

# **School of Business Studies and Entrepreneurship**





## **Shobhit University, Gangoh**

**(Established by UP Shobhit University Act No. 3, 2012)**

### **School of Business Studies & Entrepreneurship**

#### **Ordinances, Regulations & Syllabus**

**For**

#### **Masters of Business Administration (MBA) Two Year Programme Semester Pattern**

**(w.e.f. session 2013-14)**

**Revised and Approved in the year 2020 (15<sup>th</sup> meeting, Board of  
Studies)**

## **Master of Business Administration**

**(WEF Academic Session 2020-22)**

### **Vision**

NICE School of Business aims to become a Centre of Excellence through research and continuous innovation to nurture global managers, leaders and entrepreneurs for sustainable development by synthesizing Indian ethics with modern technology.

### **Mission**

*The Mission of NICE School of Business Studies is:*

- To nurture global talent and develop Industry ready professionals and socially responsible leaders / to face the challenges of fast changing business environment.
- To achieve academic excellence in research, consulting, training and teaching by adopting best practices and cutting edge technologies.
- To promote continuous innovation and entrepreneurship.
- To encourage collaborations, cooperation and partnerships with all stake holders to meet sustainable development goals.

### **Program Educational Objectives (PEOs)**

PEO1: Possess wide spectrum of managerial skills along with competency building qualities in specific areas of management and business studies.

PEO2: Select and apply appropriate tools for decision making required for ill structured managerial problems.

PEO3: Students will be able to independently conduct theoretical as well as applied research.

PEO4: To practice sound knowledge of the entrepreneurial process and inculcate creativity and innovation among students.

PEO5: Analyze ethical implications of business practices using advanced levels of ethical reasoning

### **Program Specific Objectives (PSOs)**

PSO1: To enrich communication, ethical values, team work, professional and leadership skill sets of students.

PSO2: To integrate knowledge, skill and attitude that will sustain an environment of learning and creativity among the students with an assurance for good careers.

PSO3: Analyze the economic, social and environmental issues related to business.

PSO4: Ability to identify, explore and harness opportunities presented by emerging trends and changing business environment.

PSO5: Understand the leadership skills through internship training.

### **Program Outcomes Objectives (POOs)**

PO1: Demonstrate the knowledge of management science to solve complex corporate problems using limited resources.

PO2: Apply ethical principles for making judicious management decisions.

PO3: To develop proactive thinking so as to perform effectively in the dynamic socio-economic and business ecosystem.

PO4: Identify business opportunities, entrepreneurship approach and skill sets.

PO5: Communicate effectively with various stakeholders.

### **MASTER OF BUSINESS ADMINISTRATION (MBA):**

The M.B.A. course aims at providing inputs to the students relevant to the business industry and trade so that they can function in different organizations and face the challenges arising there from. The course not only aims at providing knowledge and skills in different areas of management, but also provides inputs necessary for the overall development of the personality of the students.

The structure of the Course is designed in a way that students have to study the core courses from different functional areas of management that are made compulsory. Later on, specializations are offered in functional areas where the students can opt for any one specialization out of the seven offered: Marketing, Finance, International Business, Operations Management, HRM, Pharma Business Management and Agri-Business Management. Right from the beginning of the course, the focus is on providing relevant inputs through case discussion/ analysis, simulation games, role-plays etc. keeping in mind the current business scenario.

Broadly, the course is of two years divided into four semesters, each semester having eight compulsory papers of 40 sessions each of one-hour duration. The students will have to opt for one functional areas for their specialization, each having five papers (three in third semester and two in the fourth semester from Specialization Papers).

Summer Training for 8/10 weeks is compulsory for every student pursuing the course, which they have to undergo at the end of second semester examination. Comprehensive viva and Research project are part of the course.

### **SUMMER TRAINING PROJECT REPORT:**

1. At the end of second semester examination, every student of MBA will undergo on-the-job practical training in any manufacturing, service or financial organization. The training will be of 8 to 10 weeks duration. The College/Institute will facilitate this compulsory training for students.
2. During the training, the student is expected to learn about the organization and analyze and suggest solutions of a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions.
3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.
4. The student, after the completion of training will submit a report to the College/Institute, which will form part of third semester examination. However, the report must be submitted by the end of August during third semester so that it is evaluated well in time and third semester results are not delayed.
5. The report (based on training and the problem/project studied) prepared by the student will be known as Summer Training Project Report. The report should ordinarily be based on primary data. It should reflect in depth study of micro problem, ordinarily assigned by the organization where student undergoes training. Relevant tables and bibliography should support it.

One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problems faced. This chapter will form part I of the Report. Part II of the Report will contain the study of micro research problem.

The average size of Report ordinarily will be 100 to 150 typed pages in standard font size (12) and double spacing. Three neatly typed and soft bound (paperback) copies of the report will be submitted to the College/Institute. The report will be typed in A-4 size paper.

6. The Report will have two certificates. One by the Head of the Institute/College and the other by the Reporting Officer of the organization where the student has undergone training. These two certificates should be attached in the beginning of the report.
7. The report will be evaluated by two external examiners. It will carry total of 100 marks divided into written report of 50 marks and presentation of 50marks. There will be no internal examiner.  
Only such persons will evaluate the project report who has minimum 3 years of experience of teaching MBA classes in a College/University. Experience of teaching MBA classes as guest faculty shall not be counted.
8. It is mandatory that the student will make presentation in the presence of teachers and students. The student is expected to answer to the queries and questions raised in such a meeting.

#### **RESEARCH PROJECT REPORT:**

In fourth semester, candidates will have to submit a Research Project Report on a problem/topic to be assigned by the School of Business Studies under the supervision of a core faculty member of the department. The research project report will carry 100 marks. The evaluation of the project report will be done by two external examiners. The average of the marks awarded by the two examiners will be taken into account for the results.

