. Designed with a practical, hands-on approach, it mirrors the lifecycle of a business – from internal operations to financial health, and finally to capital and valuation. Students will explore strategy, lean thinking, and value creation in operations; build financial skills through income statements, budgeting, and ratio analysis; and understand how businesses are funded and valued in capital markets.

## Course Outcomes

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

1. Understand how business strategy translates into day-to-day operations and value creation.
2. Learn to measure, interpret, and communicate financial performance of a business.
3. Discover how businesses are valued and how they raise funds to grow and scale.

## Assessment at a Glance

Type of Assessment	Details			Weightage of Final Grade (%)
Summative	Component 1	Project Based		60
Formative	Component 1	Assignment 1 (Individual)	20	40
	Component 2	Assignment 2 (Group)	20	
<b>Total</b>				<b>100</b>

## Overview of Units

Units	Unit Content	Recommended No. of Hours
Unit 1	<p><b>How Businesses Work (Operations)</b></p> <ul style="list-style-type: none"> <li>Introduction to Business Operations: From Vision to Execution</li> <li>The Operations Strategy Pyramid: Mission → Priorities → Capabilities</li> <li>Value Chain Analysis: Mapping Business Activities</li> <li>Product &amp; Customer Life Cycles: Planning for Growth &amp; Retention</li> <li>Lean Thinking: 5S, Kaizen, Just-In-Time (JIT)</li> <li>Inventory &amp; Flow Accounting: FIFO vs LIFO, Days of Inventory, Cash-to-Cash Cycle</li> <li>Operations Scorecard: Metrics &amp; Key Performance Indicators (KPIs)</li> <li>Operational KPIs &amp; Non-Financial Metrics Roadmap</li> </ul>	15
Unit 2	<p><b>How We Measure Business Health (Finance)</b></p> <ul style="list-style-type: none"> <li>Unit Economics: Fixed vs Variable Costs, COGS, Contribution Margin, Break-even</li> <li>Profitability Metrics: Gross Margin, Net Margin, and ROE</li> <li>Revenue &amp; Cost Forecasting: 12-Month Projections &amp; Run Rate</li> <li>Simplified Income Statement (P&amp;L with EBITDA)</li> <li>Understanding the Balance Sheet: Assets, Liabilities, Equity</li> <li>Cash Flow Statement: Monitoring Cash Inflows and Outflows</li> <li>Ratio Toolbox: <ul style="list-style-type: none"> <li>Liquidity: Current Ratio, Quick Ratio</li> <li>Profitability: ROE, Gross &amp; Net Profit Margins</li> <li>Efficiency: Asset Turnover, Inventory Turnover</li> <li>Leverage: Debt-to-Equity, Interest Coverage</li> </ul> </li> </ul>	20
Unit 3	<p><b>How Businesses Raise &amp; Grow Money (Capital &amp; Valuation)</b></p> <ul style="list-style-type: none"> <li>Introduction to Business Valuation</li> <li>Valuation Methods: Asset-Based, Income-Based, Market-Based</li> <li>Understanding Equity: Ownership Structures and Shareholding</li> <li>Capital Raising Options: Debt vs Equity</li> </ul>	10
Total		45

## References

1. Business Valuation Methods - asset, income & market comparison. (2020, December 8). Fair Market Valuations.
2. Dash, S. (2024, March 14). Top 10 KPIs for Operations Managers. Independent ERP Consultants | Digital Transformation Experts | ERP Selection and Implementation.
3. Team, C. (2023, October 15). *Business Operations*. Corporate Finance Institute.
3. Maverick, J. (2024, June 13). Equity Financing vs. Debt Financing: What's the Difference? Investopedia.
4. Rist, M., & Pizzica, A. J. (2014). *Financial ratios for executives: How to Assess Company Strength, Fix Problems, and Make Better Decisions*. Apress.
5. Ross, S. A., Westerfield, R. W., & Jordan, B. D. (2015). *Fundamentals of Corporate Finance* (11th ed.). McGraw-Hill Education.
6. Simon, H. (2021). *True profit!* Springer.
7. Tardi, C. (2025, February 9). FIFO vs. LIFO Inventory Valuation. Investopedia

**Course Credits: 3**

**Recommended Guided & Independent Learning Hours: 45 hrs**

## Course Description

This course will help learners familiarise themselves with the fundamental concepts and methods of Human Resource Management (HRM). It aids students in developing and enhancing the skill set needed to comprehend the technical facets of carrying out HR functions. Learners will gain a detailed understanding of the HR Industry and the key areas of employment. The units covered in this course are Introduction to HRM, Job Design & Analysis, Performance Appraisal & Career Planning, Participative Management & Industrial Relations, and Organisational Behaviour.

## Course Outcomes

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

1. Demonstrate an understanding of the Human Resource Management concept and its significance in organisations.
2. Classify the vital skill-set needed for a variety of Human Resource functions.
3. Evaluate the effectiveness of various performance appraisal methods and their impact on employee development and organisational growth.
4. Justify the importance of understanding of Human Resource concepts in taking appropriate business decisions.