The report will contain the objectives and scope of the study. Research methodology, use, importance of the study, analysis of data collected, conclusions and recommendations. It will contain relevant charts, diagrams and bibliography. A certificate of the Supervisor and the Head of the MBA program certifying the authenticity of the report shall be attached therewith. The student will submit three copies of the report to the Head of the MBA program. The number of pages in the report will be 75 or more. The report should be typed in A-4 size paper.

#### **COMPREHENSIVE VIVA:**

The comprehensive viva voce is scheduled at the end of II & IV Semester in order to judge the understanding as well as application of the knowledge gained by the students by the end of 2<sup>nd</sup> & 4<sup>th</sup> Semester of the course. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to understand what is being taught in two full year and see their relevance not only in the practical field but also their inter relationship. The viva voce is of 100 marks to be conducted by the external examiner appointed by the University.

### Master of Business Administration (MBA)

PAPER CODE	SEMESTER I	CREDITS
MBA -101	Management Practices & Organization Behaviour	4
MBA -102	Economics Analysis for Business	4
MBA -103	Accounting for Managers	4
MBA -104	Quantitative Techniques for Managers	4
MBA -105	Legal Aspect of Business	4
MBA -106	Business Ethics	4
MBA -107	Personality Development & Communication Skills	4
MBA -107-A	Stress Management	
MBA -107-B	Introduction to Psychology	
MBA -107-C	Art of Happiness/ Yoga & Meditation	
MBA -108/ MBA-108A/ MBA-108B/ MBAC	Information Systems/ Fundamentals of Computer/ Data Analysis/Statistics, Computation and Applications	4
	<b>TOTAL</b>	<b>32</b>

PAPER CODE	SEMESTER II	CREDITS
MBA-201	Marketing Management	4
MBA-202	Financial Management	4
MBA-203	Human Resource Management	4
MBA-204	Production and Operations Management	4
MBA-205/MBA-205A	Research Methodology/ Publication Ethics	4
MBA-206	Business Environment	4
MBA-206-A	Nutrition & Well being	
MBA-206-B	Disaster Management	
MBA-206-C	Environmental Policy	
MBA-207	Corporate Image Building	4
MBA-208	Comprehensive Viva	4
	<b>TOTAL</b>	<b>32</b>

PAPER CODE	SEMESTER III	CREDIT
MBA- 301	Strategic Management	4
MBA- 302	International Business	4
MBA- 303	Supply Chain Management	4
MBA: 3MK1/HR1/FM1	Elective I	
MBA: 3MK2/HR2/FM2	Elective II	
MBA: 3MK3/HR3/FM3	Elective III	
MBA-304	Summer Training Report and Viva Voce	8
	Specialization Group:A Marketing	4
MBA-3MK1	Consumer Behaviour & Sales Management	
MBA-3MK2	Marketing of Non Profit Organization	
MBA-3MK3	Integrating Marketing Communication	
	Specialization Group:B Finance	4
MBA-3FM1	Security Analysis & Portfolio Management	
MBA-3FM2	Financial Markets & Services	
MBA-3FM3	Corporate Tax Planning	
	Specialization Group:C Human Resource Management	4
MBA-3HR1	Knowledge Management	
MBA-3HR2	Organizational Change & Development	
MBA-3HR3	Performance Management & Competency Mapping	
	<b>TOTAL</b>	<b>32</b>

PAPER CODE	SEMESTER IV	CREDIT S
MBA-401	Entrepreneurship Development	4
MBA-402	Corporate Social Responsibility and Corporate Governance	4
MBA-403	E-Business	4
MBA-4MK4/HR4/FM4/AG4/IB4/OM4/PH4	Elective I	4
MBA-4MK5/HR5/FM5/AG5/IB5/OM5/PH5	Elective II	4
MBA-4OP4	Innovation Management and Startup Ecosystem	4
MBA-404	Research Project Report and Viva- Voce	4
MBA-405	Comprehensive Viva- Voce	4
	<b>TOTAL</b>	<b>32</b>



Specialization Group: Marketing	
COURSE CODE	COURSE NAME
MBA-4MK4	International Marketing
MBA-4MK5	Rural Marketing
Specialization Group: Finance	
COURSE CODE	COURSE NAME
MBA-4FM4	International Financial Management
MBA-4FM5	Project Planning and Evaluation
Specialization Group: HRM	
COURSE CODE	COURSE NAME
MBA-4HR4	Industrial Relations and Labour Laws
MBA-4HR5	Compensation Management
Specialization Group: International Business	
COURSE CODE	COURSE NAME
MBA-4IB4	Export Management and Documentation
MBA-4IB5	International Logistics Management
Specialization Group: Agri - Business Management	
COURSE CODE	COURSE NAME
MBA-4AG4	Management of Cooperatives
MBA-4AG5	Plantation Management
Specialization Group : Operations Management	
COURSE CODE	COURSE NAME
MBA-3OM4	Materials Management
MBA-3OM5	Total Quality Management and Quality Standards

## SYLLABUS

### MBA I Semester

**Course Title :** Management Practices & Organisation Behaviour

**Course Code:** MBA-101

L	T	P	C.U.
32	8	0	3

**Programme & Semester:** MBA I

**Pre-requisites:** Basic knowledge of general management, student must have basic understanding of general management. (Covered by bridge course)

**Course Description:** The main objective of this course is to help the students to acquire and develop skill to take rational decisions in the process of O.B. People have always been regarded as important in managing organizations. This course covers the explanations about the human behavior in the organizational context. It details the impact of individual, group and organizational factors on human behavior. The course also focuses on understanding the behavior of the employees working in the organization. The approach taken in this course will expose students to psychological theories that will enable them to gain insight into behavior in organizations. The use of case studies will provide students the opportunity to apply theories to real life organizational issues and analyze the contributions and limitations of relevant theories.

**Course Objectives:** The objective of the course is to acquaint students develop an understanding of the basic management concepts and behavioral processes in organizations and organizational behavioral dynamics which are important to adapt in the changing corporate environment.

**Course Outcomes (COs):** At the end of this course students will be able to:

CO1- Define the nature, functions, skills and roles of managers

CO2- Describe the foundations of individual behavior with an understanding of human personality, perception, learning and emotions.

CO3- Appraise how managers can use the models to enhance motivational levels of employees and basic dynamics of interpersonal relationships.

CO4- Illustrate the organization of teams and groups in organizations.

CO5- Developing conceptual understanding of change and its implementation

#### **Course Contents:**

##### **Unit 1: Introduction**

**8 Hours**

Concept of Management, Management: Art and Science, Management Vs Administration, Levels of Management, Functions of management, Management as a Profession, Management skills, Qualities and characteristics of managers. Evolution of Management thought: Early contributions: Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Human Relations, and Modern Approach, Social responsibility of managers, Managerial Ethics.

##### **Unit 2 Functions of Management:**

**8 Hours**

Concept of **planning**, Significance and Classification of planning: Strategic plan, Tactical plan and Operational plan, Process of planning, Barriers to effective planning. MBO, Management by Exception. Decision Making: Strategies of decision making. **Organizing**: Principles and Process of Organizing, Types of organizational structure, Span of control, Centralization vs. Decentralization of authority. **Staffing**: Concept, Objective of staffing, System approach to staffing, Manpower planning. **Directing**: Concept, Techniques of directing and supervision, Types of

supervision, Essential characteristics of supervisor. Leadership vs Management, Process of Leadership, Importance of leadership, Characteristics of an effective leader. **Controlling:** Concept, Importance of controlling, Types of control, Steps in control process.

### **Unit 3 Foundations of Organizational Behaviour-**

**8 Hours**

Introduction to OB – Organizing Process – Organization design and structure - Departmentation Types – Making Organization Effective - Understanding Individual Behavior – Perception – Learning – Personality Types – Theories of Personality- Determinants of Personality Learning and Theories of Learning- Johari window- Transactional Analysis

### **Unit 4 Group Dynamics & Motivation –**

**8 Hours**

Benefits of Groups – Types of Groups – Group Formation and Development, Motivation – Concept of Motivation - Motivational Theories of Maslow, Herzberg, David Mc Clelland, and Porter and Lawler. Emotions-Meaning- Characteristics-Emotions in Context of OB.

### **Unit 5 Leadership and Organizational Culture and Climate:**

**8 Hours**

Leadership – Traits Theory – Managerial Grid – Transactional Vs Transformational Leadership – Qualities of good Leader, Change Management – Conflict Management. Organizational Stress-Definition and Meaning- Sources of stress- Types- Stress Management Techniques.

#### **Text Book (s):**

1. Luthans, F. (2015). Organizational Behaviour: An Evidence Based Approach(13th ed.).McGraw-Hill Irwin.
2. Luthans, F. (2015). Principles and Practices of Management (13th ed.).McGraw-Hill Irwin.

#### **Suggested Readings:**

1. Koontz Harold &Weihrich Heinz – Essentials of management (Tata McGraw Hill, 5th Edition,2008)
2. L.M.Prasad, Principles and Practice of Management, 7Ed, S.Chand Publishers, 2007.
3. Robbins, S. P., & Judge, T.A. & Vohra, N. (2015). Organizational Behaviour(16th ed.).New Delhi: Pearson Education.
4. Nelson, D. L., Quick, J.C., &Khandelwal, P. (2016).ORGB: A South Asian Perspective (2nd ed.).Cengage Learning India Pvt. Ltd.
5. Nelson, D L, Quick, J.C., &Khandelwal. P,(2013).Organizational Behaviour: A South Asian Perspective(7th ed.). Cengage Learning India Pvt. Ltd.
6. Mullins, L., Christy, G. (2013). Management &OrganiztaionalBehaviour (10<sup>th</sup>ed.). United Kingdom: Pearson Education
7. Pareek, U. and Khanna, S. (2016).Understanding Organizational Behaviour(4th ed.). New Delhi: Oxford University Press.

**Course Title:**Economic Analysis for Business

**Course Code:** MBA-102

L	T	P	C.U.
32	8	0	3

**Programme& Semester:** MBA I

**Pre-requisites:** Basic knowledge of general management, student must have basic understanding of general management. (Covered by bridge course)

**Course Objectives:**

1. To equip the students of management with time tested tools and techniques of economic analysis to enable them to appreciate its relevance in decision making.
2. To explore the economics of information and network industries and to equip students with an understanding of how economics affect the business strategy of companies in these industries

**Course Outcome: On completion of the course student will be able to:**

CO1: Understand tools and techniques of managerial economics to enable them to appreciate its relevance in decision making.

CO2: Explore the economics of information and network industries

CO3: Understand how economics affect the business strategy of companies in these industries.

CO4: Develop economic way of thinking in dealing with practical business

**UNIT I INTRODUCTION**

**8 Hours**

The themes of economics – scarcity and efficiency – three fundamental economic problems – society’s capability – Production possibility frontiers (PPF) – Productive efficiency Vs economic efficiency – economic growth & stability – Micro economies and Macro economies – the role of markets and government – Positive Vs negative externalities.

**UNIT II CONSUMER AND PRODUCER BEHAVIOUR**

**8 Hours**

Market – Demand and Supply – Determinants – Market equilibrium – elasticity of demand and supply – consumer behaviour – consumer equilibrium – Approaches to consumer behaviour – Production – Short-run and long-run Production Function – Returns to scale – economies Vs diseconomies of scale – Analysis of cost – Short-run and long-run cost function – Relation between Production and cost function.

**UNIT III PRODUCT AND FACTOR MARKET**

**8 Hours**

Product market – perfect and imperfect market – different market structures – Firm’s equilibrium and supply – Market efficiency – Economic costs of imperfect competition – factor market – Land, Labour and capital – Demand and supply – determination of factor price – Interaction of product and factor market – General equilibrium and efficiency of competitive markets.

**UNIT IV PERFORMANCE OF AN ECONOMY – MACRO ECONOMICS 8 Hours**

Macro-economic aggregates – circular flow of macroeconomic activity – National income determination – Aggregate demand and supply – Macroeconomic equilibrium – Components of aggregate demand and national income – multiplier effect – Demand side management – Fiscal policy in theory, Introduction to Public Finance.