## Assessment at a Glance

Type of Assessment	Details			Weightage of Final Grade (%)
Summative	Component 1	Project Based		60
Formative	Component 1	Assignment 1 (Individual)	20	40
	Component 2	Assignment 2 (Group)	20	
<b>Total</b>				<b>100</b>

## Overview of Units

Units	Unit Content	Recommended No. of Hours
Unit 1	<p><b>Human Resource Management</b></p> <ul style="list-style-type: none"> <li>● <b>Introduction to Human Resource Management</b> <ul style="list-style-type: none"> <li>◦ Features, Scope and Functions</li> <li>◦ Evolution and Trends</li> <li>◦ Human Capital Management</li> </ul> </li> <li>● <b>Role of the HR Manager</b></li> <li>● <b>Characteristics of the Workforce</b></li> <li>● <b>Human Resource Planning</b> <ul style="list-style-type: none"> <li>◦ Process of Human Resource Planning</li> <li>◦ Human Resource Demand Forecasting Techniques</li> <li>◦ Human Resource Supply Forecasting Techniques</li> </ul> </li> <li>● <b>Factors Affecting Human Resource Information System (HRIS)</b> <ul style="list-style-type: none"> <li>◦ Factors Affecting HRIS Implementation</li> </ul> </li> </ul>	8
Unit 2	<p><b>Job Analysis and Design</b></p> <ul style="list-style-type: none"> <li>● <b>Job Analysis</b> <ul style="list-style-type: none"> <li>◦ Job Data Collection Methods</li> <li>◦ Advantages and Limitations of Job Analysis</li> </ul> </li> <li>● <b>Job Design</b> <ul style="list-style-type: none"> <li>◦ Approaches to Job Design</li> <li>◦ Factors Impacting Job Design</li> </ul> </li> <li>● <b>Job Evaluation</b> <ul style="list-style-type: none"> <li>◦ Job Evaluation Process</li> </ul> </li> <li>● <b>Recruitment</b> <ul style="list-style-type: none"> <li>◦ Recruitment Sources</li> <li>◦ Advantages and Limitations of Recruitment</li> </ul> </li> <li>● <b>Selection</b> <ul style="list-style-type: none"> <li>◦ Selection Process</li> <li>◦ Types of Selection Tests</li> <li>◦ Interview Types</li> </ul> </li> <li>● <b>Induction or Orientation</b> <ul style="list-style-type: none"> <li>◦ Induction or Orientation Process</li> <li>◦ Induction or Orientation Methods</li> <li>◦ Advantages of Induction</li> </ul> </li> <li>● <b>Placement Training &amp; Development</b> <ul style="list-style-type: none"> <li>◦ Management Training Methods</li> <li>◦ Training Programs, Process and Procedures</li> <li>◦ Evaluating the Efficiency of Training Programs</li> <li>◦ Advantages of Training and Development</li> </ul> </li> </ul>	9

Units	Unit Content	Recommended No. of Hours
Unit 3	<p><b>Performance Appraisal &amp; Career Planning</b></p> <ul style="list-style-type: none"> <li>● <b>Performance Appraisal</b> <ul style="list-style-type: none"> <li>◦ Traditional and Modern Management Appraisal Methods</li> <li>◦ Performance Appraisal Processes and Procedures</li> <li>◦ Advantages and Limitations of Performance Appraisal</li> </ul> </li> <li>● <b>Management of Compensation</b> <ul style="list-style-type: none"> <li>◦ Salary Components/Slip</li> <li>◦ Fringe Benefits: Definition and Types</li> <li>◦ Incentives – Performance-Linked Incentives</li> <li>◦ Advantages and Limitations of Incentives</li> </ul> </li> <li>● <b>Career Planning/Development</b> <ul style="list-style-type: none"> <li>◦ Career Life Cycle</li> <li>◦ How to Deal with Staff at Every Career Stage</li> </ul> </li> </ul>	10
Unit 4	<p><b>Participative Management &amp; Industrial Relations</b></p> <ul style="list-style-type: none"> <li>● <b>Participative Management</b> <ul style="list-style-type: none"> <li>◦ Levels and Trends</li> <li>◦ Factors Affecting the Efficiency of Participative Management</li> <li>◦ Participation Forms</li> <li>◦ Participation via Quality Circles</li> </ul> </li> <li>● <b>Industrial Relations and Empowered Teams</b> <ul style="list-style-type: none"> <li>◦ Features and Significance</li> <li>◦ Approaches and Parties</li> </ul> </li> <li>● <b>Trade Unions</b> <ul style="list-style-type: none"> <li>◦ Features and Trends</li> <li>◦ Trade Union Movement in India</li> </ul> </li> </ul>	10
Unit 5	<p><b>Organisational Behaviour</b></p> <ul style="list-style-type: none"> <li>● <b>Organisational Behaviour</b> <ul style="list-style-type: none"> <li>◦ Characteristics and Models</li> <li>◦ Contributing Disciplines</li> <li>◦ Challenges and Opportunities</li> </ul> </li> <li>● <b>Need to Understand Human Behaviour</b></li> </ul>	8
<b>Total</b>		<b>45</b>

## References

1. Gary Dessler & Varakkey, *Fundamentals of Human Resource Management*, Pearson Education, 2015.
2. Seema Sanghi, *Human Resource Management*, Macmillan India PublicationVikas Publishing House, 2014.
3. K.Aswathappa, *Human Resource Management, Text and Cases*, Tata McGraw Hill, New Delhi, 2013.
4. Peter Reilly, *Human Resource Planning: An Introduction*, Institute for Employment Studies, 1996.

**Course Credits: 4**

**Recommended Guided & Independent Learning Hours: 60 hrs**

## Course Description

The course will help learners understand the marketing process and examine the diverse marketing environments essential in today's era. Learners will be groomed to think like marketers and discover the needs of the consumer market. The course will also help them to focus on the core 7Ps of marketing mix. The units covered in this course are Introduction to Marketing, Marketing Environment, Segmentation, Target Marketing and Positioning, Consumer Behaviour, Marketing Mix, and Services Marketing.

## Course Outcomes

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

1. Develop a comprehensive understanding of marketing fundamentals and apply strategies considering global and technological impacts.
2. Analyze both micro and macro market environments to enhance decision-making and optimize marketing efforts.
3. Develop the skills to segment markets, identify target audiences, and position products to maximize market impact and share.
4. Use insights from consumer buying behaviors to enhance marketing strategies and improve customer satisfaction.
5. Utilize the marketing mix and product life cycle to effectively position products and improve customer satisfaction.