**UNIT V AGGREGATE SUPPLY AND THE ROLE OF MONEY**

**8 Hours**

Short-run and Long-run supply curve – Unemployment and its impact – Okun’s law – Inflation and the impact – reasons for inflation – Demand Vs Supply factors –Inflation Vs Unemployment tradeoff – Phillips curve –short-run and long-run –Supply side Policy and management- Money market- Demand and supply of money – money-market equilibrium and national income – the role of monetary policy.

### **TEXT BOOKS**

1. Paul A. Samuelson and William D. Nordhaus, Economics, 18<sup>th</sup> edition, Tata McGraw Hill, 2005.

### **REFERENCE READINGS**

1. Dominick Salvatore and Ravikesh Shrivastva, “Managerial Economics: Principles and Worldwide Application (Adapted version)” 7<sup>th</sup> edition, Oxford University Press, New Delhi, 2012.
2. N. Gregory Mankiw, Principles of Economics, 3<sup>rd</sup> edition, Thomson learning, New Delhi, 2007.
3. Richard Lipsey and Alee Charystal, Economics, 13<sup>th</sup> edition, Oxford University Press, New Delhi, 2015.
4. Karl E. Case and Ray C. Fair, Principles of Economics, 6th edition, Pearson Education Asia, New Delhi, 2002.

**Course Title:**Accounting for Managers

**Course Code:** MBA-103

L	T	P	C.U.
30	5	5	3

**Programme& Semester:** MBA I

**Pre-requisite:** Foundation Course - Financial Accounting

**Course Description:** Accounting for managers can be used in short-term and long-term decisions involving the financial health of a company. Managerial accounting helps managers make operational decisions–intended to help increase the company's operational efficiency and cost management. The syllabus of Accounting for Managers spread over five units; unit 1 covers the conceptual framework of Management Accounting which includes cost control, cost reduction, and cost management, Accounting Standards and IFRS. Unit 2 covers Preparation of Final Accounts. Unit 3 covers Analysis of financial statements; Ratio Analysis, Common size statement and Trend Analysis. Unit-4 Covers Budget and Budgetary Control and Unit-5 covers Marginal Costing and Decision-making, Concept of responsibility accounting. Students will also be trained on computerised accounting system.

The Andragogy in this subject includes power point presentations, case studies, assignments, class test, quiz, mini project etc.

**Course Objectives:**

1. To understand the basic concepts of financial accounting, cost accounting and management accounting.
2. To develop basic computerized accounting skills.
3. To understand the use of accounting information for planning, controlling and decision-making in organizations.
4. To develop skills of interpreting financial statements.
5. To develop decision making skills using the techniques of management accounting.

**Course Outcome: On completion of the course student will be able to:**

CO1: Understand the basic concepts of financial accounting, cost accounting and management accounting.

CO2: Understand accounting process as an information system for decision-making.

CO3: Use of various tools of accounting for analyzing business situations and to take decision.

CO4: Analyze the financial position business.

CO5: Solve the problems related to managerial decisions using the techniques of management accounting.

**Course Contents**

**Unit 1 Concept**

**8 Hours**

Nature, scope, and importance of management accounting; difference between financial accounting and management accounting; difference between cost accounting and management accounting; cost control, cost reduction, and cost management.

**Accounting Standards and IFRS:** International Accounting Principles and Standards; Matching of Indian Accounting Standards with International Accounting Standards, Human Resource Accounting, Forensic Accounting.

**Unit II Preparation of Final Accounts:**

**8 Hours**

Trading Account, Profit and Loss Account, Balance Sheet: Meaning, Need.Excel Application to make Balance sheet. Accounting for non-profit organization -An overview

**Unit III Analysis of financial statements:**

**8 Hours**

Meaning and need of ratio analysis; various types of ratios; solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios.Common size statement, Trend Analysis.

**Unit IV Budget and Budgetary Control**

**8 Hours**

Concept of budget and budgetary control; objectives, merits, and limitations of budget administration; types of budgets: fixed and flexible budgets, zero-base budget, programme and performance budget.

**UNIT V Marginal Costing and Decision-making**

**8 Hours**

Concept of marginal costing, differential costing and absorption costing, break-even analysis, use of above costs in decision-making; make or buy, change of product-mix, pricing and determination of shut-down point.

**Responsibility Accounting**

Concept of responsibility accounting, responsibility centres and their types.

**Lab.: Computerized accounting using Tally.**

**SUGGESTED READINGS :**

**Text Book:**

1. S.N. Maheshwari (Author), SuneelMaheshwari (Author), Sharad K. Maheshwari, A Textbook of Accounting for Management(Vikas) 2018

**Reference Readings:**

1. Asish K. Bhattacharyya, Essentials of Financial Accounting (PHI, 4<sup>th</sup> Ed.) 2017
2. M C Shukla, S C Gupta & T S Grewal, Advanced Accounts Volume I, (S Chand, 19<sup>th</sup> Ed.) 2016
3. Robert Anthony, David Hawkins, Kenneth A. Merchant, Accounting: Texts and Cases Accounting (McGraw Hill India, 13<sup>th</sup> Ed. ) 2017
4. Ravi M Kishore,Taxmann's Cost & Management Accounting (Taxmann, 6<sup>th</sup> Edition,Reprint September 2019) 2019
5. TusharTulsian P C Tulsian, Bharat Tulsian, Tulsian's Cost and Management Accounting (McGraw Hill India) 2020
6. PC Tulsian, Financial Accounting (Pearson) 2016
7. Charles C. Horngren, Gary L. Sundem, and William O. Stratton, Introduction to Management Accounting, 15<sup>th</sup> ed., Prentice—Hall of India/Pearson Education, Delhi, 2009

**Course Title:**Quantitative Techniques for Managers

**Course Code:** MBA-104

L	T	P	C.U.
30	5	5	3

**Programme& Semester:** MBA I

**Pre-requisite:** Business Mathematics

**Course Description:** Quantitative techniques are collection of statistical tools that are used to provide powerful means of analysis using quantitative data for effective decision making in business. The syllabus of quantitative techniques for managers includes five units; unit one is introduction which includes basic concept of quantitative techniques, applications in decision-making in Business and management, graphical representation of Data, measures of central tendency, measures of skewness and kurtosis; Unit 2 includes measures of dispersion and index number; Unit 3 includes correlation and regression analysis; in unit-4 includes time series analysis, components and methods; Unit-5 includes probability distribution & formulation of hypothesis & hypothesis testing. The Andragogy in this subject includes power point presentations, case studies, assignments, class test, quiz, mini project etc.

**Course Objectives:** The objective of this course is to familiarize students with the basic quantitative techniques tools used for managerial decision-making and to have a proper understanding of quantitative techniques applications in business and management.

**Course Outcomes (COs):** At the end of this course students will be able to:

CO1: Describe basic concepts of quantitative techniques.

CO2: Examine various Measures of Central Tendency, Measures of Dispersion, Correlation and Regression analysis in decision making.

CO3: Interpret the trend analysis with different methods of time series analysis.

CO4: Explain basic concepts of probability and perform probability theoretical distributions. Understanding

CO5: Operate the concept of statistical analysis which includes various hypothesis tests like chi square test, ANOVA

**Course Contents:**

**Unit 1: Introduction:**

**8 Hours**

Basic Concept of Quantitative techniques, Applications in decision-making in Business and Management, Graphical representation of Data, Measures of Central Tendency: Mean; Median; Mode, Measures of Skewness and Kurtosis

**Unit-2 Measures of Dispersion and Index Number:**

**8 Hours**

Introduction to Measures of Dispersion, Range, Quartile Deviation, Quartiles, Standard Deviation, Significance of Measures of Dispersion, Coefficient of Variation. Index Numbers: Introduction, Characteristics, Uses, Simple Index Numbers, Weighted Index Numbers: Laspeyres, Paasche's, Marshall-Edgeworth's, Walsh's, Bowley's and Fisher's Index Number

**Unit 3: Correlation Analysis and Regression Analysis:**

**8 Hours**

Introduction of correlation, Importance and types of correlation, Degrees of correlation, Methods to Measure correlation: Scatter diagram, Karl Pearson's Coefficient of Correlation, Spearman's rank correlation coefficient and Concurrent deviation method.

Introduction and importance of regression analysis, Properties, Regression equations, Methods to Measure Regression: Least squares method: Direct Mean and Short- Cut Method, Using r and S.D.

**Unit 4: Time Series Analysis:**

**8 Hours**



Introduction, Importance of Time series analysis, Components of time series, Time series models: Additive and multiplicative model, Method of time series analysis/ Trend Analysis: Semi Average Method, Moving Average Method and Method of Least Squares

**Unit 5: Probability Distribution & Formulation of Hypothesis & Hypothesis Testing**

**8 Hours**

- a) Probability: Concept, Mutually exclusive events, Addition and multiplication rules of probability.
- b) Probability Distribution: Concept of probability distribution, Normal probability distribution, Poisson distribution, Binomial distribution.
- c) Formulation of Hypothesis & Hypothesis Testing: Formulation of Alternate and Null hypothesis, Procedure of hypothesis testing, ANOVA, Chi-square test: Test of Independence; Test of Goodness of fit

**Text Book:**

1. Levin R.I., Rubin D.S., Rastogi S. and Siddiqui H.M. (2017). *Statistics for Management*, 8<sup>th</sup> ed., Pearson Education.

**Suggested Readings:**

1. Levine D.M., Berenson M.L., Krehbiel T.C., Viswanathan P.K. (2017). *Business Statistics: A First Course*, 7<sup>th</sup> Ed., Pearson Education.
2. Siegel A.F. (2016). *Practical Business Statistics*, 7<sup>th</sup> ed., Academic Press.
3. Vohra N.D. (2017). *Business Statistics*, McGraw Hill Education.
4. Spiegel M.R., Stephens L.J., Kumar N. (2010). *Statistics*, 4<sup>th</sup> ed., McGraw Hill Education.
5. Anderson, Sweeney and Williams (2015). *Statistics for Students of Economics and Business*, 7<sup>th</sup> ed., Cengage Learning.
6. Beri G. C. (2009). *Business Statistics*, 3<sup>rd</sup> ed., Mc Graw Hill Education.
7. Beri G.C. (2013). *Marketing Research*, 5<sup>th</sup> ed., Mc Graw Hill.
8. Vohra N.D. (2011). *Quantitative Techniques in Management*, 4<sup>th</sup> ed., McGraw-Hill, New Delhi.

**E-Book:** Kundu S., An Introduction to Business Statistics, available at: [www.ddegjust.ac.in](http://www.ddegjust.ac.in)

**Course Title:**Legal Aspects of Business

**Course Code:** MBA-105

L	T	P	C.U.
32	5	3	3

**Programme& Semester:** MBA I

**Pre-requisite:**NIL

**Course Description:** To provide a basis of understanding to the students with reference to the rules, practices and regulations that governs the formation as well as the operation of business. The course will help them to understand the different legal and illegal activities and actions in the business.

**Course Objective:** The objective of this course is to understand about different acts related to business. To understand the duties of members and their relationship to one another. To create an awareness about important legislations namely Sale of Goods Act, Consumer Protection Act, Factories Act having impact on business

**Course Outcomes:** Upon the successful completion of this course, the student will be able to:

CO1: Acquire a sound understanding of the legal aspects of the laws affecting businesses

CO2: Apply basic legal knowledge to business transactions

CO3: Communicate effectively using standard business and legal terminology

CO4: Analyse a given business context using basic understanding of the applicable Acts and develop a suitable operational framework.