## Assessment at a Glance

Type of Assessment	Details			Weightage of Final Grade (%)
Summative	Component 1	Project Based		60
Formative	Component 1	Assignment 1 (Individual)	20	40
	Component 2	Assignment 2 (Group)	20	
Total				100

## Overview of Units

Units	Unit Content	Recommended No. of Hours
Unit 1	<p><b>Introduction to Marketing</b></p> <ul style="list-style-type: none"> <li>• Marketing: Definition, Functions, Scope and Evolution</li> <li>• The Influence of Technology, Globalisation and Social Responsibility on Marketing</li> <li>• Marketing Manager Functions <ul style="list-style-type: none"> <li>◦ Marketplace Orientation of a Company</li> </ul> </li> <li>• Marketing Myopia Concept</li> <li>• Marketing Process</li> </ul>	10
Unit 2	<p><b>Marketing Environment</b></p> <ul style="list-style-type: none"> <li>• Marketing Environment <ul style="list-style-type: none"> <li>◦ Components, Characteristics, Trends and Importance</li> <li>◦ Market Needs and Marketing Environment</li> </ul> </li> <li>• The Micro Environment: Components and Impact</li> <li>• The Macro Environment: Components and Impact</li> <li>• Analysing Macro Environment <ul style="list-style-type: none"> <li>◦ Socio-Cultural Factors</li> <li>◦ Economic Factors</li> <li>◦ Political and Legal Factors</li> <li>◦ Technological Factors</li> <li>◦ Demographic Factors</li> </ul> </li> <li>• Environmental Scanning and Analysis</li> <li>• Data Gathering: Benefits and Challenges</li> <li>• Marketing Research</li> </ul>	10
Unit 3	<p><b>Segmentation, Target Marketing and Positioning</b></p> <ul style="list-style-type: none"> <li>• Market Segmentation: Concept <ul style="list-style-type: none"> <li>◦ Benefits and Need</li> <li>◦ Segmentation in Consumer Market: Goods and Services</li> </ul> </li> <li>• Segmentation Bases for Consumer Markets: Demographic, Geographic, Psychographic and Behavioural</li> <li>• Segmentation Bases for Business Markets</li> </ul>	10

Units	Unit Content	Recommended No. of Hours
	<ul style="list-style-type: none"> <li>• Segmentation Levels</li> <li>• Criteria for Effective Segmentation</li> <li>• Target Markets: Concept and Criteria for Selection</li> <li>• Long-Tail Marketing</li> <li>• Positioning and Differentiation</li> <li>• Unique Selling Proposition and Value Offer</li> </ul>	
Unit 4	<p><b>Consumer Behaviour</b></p> <ul style="list-style-type: none"> <li>• Meaning of Consumer Behaviour</li> <li>• Types of Buying Decision Behaviour</li> <li>• Understanding Buying Roles</li> <li>• Levels of Consumer Buying Involvement</li> <li>• Consumer Buying Decision Process</li> <li>• The Organisational Buying Decision</li> <li>• Comparison: Consumer Buying and Organisational Buying Behaviour</li> <li>• Moderating Effects on Consumer Behaviour</li> <li>• Satisfaction with Product's Perceived Attributes</li> <li>• Moment of Truth (MOT)</li> <li>• Zero Moment of Truth (ZMOT)</li> </ul>	10
Unit 5	<p><b>Marketing Mix</b></p> <p>Marketing Mix: Origin and Concept</p> <ul style="list-style-type: none"> <li>• 7Ps of Marketing Mix</li> </ul> <ul style="list-style-type: none"> <li>• Product Life Cycle (PLC) <ul style="list-style-type: none"> <li>◦ Concept and Features</li> <li>◦ Stages</li> <li>◦ Characteristics</li> <li>◦ Relevance</li> <li>◦ Strategies</li> </ul> </li> </ul>	10
Unit 6	<p><b>Services Marketing</b></p> <ul style="list-style-type: none"> <li>• Services Marketing Mix: The Concept</li> <li>• 7Ps of Services Marketing Mix</li> <li>• Application of the 4Ps to Services</li> </ul>	10

Units	Unit Content	Recommended No. of Hours
Unit 6	<ul style="list-style-type: none"> <li>• Service Products: Characteristics</li> <li>• The Flower of Service</li> <li>• New Service Development Process</li> <li>• How Should Service be Distributed?</li> <li>• The Role of Intermediaries</li> <li>• Pricing Strategies</li> <li>• Integrated Marketing Communication Mix</li> </ul>	10
Total		60

## References

1. Kotler, P., Armstrong, G., Agnihotri, P., & Haque, E. (2017). *Principles of Marketing* (13th edition). Pearson.
2. Wirtz, J., Lovelock, C., & Chaterjee, J.. (2021). *Services Marketing: People, Technology, Strategy* (9th edition). World Scientific Publishing Company, Pearson.
3. Panda, T. K. (2008). *Marketing Management : Text and Cases : Indian Context*. Excel.
4. Ramaswamy, & Namakumari, . (2018). *Marketing Management: Indian Context Global Perspective*. Sage Publications.
5. Palmer, A. (2012). *Introduction to Marketing: Theory and Practice* (3rd ed.). Oxford University Press.



CAREER PROGRAMMES  
**BUSINESS  
ADMINISTRATION**

**YEAR 2 (GRADE 12)**

**IADBA**

**INTERNATIONAL ADVANCED DIPLOMA IN  
BUSINESS ADMINISTRATION**

**Course Credits: 3**

**Recommended Guided & Independent Learning Hours: 45 hrs**

## Course Description

The course helps the learner understand the key concepts, tools, and principles of strategy. The course is designed to foster analytical knowledge, reflective and verbal skills, and to give exposure to the learners to understand the complexity of a company's global environment. The units covered in this course are Understanding Strategy, Internal Environment of a Company, Generic Competitive Strategies, Strategy Implementation and Blue Ocean Strategy.