CO5: Describe current law, rules, and regulations related to settling business disputes

## **Course Contents**

### **Unit I: Law of Contract**

**8 Hours**

Concept of Contract, offer and acceptance; valid contracts and its essential elements; void agreements; classification of contracts; Quasi contract; performance of contract; discharge of contract; remedies for breach of contract. Special Contracts: Indemnity, Guarantee, Bailment, pledge. Law of Agency: Essentials, kinds of agents, rights and duties of agent and principal, creation of agency, termination of agency

### **Unit 2: Law of Sales of Goods**

**8 Hours**

Contract of sale, Goods and their classification, Meaning of price, Conditions and Warranties, Passing of property in goods, Transfer of title by non-owners, Performance of a contract of sale, Unpaid seller and his rights, Remedies for breach of contract

**Consumer Protection Act:** Objectives, definition, consumer protection council and state consumer protection council.

**The Partnership Act:** Nature of Partnership, Formulation of Partnership firms; rights, duties, and liabilities of partners; Dissolution of Partnership Term

### **Unit 3: The Negotiable Instruments Act, 1881**

**8 Hours**

Definition, Features and types of negotiable instruments, kinds of negotiable instruments, Methods of negotiation of instruments; holder and holder in due course; Endorsement and delivery of a negotiable instrument; Presentation of Negotiable Instrument.

Banker and Customer: An introduction; Crossing of a cheque; Types of crossing; Bouncing of cheques, Obligations of banker and customer; Dishonour and discharge of negotiable instruments

**Unit 4: The Companies Act****8 Hours**

Definition, characteristics and kinds of companies, steps in formation of company.

Memorandum of association, articles of association and prospectus.

Directors: appointment, power, duties and liabilities, meeting and resolutions: types of meetings. Auditor: appointment, rights and liabilities. Modes of winding up of a company.

**Unit 5: The Information Technology Act, 2000****8 Hours**

Definition, Digital Signature, Electronic Governance, Attribution, Acknowledgment and Dispatch of Electronic Records, Sense Electronic Records and Sense Digital Signatures, Regulation of Certifying Authorities, Digital Signature Certificates, Duties of Subscribers, Penalties and Offences.

**Intellectual Property Laws-** Introduction, Legal Aspects of Patents, Filing of Patent Applications, Rights from Patents, Infringement of Patents, Copyright and its Ownership, Infringement of Copyright, Civil Remedies for Infringement.

**Suggested Readings**

1. Kuchhal M.C. - Business Law (Vikas Publication)
2. Gulshan S.S. - Business Law Including Company Law (Excel Books)
3. N D Kapoor – Elements of Mercantile Law – Sultan Chand-2014
4. Dr Avatar Singh- Principles of Mercantile Law, Eastern Book Company 2014
5. NandanKamath- Law relating to Computer, Internet and E-Commerce (A Guide to cyber Laws), Universal Law Publishing Co. Ltd.New Delhi, 2012.

**Course Title:** Business Ethics

**Course Code:** MBA-106

L	T	P	C.U.
32	8	0	3

**Programme& Semester:** MBA I

**Pre-Requisite:** NIL

**Course Objectives:** The basic objective of this course is to gain insight into ethical behavior and to become familiar with inherent conflicts in being ethical. To understand the ethical dilemmas in business situations and to find out ways to resolve them. To learn to make decisions effectively based on ethical thinking and decision making processes.

**Course Outcomes (COs):** At the end of this course students will be able to:

- CO 1: Analyze the concepts of business ethics from a personal and an organizational perspective
- CO 2: Assess the ethical issues facing business leaders.
- CO 3: Evaluate and distinguish between the concepts of social responsibility, integrity, and business ethics
- CO 4: Discuss the moral and social responsibility dimensions of corporate governance;
- CO 5: understanding of Global modern Business Ethics and their residing applications in different context

**Course Contents:**

**Unit-1:**

**8 Hours**

Meaning and Nature of Ethics, Moral and Ethics: Importance of Ethics, Types of Ethics, Causes of Unethical Behavior Meaning, Nature and Importance of Business Ethics, Types of Business Ethics, Factors Influencing Business Ethics, Corporate Ethics: Ethical Behavior and Audit of Ethical Behavior.

**Unit-2:**

**8 Hours**

Individual Ethics, Professional Ethics, Gandhian Philosophy of Ethical Behavior, Social Audit, Concept of Globalization and Global Business Network, Relationship among Business, Business Ethics and Business Development Developing Business System Ethics relating to Ethics in Global Economy, Marketing Ethics in Foreign Trade, Role of Business Ethics in Developing Civilized Society.

**Unit-3:**

**8 Hours**

Managing Business Ethics: Ethical Decision Making Processes and Guidelines; Building an Ethical Value System in the organization; Role of Laws and Enforcement; Training in Business Ethics; business and ecological/environmental issues in the Indian context.

**Unit-4:**

**8 Hours**

Corporate Social Responsibility: Definition & Drivers of CSR; The Scope of Social Responsibility; Social Responsibility and Indian Corporations; CSR and Environmental Protection; Role of Government in Corporate Governance: Government Interference in Market Economies; Different Roles of Government in the Economy; Forms of Government Regulation; The Scope of Government's Relations with Business.

**Unit – 5:****8 Hours** Global

Business and Ethical Convergence: Role of International bodies like WTO in establishing Model Codes of Conduct; Cross-Cultural Ethical Dilemmas and their Resolution.

**Text Book:**

Fernando, A.C. (2011). Corporate Governance: Principles, Policies and Practices. Pearson Education.

**Reference Readings:**

1. Hartman Laura P. & Chatterjee Abha, “Perspectives in Business Ethics”, McGraw Hill.
2. Velasquez, Manuel G., “Business Ethics – Concepts and Cases”, PHI Publications.
3. Crane Andrew & Matten Dirk, “Business Ethics”, Oxford University Press, New Delhi.
4. Weiss Joseph W., “Business Ethics – Concepts and Cases”, Cengage Learning.
5. Badi R.V & Badi N. V., “Business Ethics”, Vrinda Publications.

**Course Title:**Personality Development and Communication Skills

**Course Code:** MBA-107

L	T	P	C.U.
30	5	5	3

**Programme& Semester:** MBA I

**Pre-requisites:** The learners are expected to have completed Graduation in any discipline.

**Course Description:** This course covers various dimensions and importance of effective personality and business communication. It helps to understand personality traits and importance of business communication in the world of business. Also, the course makes the students aware about the various dynamics of personality development. The course aims to cause a basic awareness about the significance of soft skills in professional and inter-personal communication s and facilitate an all-round development of personality.

**Course Objective:** The course objective is to develop all forms of communication skills in students to enable them to conduct well in an any business process without any communication barrier. This course covers various dimensions and importance of effective personality. It helps to understand personality traits and formation and vital contribution in the world of business. Also, the course makes the students aware about the various dynamics of personality development.

**Course Outcomes: (CO)**

After completion of this course, the student will be able to:

CO1: Understand business communication strategies and principles for effective communication in domestic and international business situations.

CO2: Develop the ability to research and write a documented paper and/or to give an oral presentation.

CO3: Develop the ability to communicate via electronic mail, Internet, and other technologies for presenting business messages.

CO4: Identify ethical, legal, cultural, and global issues affecting business communication.

CO5:Operate in team activities that lead to the development of collaborative work skills.

## **Course Contents**

### **Unit1: Introduction:**

**8 Hours**

NatureofCommunication,ProcessofCommunication,TypesofCommunication(verbal&Non Verbal),Importance ofCommunication,characteristics of successful communication Different forms of Communication Barriers to Communication Causes, Linguistic Barriers, Psychological Barriers, Interpersonal Barriers, Cultural Barriers, Physical Barriers, Organizational Barriers.

### **Unit 2: Business Correspondence:**

**8 Hours**

Business letters: Introduction to business letters: writing routine and persuasive letters positive and negative messages- writing memos, presentation, inviting quotations, sending quotations, placing orders, inviting tenders,Salesletters,claim&adjustmentlettersandsocialcorrespondence,Memorandum,Inter-officeMemo,Notices,Agenda,Minutes,Jobapplicationletter,preparingtheResume.

**Unit 3: Report Writing:****8 Hours**

Business reports: what is a report purpose, kinds and objectives of report writing. Characteristics, Importance, Elements of structure, Process of writing, Order of writing, the final draft, checklists for reports. Oral Presentation: Importance, Characteristics, Presentation Plan, Power point presentation, Visual aids.

**Unit4: Personality & Group Communication****8 Hours**

Define Personality, Determinants of Personality Development, Perception: Definition, Perceptual Process. Factors of Association Relationship, Personality Traits, Developing Effective Habits, Emotional Intelligence. Interpersonal Relationship, Personality Spiritual journey beyond management of change, Good manners & Etiquettes, Effective Speech, Understanding Body language, projective positive body language

Group communication: Meetings – Planning meetings, objectives, participants, timing, venue of meetings, leading meetings. Media management: the press release press conference, media interviews Seminars, workshop, conferences.

**Unit 5: Business Communication****8 Hours**

Group Discussions. Interview skills, Impact of Technological Advancement on Business Communication. Stress Management: Introduction, Causes, stress management techniques, Time management: Importance of time management, Techniques of time management, Time management styles.

**Text Book**

Chaturvedi P. D, Chaturvedi M. (2011). Business Communication: Concepts, Cases and Applications. 13<sup>th</sup>ed; Pearson Education, New Delhi.

**Reference Reading:**

1. Pal, Rajendra and Korlahalli, J.S. (2011). *Essentials of Business Communication*. 13<sup>th</sup>ed; Sultan Chand & Sons Publication, New Delhi
2. C. Murali Krishna and S. Mishra (2011). *Communication Skills for Engineers*, 13<sup>th</sup>ed; Pearson education
3. Bovee, and Thill (2016). *Business Communication Essentials*. 7<sup>th</sup>ed; Pearson Education
4. Shirley Taylor (2011). *Communication for Business*. 4<sup>th</sup>ed; Pearson Education
5. Locker and Kaczmarek (2012). *Business Communication: Building Critical Skills*, 6<sup>th</sup>ed; McGraw Hill Education
6. Seven Habits of Highly Effective People – Stephen Covey
7. You Can Win – Shiv Khera
8. Effective Business Communication – H. Murphy.

## **SYLLABUS**

### **MBA-1 Semester**

#### **Course Title: STRESS MANAGEMENT**

#### **Course Code: MBA-107 A**

**Objectives of the Course** - The objectives of stress management are to reduce the negative effects of stress on physical and mental health, improve coping mechanisms, and promote overall well-being. It aims to enhance productivity, increase emotional resilience, and maintain a balanced lifestyle, helping individuals manage stress effectively for better personal and professional performance.

#### **Unit 1: Understanding Stress and Its Impact**

**Objective:** Introduce the concept of stress, its types, and the physiological and psychological impact on individuals.

- **Key Topics:**
  - **Definition of Stress:** What is stress? Eustress vs. Distress.
  - **Sources of Stress:** Academic pressures, time management, interpersonal conflicts, expectations, and career planning.
  - **Stress Responses:** The fight-or-flight response, physical, emotional, and behavioral symptoms of stress.
  - **Impact of Stress:** How chronic stress affects health, well-being, and academic performance.
  - **Stress and Performance:** The Yerkes-Dodson Law (the relationship between stress and performance).

#### **Unit 2: Time Management and Prioritization**

**Objective:** Equip students with practical tools to manage their time effectively and reduce stress caused by workload.

- **Key Topics:**
  - **Time Management Strategies:** The Pomodoro Technique, Time Blocking, and the Eisenhower Matrix (urgent vs. important tasks).
  - **Goal Setting:** SMART Goals (Specific, Measurable, Achievable, Relevant, Time-bound).
  - **Prioritization Techniques:** How to determine what to focus on based on urgency and importance.
  - **Dealing with Procrastination:** Understanding procrastination and strategies to overcome it.

#### **Unit 3: Emotional Intelligence (EI) and Stress**

**Objective:** Help students understand how emotional intelligence can help in managing stress and building interpersonal relationships.