## Course Outcomes

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

1. Describe fundamental concepts and terms of Strategic Management.
2. Explain different aspects of Strategic Management with real-life examples.
3. Describe how strategy implementation and evaluation contribute to achieving strategic goals.
4. Analyse a company's internal environment using various tools to create effective strategic goals.
5. Elaborate on the nature of challenges and issues the Top - Management team faces and explain the techniques necessary for strategists to work effectively.
6. Develop the ability to see a company as a whole in the perspective of its environment.

## Assessment at a Glance

Type of Assessment	Details			Weightage of Final Grade (%)
Summative	Component 1	Project Based		60
Formative	Component 1	Assignment 1 (Individual)	20	40
	Component 2	Assignment 2 (Group)	20	
Total				100

## Overview of Units

Units	Unit Content	Recommended No. of Hours
Unit 1	<p><b>Understanding Strategy</b></p> <ul style="list-style-type: none"> <li>• <b>The Concept of Strategy</b> <ul style="list-style-type: none"> <li>◦ Levels of Strategy</li> <li>◦ Strategic Management</li> <li>◦ Strategy VS Tactics</li> <li>◦ Process of Strategic Management</li> <li>◦ Business Stakeholders</li> <li>◦ Strategic Intent</li> <li>◦ Vision and Mission: Concept and Difference</li> </ul> </li> <li>• <b>Defining Business</b> <ul style="list-style-type: none"> <li>◦ Three Dimensions of Abell's Model to Define a Business</li> <li>◦ Goals and Objectives: Connecting with Mission &amp; Vision</li> <li>◦ KPI (Key Performance Indicators)</li> <li>◦ CSF (Critical Success Factors)</li> <li>◦ KRA (Key Result Areas)</li> </ul> </li> <li>• <b>Components of the Strategic Planning Process</b> <ul style="list-style-type: none"> <li>◦ Analysis of the External Environment of a Company</li> <li>◦ Analysing the Industry Environment Using Porter's Five Forces for Competition Model</li> </ul> </li> </ul>	10
Unit 2	<p><b>Internal Environment of a Company</b></p> <ul style="list-style-type: none"> <li>• <b>Internal Environment of a Company</b> <ul style="list-style-type: none"> <li>◦ Resource-Based View of the Firm</li> <li>◦ Analysis of Company's Competitive Position and Resources</li> <li>◦ VRIO Framework (Value, Rarity, Imitability, Organisation)</li> <li>◦ Core Competence and its Features</li> <li>◦ Types of Competence</li> </ul> </li> <li>• <b>Comparative Analysis</b> <ul style="list-style-type: none"> <li>◦ Method of Benchmarking</li> <li>◦ Porter's Model for Value Chain Analysis</li> <li>◦ Organisational Capability Profile (OCP)</li> <li>◦ Strategic Advantage Profile (SAP)</li> <li>◦ Stretch Concepts</li> <li>◦ Fit and Leverage</li> <li>◦ Ways to Leverage Resources: Concentration, Accumulation, Complementation, Conservation, and Recovery</li> </ul> </li> <li>• <b>Analysis of the Portfolio</b> <ul style="list-style-type: none"> <li>◦ BCG Growth Share Matrix</li> <li>◦ GE Nine Cell Model</li> </ul> </li> </ul>	12

Units	Unit Content	Recommended No. of Hours
Unit 3	<p><b>Generic Competitive Strategies</b></p> <ul style="list-style-type: none"> <li>● <b>Generic Competitive Strategies</b> <ul style="list-style-type: none"> <li>◦ Meaning</li> <li>◦ Types of Generic Competitive Strategies</li> </ul> </li> <li>● <b>Grand Strategy: Stability and Growth</b> <ul style="list-style-type: none"> <li>◦ Vertical Integration Strategy</li> <li>◦ Diversification Strategy</li> <li>◦ Strategy for Acquisition, Takeover and Merger</li> <li>◦ Collaborative Partnerships and Strategic Alliances</li> </ul> </li> <li>● <b>Retrenchment Strategy</b> <ul style="list-style-type: none"> <li>◦ Strategies for Divestment</li> <li>◦ Turnaround Strategy</li> <li>◦ Outsourcing Strategy</li> <li>◦ Liquidation Strategy</li> </ul> </li> </ul>	12
Unit 4	<p><b>Strategy Implementation</b></p> <ul style="list-style-type: none"> <li>● <b>Strategy Implementation</b> <ul style="list-style-type: none"> <li>◦ Barriers in the Implementation Process</li> <li>◦ 5 Ps by Mintzberg</li> <li>◦ Emergent and Deliberate Strategies</li> <li>◦ 7s Framework by McKinsey</li> </ul> </li> <li>● <b>Types of Organisational Structures for the Implementation of a Strategy</b> <ul style="list-style-type: none"> <li>◦ Matching Strategy with the Structure in Turbulent and Stable Environments</li> <li>◦ Business Continuity Plan</li> </ul> </li> <li>● <b>Changing Processes and Structure</b> <ul style="list-style-type: none"> <li>◦ Strategy Implementation and Business Process Reengineering</li> <li>◦ Business Process Reengineering Principles</li> </ul> </li> <li>● <b>Corporate Culture</b> <ul style="list-style-type: none"> <li>◦ Building Learning Organisations</li> <li>◦ Using MBO Technique (Management by Objectives) to Promote Participation</li> </ul> </li> <li>● <b>Evaluating the Strategy</b> <ul style="list-style-type: none"> <li>◦ Strategic Control</li> <li>◦ Operations Control</li> <li>◦ Symptoms of a Strategy that Malfunctions</li> <li>◦ Evaluation of the Strategy - The Concept of Balanced Scorecard</li> </ul> </li> </ul>	14

Units	Unit Content	Recommended No. of Hours
Unit 5	<p><b>Blue Ocean Strategy</b></p> <ul style="list-style-type: none"> <li>● <b>Blue Ocean Strategy</b> <ul style="list-style-type: none"> <li>◦ Blue vs. Red Ocean Strategies</li> <li>◦ Principles of Blue Ocean Strategy</li> <li>◦ Strategy Canvas and Value Curves</li> <li>◦ Four Actions Framework</li> </ul> </li> <li>● <b>Business Models</b> <ul style="list-style-type: none"> <li>◦ New Business Models in Internet Economy</li> <li>◦ Models and Strategies for E-commerce Business</li> <li>◦ Internet Strategies for Traditional Businesses</li> <li>◦ Virtual Value Chain</li> </ul> </li> <li>● <b>Strategic Management and Sustainability</b> <ul style="list-style-type: none"> <li>◦ Startups - Why do they Rise and Decline?</li> <li>◦ Sustainability-related Threats</li> <li>◦ Inclusion of Environmental and Societal Sustainability in Strategic Management</li> <li>◦ The Essence of Triple Bottom Line (TBL)</li> </ul> </li> </ul>	12
Total		60

## References

1. Porter, M. E. (2008). *Competitive strategy: Techniques for Analyzing Industries and Competitors: With a New Introduction*. Free Press. (Original Work Published 1980).
2. Thompson, A. A. (2018). *Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases* (21st ed.). McGraw-Hill Education.
3. Wheelen, T. L., Hunger, D. J., Hoffman, A. N., & Bamford, C. E. (2018). *Strategic Management and Business Policy: Globalization, Innovation and Sustainability* (15th ed.). Harlow, England Pearson.
4. Hamel, G., & Prahalad, C. K. (2002). *Competing for the Future*. McGraw-Hill Education (India) Pvt Limited.
5. Kim, W. C., & Mauborgne, R. (2015). *Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant*. Harvard Business School Publishing Corporation.

**Course Credits: 3**

**Recommended Guided & Independent Learning Hours: 45 hrs**

## Course Description

The course aids learners to start and operate a business by providing comprehensive learning that enables them to analyse, create, and pilot small businesses. It covers various stages of the entrepreneurial process, including business management, business models, and strategies to enhance the performance of new ventures. The units covered in this course are Being an Entrepreneur, Customer Discovery, The Financial Road Map, Entrepreneurial Leadership and Business Plan.

## Course Outcomes

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

1. Identify Entrepreneurial Opportunity and elaborate on creating value of products and services.
2. Analyse an entrepreneur's strategic decision-making ability in a business.
3. Identify the issues that arise during the establishment and growth of a start-up.
4. Create a "go-to-market" strategy for a new business.
5. Develop a funding model for a business idea.
6. Develop a compelling business plan to present clients, investors and other stakeholders.

## Assessment at a Glance

Type of Assessment	Details			Weightage of Final Grade (%)
Summative	Component 1	Project Based		60
Formative	Component 1	Assignment 1 (Individual)	20	40
	Component 2	Assignment 2 (Group)	20	
<b>Total</b>				<b>100</b>

## Overview of Units

Units	Unit Content	Recommended No. of Hours
Unit 1	<p><b>Being an Entrepreneur</b></p> <ul style="list-style-type: none"> <li>• <b>Being an Entrepreneur - Introduction</b></li> <li>• <b>The Entrepreneur</b> <ul style="list-style-type: none"> <li>◦ Analysis of Entrepreneur Profile</li> <li>◦ Analysis of Entrepreneur Motivation and Behaviour</li> <li>◦ Entrepreneur Ecosystem</li> <li>◦ Lean Startup Methodology</li> </ul> </li> <li>• <b>Entrepreneurship and Strategic Decision-making</b> <ul style="list-style-type: none"> <li>◦ Strategic Decision-making in Entrepreneurship</li> <li>◦ Factors Influencing Strategic Decision-making</li> </ul> </li> <li>• <b>Entrepreneurship Sustainability and Success</b> <ul style="list-style-type: none"> <li>◦ Factors Contributing to Entrepreneurial Sustainability</li> <li>◦ Measures of Entrepreneurial Success</li> <li>◦ Entrepreneur's Dilemmas and their Impact on Sustainability</li> </ul> </li> <li>• <b>Managing Doubts and Business Survival</b> <ul style="list-style-type: none"> <li>◦ Common Doubts and Fears of Entrepreneurs</li> <li>◦ Ensuring Business Survival in a Competitive Environment</li> </ul> </li> <li>• <b>Causes and Struggles of Failure</b> <ul style="list-style-type: none"> <li>◦ Market and Product-related Causes of Failure</li> <li>◦ Managerial Resilience in Overcoming Failure</li> </ul> </li> <li>• <b>Financing for Entrepreneurs</b> <ul style="list-style-type: none"> <li>◦ Sources of Funding for Startups</li> <li>◦ Financial Management and Budgeting for Entrepreneurs</li> </ul> </li> </ul>	9
Unit 2	<p><b>Customer Discovery</b></p> <ul style="list-style-type: none"> <li>• <b>Understanding Customer Discovery</b> <ul style="list-style-type: none"> <li>◦ Search and Identification of Entrepreneurial Opportunity</li> <li>◦ Market Research</li> <li>◦ Market Intelligence and Analysis</li> <li>◦ Customer Validation</li> <li>◦ Elaborating Your Own Business Model</li> </ul> </li> <li>• <b>Creating Value Propositions and Products</b> <ul style="list-style-type: none"> <li>◦ Managing the Product Development Process</li> <li>◦ Long Tail Markets</li> <li>◦ Product Launch Goals</li> <li>◦ “Go-to-Market” Strategy</li> </ul> </li> </ul>	9