- **Key Topics:**
  - **Components of EI:** Self-awareness, self-regulation, motivation, empathy, and social skills.
  - **How EI Impacts Stress:** Emotional triggers, coping strategies, and resilience.
  - **Managing Difficult Emotions:** Techniques like mindfulness and emotional regulation to reduce stress.



- **Empathy in Stress Management:** How understanding others' emotions can reduce conflict and stress in group work.

#### Unit 4: Mindfulness and Relaxation Techniques

**Objective:** Teach students practical techniques for reducing stress through mindfulness, breathing, and relaxation exercises.

- **Key Topics:**
  - **Introduction to Mindfulness:** What is mindfulness, and how it helps reduce stress?
  - **Breathing Techniques:** Deep breathing exercises, diaphragmatic breathing, and the 4-7-8 technique.
  - **Progressive Muscle Relaxation (PMR):** A method of systematically tensing and relaxing muscle groups to release stress.
  - **Mindful Meditation:** Guided meditation techniques for reducing stress and improving focus.
  - **The Role of Sleep:** Importance of sleep in stress management and cognitive performance.

#### Unit 5: Building Resilience and Coping Strategies

**Objective:** Focus on building resilience and effective coping strategies to handle challenges and setbacks in both academic and professional life.

- **Key Topics:**
  - **What is Resilience?:** Definition and importance of resilience in overcoming stress.
  - **Developing a Resilient Mindset:** Positive thinking, reframing challenges, and finding opportunities in adversity.
  - **Coping Strategies:** Active vs. passive coping, problem-solving techniques, and seeking support.
  - **Stress-Buffering Resources:** Social support networks, mentorship, and seeking professional help when necessary.
  - **Work-Life Balance:** How to maintain balance and avoid burnout.

#### Suggested readings-

- **Davis, M., Eshelman, E.R., & McKay, M. (2000).** *The Relaxation and Stress Reduction Workbook*. 5th ed., New Harbinger Publications.
- **Maté, G. (2003).** *When the Body Says No: The Cost of Hidden Stress*. Wiley.
- **Benson, H. (1975).** *The Relaxation Response*. William Morrow & Co.
- **Nagoski, E., & Nagoski, A. (2020).** *Burnout: The Secret to Unlocking the Stress Cycle*. Ballantine Books.
- **Posen, D. (2010).** *The Little Book of Stress Relief*. Macmillan.
- **Sivananda, Swami (2001).** *The Art of Stress-Free Living*. The Divine Life Society.

**SYLLABUS**  
**MBA-1<sup>st</sup> SEMESTER**  
**COURSE TITLE- INTRODUCTION TO PSYCHOLOGY**  
**SUBJECT CODE-MBA-107 B**

**Objectives of the Course** - The objectives of an introduction to psychology are to explore human behavior, cognition, and emotions. It aims to provide foundational knowledge of psychological theories and principles, understanding mental processes, and addressing psychological issues. The course seeks to develop critical thinking, enhance self-awareness, and apply psychological concepts in everyday life.

**Unit 1: Basics of Psychology and its Importance for Business**

- **What is Psychology?**
  - Definition, history, and key branches (e.g., cognitive, social, organizational psychology)
- **The Role of Psychology in Business**
  - Understanding human behavior in organizational settings
  - Psychological principles that apply to leadership, marketing, consumer behavior, and management
- **Subfields of Psychology Relevant to MBA**
  - Industrial-organizational psychology, social psychology, consumer psychology
- **The Scientific Method in Psychology**
  - Research methods: experimental, survey, observational, and case study

**Unit 2: Human Behavior and Personality**

*Key Topics:*

- **Understanding Human Behavior**
  - Nature vs. Nurture debate
  - The role of motivation, emotion, and cognition
- **Personality Theories**
  - Freud's Psychoanalytic Theory
  - Jung's Analytical Psychology
  - The Big Five Personality Traits
- **Personality and Business**
  - How personality influences work style, decision-making, and team interactions
  - Leadership styles based on personality

**Unit 3: Perception and Decision-Making in Business**

*Key Topics:*

- **Perception and its Influence**
  - The process of perception: attention, interpretation, and response
  - Factors influencing perception (e.g., stereotypes, biases)

- **Cognitive Biases and Heuristics**
  - Common biases in decision-making (e.g., confirmation bias, availability heuristic)
  - The impact of cognitive shortcuts on business decisions
- **The Psychology of Decision-Making**
  - Rational vs. bounded rationality
  - Groupthink and its effects on organizational decisions

#### Unit 4: Motivation and Leadership

##### *Key Topics:*

- **Motivation Theories**
  - Maslow's Hierarchy of Needs
  - Herzberg's Two-Factor Theory
  - Vroom's Expectancy Theory
  - McClelland's Theory of Needs
- **Motivational Strategies in Business**
  - Intrinsic vs. extrinsic motivation
  - Designing jobs and rewards systems to motivate employees
- **Leadership and Motivation**
  - Leadership styles: transformational, transactional, and servant leadership
  - How leaders motivate and inspire teams

#### Unit 5: Group Behavior and Organizational Culture

##### *Key Topics:*

- **Group Dynamics**
  - Types of groups in organizations: formal and informal
  - Group formation and development (Tuckman's stages: forming, storming, norming, performing, adjourning)
  - Group roles and behaviors
- **Organizational Culture**
  - Definition and elements of organizational culture (values, norms, rituals)
  - The role of culture in shaping behavior and decision-making
  - Aligning organizational culture with business strategy
- **Conflict and Cooperation in Teams**
  - Managing conflict in teams
  - Techniques for fostering collaboration and teamwork

##### Suggested readings-

- *The Relaxation and Stress Reduction Workbook* by Martha Davis
  - *Emotional Intelligence 2.0* by Travis Bradberry and Jean Greaves
  - Articles and case studies on stress management in academic settings
-

**SYLLABUS**  
**MBA-1<sup>st</sup> SEMESTER**  
**COURSE TITLE- ART OF HAPPINESS /YOGA & MEDITATION**  
**SUBJECT CODE-MBA-107 C**

**Objectives of the