Units	Unit Content	Recommended No. of Hours
	<ul style="list-style-type: none"> <li>● <b>Role of Sales in Startups</b> <ul style="list-style-type: none"> <li>◦ What are Sales in a Startup?</li> <li>◦ Sales Forecasting for a Startup</li> <li>◦ Buyer Response Mapping</li> <li>◦ Social Media Promotion Tools</li> </ul> </li> </ul>	
Unit 3	<p><b>The Financial Road Map</b></p> <ul style="list-style-type: none"> <li>● <b>Development of Financial Roadmap</b> <ul style="list-style-type: none"> <li>◦ Development of Financial Roadmap</li> <li>◦ Understanding Financial Roadmaps</li> <li>◦ Financial Statements</li> <li>◦ Budgeting and Planning</li> <li>◦ Four Components for Budgeting Startup Success</li> <li>◦ Seven Types of Budgets</li> </ul> </li> <li>● <b>Alternative Funding Sources and Bootstrapping</b> <ul style="list-style-type: none"> <li>◦ Informal Capital: Family and Friends</li> <li>◦ Role of Government in Economic Development</li> </ul> </li> <li>● <b>Government Schemes</b></li> <li>● <b>Ministry of Skill Development and Entrepreneurship (MSDE) Schemes</b></li> <li>● <b>Crowdfunding, Private Equity, and Venture Capital</b> <ul style="list-style-type: none"> <li>◦ Understanding Crowdfunding</li> <li>◦ Private Equity and its Role</li> <li>◦ Venture Capital Funding</li> <li>◦ Financing Mix for Startups</li> <li>◦ Shareholding of Financing Continuum</li> <li>◦ Cliff Vesting Schedule</li> <li>◦ Preparations for the Investor Presentation</li> <li>◦ The Pitch: Aspects of a Perfect Pitch for Investors</li> </ul> </li> </ul>	9
Unit 4	<p><b>Entrepreneurial Leadership</b></p> <ul style="list-style-type: none"> <li>● <b>Managing and Building the Founding Team</b></li> <li>● <b>The Role of the Board/Governing Team</b> <ul style="list-style-type: none"> <li>◦ Importance of a Strong Board in Entrepreneurial Ventures</li> <li>◦ Roles and Responsibilities of Board Members</li> <li>◦ Building and Managing a High-Performing Board</li> </ul> </li> <li>● <b>Establishing a Board of Advisors</b> <ul style="list-style-type: none"> <li>◦ Understanding the Distinction between Management and Leadership</li> </ul> </li> </ul>	9

Units	Unit Content	Recommended No. of Hours
	<ul style="list-style-type: none"> <li>● <b>Legal Issues and Organisational Forms</b> <ul style="list-style-type: none"> <li>◦ Different Forms of Organisations</li> <li>◦ Legal and Regulatory Considerations</li> </ul> </li> <li>● <b>Legal Expenses and Tax Issues</b></li> <li>● <b>Hiring Providers of Service</b> <ul style="list-style-type: none"> <li>◦ Contractual Agreements and Negotiations</li> </ul> </li> <li>● <b>Recruitment and Hiring</b> <ul style="list-style-type: none"> <li>◦ Recruitment, Selection and Hiring Process</li> <li>◦ Hiring the First Member of Staff: Key Considerations</li> </ul> </li> </ul>	
Unit 5	<p><b>Business Plan</b></p> <ul style="list-style-type: none"> <li>● Introduction to a Business Plan</li> <li>● Market Analysis and Competitive Advantage</li> <li>● Defining Opportunities and the Market</li> <li>● Assessing Competition</li> <li>● Marketing and Sales Strategy</li> <li>● Financial Information and Projections</li> <li>● Financial Fact-Sheet: Comprehensive Financial Overview</li> </ul>	9
Total		45

## References

1. H Nandan. (2013). *Fundamentals of Entrepreneurship*. Phi Learning Private Limited.
2. Morse, E. A., & Mitchell, R. K. (2006). *Cases in Entrepreneurship: The Venture Creation Process*. Sage Publications.
3. Harvard Business Review. (2018). *The Harvard Business Review Entrepreneur's Handbook Everything You Need to Launch and Grow Your New Business*. La Vergne Harvard Business Review Press.

**Course Credits: 3**

**Recommended Guided & Independent Learning Hours: 45 hrs**

## Course Description

The course will equip you with essential skills for identifying research problems and designing research projects. The learner will be able to understand data collection techniques, steps in report writing and deliver impactful oral presentations. The units covered in this course are Introduction to Research Methods, Collection and Processing of Data, and Data Insights and Communication.

## Course Outcomes

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

1. Describe the various kinds of research, objectives of doing research, research process.
2. Analyse various data collection methods.
3. Identify and apply scaling techniques in business research.
4. Interpret the data effectively and create well-crafted business reports.

## Assessment at a Glance

Type of Assessment	Details			Weightage of Final Grade (%)
Summative	Component 1	Project Based		60
Formative	Component 1	Assignment 1 (Individual)	20	40
	Component 2	Assignment 2 (Group)	20	
Total				100

## Overview of Units

Units	Unit Content	Recommended No. of Hours
Unit 1	<ul style="list-style-type: none"> <li>● <b>Introduction to Research Methods</b> <ul style="list-style-type: none"> <li>◦ Basics of Research</li> <li>◦ Meaning of Research</li> <li>◦ Nature and Characteristics of Research</li> <li>◦ Objectives of Research</li> <li>◦ Importance of Research</li> <li>◦ Types of Research</li> <li>◦ Research Approaches</li> <li>◦ Criteria of Good Research</li> <li>◦ Research Process</li> </ul> </li> <li>● <b>Research Design</b> <ul style="list-style-type: none"> <li>◦ Need and Importance</li> <li>◦ Essential of Good Research Design</li> <li>◦ Steps in Research Design</li> </ul> </li> <li>● <b>Sampling Methods</b> <ul style="list-style-type: none"> <li>◦ Characteristics of a Good Sample Design</li> </ul> </li> </ul>	14
Unit 2	<p><b>Data Collection and Processing</b></p> <ul style="list-style-type: none"> <li>● <b>Understanding Primary Research</b> <ul style="list-style-type: none"> <li>◦ Features</li> <li>◦ Advantages and Limitations</li> </ul> </li> <li>● <b>Primary Data Collection Methods</b> <ul style="list-style-type: none"> <li>◦ Observations</li> <li>◦ Interviews</li> <li>◦ Surveys</li> </ul> </li> <li>● <b>Instruments of Survey</b> <ul style="list-style-type: none"> <li>◦ Types of Questions</li> <li>◦ Development of Questionnaire</li> </ul> </li> <li>● <b>Understanding Secondary Data</b> <ul style="list-style-type: none"> <li>◦ Features and Methods</li> </ul> </li> <li>● <b>Scaling Techniques</b> <ul style="list-style-type: none"> <li>◦ Likert Scale</li> <li>◦ Semantic Differential Scale</li> <li>◦ Rank Order Scale</li> <li>◦ Ordinal Scale</li> </ul> </li> <li>● <b>Hypothesis</b> <ul style="list-style-type: none"> <li>◦ Nature and Significance</li> <li>◦ Types and Sources</li> </ul> </li> </ul>	14

## Overview of Units

Units	Unit Content	Recommended No. of Hours
Unit 3	<p><b>Data Insights and Communication</b></p> <ul style="list-style-type: none"> <li>• Data Processing <ul style="list-style-type: none"> <li>◦ Editing</li> <li>◦ Coding</li> <li>◦ Tabulation</li> </ul> </li> <li>• Data Interpretation and Report Writing <ul style="list-style-type: none"> <li>◦ Types of Reports</li> <li>◦ Steps in Report Writing</li> <li>◦ Oral Presentation</li> <li>◦ Research Ethics and Plagiarism</li> </ul> </li> </ul>	17
Total		45

## References

1. Malhotra, N. K. (2010). *Marketing Research: An Applied Orientation*. Pearson.
2. Green, P. E., Tull, D. S., & Albaum, G. (1988). *Research for Marketing Decisions*.
3. Boyd, H. W., Barclay, W. D., & Westfall, R. (1977). *Marketing Research: Text and Cases*. Irwin.
4. Krishnaswami, O. R. *Research Methodology in Social Sciences Methodology of Research in Social Sciences*. Himalaya Publication Publishing House.
5. Cooper, D. R., & Schindler, P. S. (2011). *Business Research Methods*. McGraw-Hill/Irwin.
6. Kothari, C. R. (2014). *Research Methodology: Methods and Techniques*. New Age International (P) Limited, Publishers.

**Course Credits: 3**

**Recommended Guided & Independent Learning Hours: 45 hrs**

## Course Description

The course will help learners explore the concepts related to digital marketing. The course introduces foundational digital marketing techniques, advances into complex strategies involving SEO, content marketing, and analytics, and culminates with a deep dive into emerging trends and ethical considerations. Emphasising practical application and the integration of AI, students will be equipped to design and execute digital marketing campaigns.

## Course Outcomes

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

1. Develop an understanding of fundamentals of digital marketing.
2. Describe the role of AI in digital marketing, including how AI can automate and enhance personalisation and content creation.
3. Utilise digital marketing tools to create basic marketing campaigns.
4. Develop content strategies for different platforms considering target audiences and content goals.
5. Evaluate the effectiveness of different digital marketing strategies and tools through comparative analysis.
6. Create a multi-channel digital marketing campaign that employs advanced techniques learned in the course for real-world application.

## Assessment at a Glance

Type of Assessment	Details			Weightage of Final Grade (%)
Summative	Component 1	Project Based		60
Formative	Component 1	Assignment 1 (Individual)	20	40
	Component 2	Assignment 2 (Group)	20	
Total				100

## Overview of Units

Units	Unit Content	Recommended No. of Hours
Unit 1	<p><b>Introduction to Digital Marketing</b></p> <ul style="list-style-type: none"> <li>● <b>Overview of Digital Marketing</b> <ul style="list-style-type: none"> <li>◦ Definition and Scope of Digital Marketing</li> <li>◦ Evolution of Digital Marketing</li> <li>◦ Digital Marketing vs. Traditional Marketing</li> </ul> </li> <li>● <b>Core Concepts of Digital Marketing</b> <ul style="list-style-type: none"> <li>◦ The Digital Marketing Funnel</li> <li>◦ Customer Journey Online</li> <li>◦ B2B vs. B2C Digital Marketing Strategies</li> </ul> </li> <li>● <b>Key Components of Digital Marketing</b> <ul style="list-style-type: none"> <li>◦ SEO (Search Engine Optimization)</li> <li>◦ SEM (Search Engine Marketing)</li> <li>◦ SMM (Social Media Marketing)</li> <li>◦ Content Marketing</li> <li>◦ Email Marketing</li> </ul> </li> <li>● <b>Digital Marketing Tools and Analytics</b> <ul style="list-style-type: none"> <li>◦ Introduction to Google Analytics</li> <li>◦ Social Media Analytics Tools</li> <li>◦ Email Marketing Tools and Automation</li> </ul> </li> <li>● <b>Introduction to AI in Digital Marketing</b> <ul style="list-style-type: none"> <li>◦ Role of AI in Personalisation and Content Creation</li> <li>◦ AI Tools in Social Media Marketing (Chatbots, AI-driven Analytics)</li> </ul> </li> </ul>	15
Unit 2	<p><b>Advanced Digital Marketing Strategies</b></p> <ul style="list-style-type: none"> <li>● <b>Advanced SEO and SEM</b> <ul style="list-style-type: none"> <li>◦ Technical SEO</li> <li>◦ Google Ads and Pay-Per-Click (PPC) Campaigns</li> <li>◦ Conversion Rate Optimization (CRO)</li> </ul> </li> <li>● <b>Advanced Content Marketing Strategies</b> <ul style="list-style-type: none"> <li>◦ Developing a Content Calendar</li> <li>◦ Long-form Content vs. Short-form Content</li> <li>◦ Visual and Video Marketing Techniques</li> </ul> </li> <li>● <b>Integrated Marketing Campaigns</b> <ul style="list-style-type: none"> <li>◦ Multi-Channel Marketing Campaigns</li> <li>◦ Email Marketing Techniques</li> <li>◦ Retargeting and Remarketing Strategies</li> </ul> </li> <li>● <b>Leveraging Data for Marketing</b> <ul style="list-style-type: none"> <li>◦ Introduction to Big Data in Marketing</li> <li>◦ Predictive Analytics in Marketing</li> <li>◦ Customer Segmentation and Targeting</li> </ul> </li> </ul>	15

Units	Unit Content	Recommended No. of Hours
	<ul style="list-style-type: none"> <li>• <b>AI and Automation</b> <ul style="list-style-type: none"> <li>◦ AI in Content Generation and Curation</li> <li>◦ AI for Predictive Customer Behaviour Analysis</li> <li>◦ Automation in Digital Advertising</li> </ul> </li> </ul>	
Unit 3	<p><b>Digital Marketing Trends, Ethics, and the Future</b></p> <ul style="list-style-type: none"> <li>• <b>Current Trends in Digital Marketing</b> <ul style="list-style-type: none"> <li>◦ Influencer Marketing</li> <li>◦ Mobile Marketing and Optimisation</li> </ul> </li> <li>• <b>Ethics in Digital Marketing</b> <ul style="list-style-type: none"> <li>◦ Privacy Concerns and Data Protection</li> <li>◦ Ethical Advertising Practices</li> <li>◦ Impact of Marketing on Consumer Behaviour</li> </ul> </li> <li>• <b>The Future of Digital Marketing</b> <ul style="list-style-type: none"> <li>◦ Emerging Technologies and their Potential Impact</li> <li>◦ The Role of Virtual Reality (VR) and Augmented Reality (AR) in Marketing</li> <li>◦ Future of AI in Digital Marketing</li> </ul> </li> <li>• <b>Final Project &amp; Presentation</b> <ul style="list-style-type: none"> <li>◦ Developing a Comprehensive Digital Marketing Plan</li> <li>◦ Incorporating AI and Ethical Practices</li> </ul> </li> </ul>	15
Total		45

## References

1. Gupta, S. (2023). McGrawHill Education (India) Private Ltd.
2. Diamond, S. (2023). Digital Marketing All-In-One For Dummies. John Wiley & Sons.
3. Rabazinski, C. (2015). Google Adwords for Beginners. CreateSpace.
4. Digital Marketing Essentials You Always Wanted to Know (2020). Vibrant Publishers.
5. Brodie, I. (2013). Email Persuasion: Captivate and Engage Your Audience, Build Authority and Generate More Sales With Email Marketing. Rainmaker Publishing.
6. Zimmerman, J., & Ng, D. (2012). Social Media Marketing All-in-One For Dummies. John Wiley & Sons.

**Course Credits: 4**

**Recommended Guided & Independent Learning Hours: 60 hrs**

## Course Description

This project serves as the culmination of the learning process and offers the chance to integrate lessons from the entire course, think back on one's own experiences as a student, and comprehend what it means to work in teams.

## Course Outcomes

**By the end of this course the learner will be able to:**

1. Develop and exhibit problem-solving skills by identifying, analysing, and proposing solutions to complex business challenges.
2. Demonstrate the ability to innovate and apply creative business solutions, considering current trends and future shifts.
3. Evaluate ethical implications and societal impact of business decisions on various stakeholders and the environment.
4. Enhance communication skills by effectively presenting business solutions to diverse stakeholders.

## Overview

The Capstone project represents a method with which a student is granted an opportunity to demonstrate growth and integrated knowledge in the industry. Within the framework of the course, a student will be evaluated on his/her intellectual and cognitive growth in the field he/she is majoring in, as well as overall experience in terms of academic learning. The Capstone project is an opportunity for students to apply and integrate the knowledge obtained from academic studies, as well as industry exposure.

The Capstone project represents a bridge between the institution and actual employment. This course is project-oriented, as well as team-based.

To be successful in the course, students must demonstrate utmost independence, intellectual curiosity, be good at managing information and time, as well as exhibit a superior level of work ethics and professionalism. Students will be working in groups (upto 5 members).

## Assessment at a Glance

Type of Assessment	Details	Weightage of Final Grade (%)
Formative	Project Report & Presentation	100



CAREER PROGRAMMES  
**BUSINESS  
ADMINISTRATION**

YEAR 1 (GRADE 11)

**IDBA + IADBA**

International Diploma in  
Business Administration

YEAR 2 (GRADE 12)

**IADBA**

International  
Advanced Diploma in  
Business Administration

## Course Outcomes

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

1. Develop soft skills and work- related competencies.
2. Apply all the concepts learnt in this programme in the real world and prepare a portfolio.

## Course Description

### A. Projects and Industry Engagement - 180 hrs

Projects, Internships & Industry Engagement will provide opportunities for students to gain hands-on experience, network, and find opportunities within the industry. Students will also be required to prepare a portfolio showcasing their work.

### B. Case Studies, Workshops & Masterclass - 90 hrs

Details	Hours
1. Case Studies (5 cases)	30 hrs
2. Online Modules	20 hrs
3. Workshops & Projects  Every student must attend the workshop. After completing the workshop, students will get a completion certificate which is a prerequisite for CRS completion.	25 hrs
4. Masterclass (Online)  Every student must complete a minimum of 3 Masterclasses every year and a minimum of 6 Masterclasses in two years. After completing every Masterclass, the student will get a completion certificate which is a prerequisite for CRS completion.	15 hrs

This course will provide students an opportunity to explore different aspects of the industry by applying knowledge and skills learned in the classroom. Students will attend Masterclass & Workshops in various skill areas which will help them develop additional career-enhancing capabilities.

CAREER PROGRAMMES  
**BUSINESS  
ADMINISTRATION**

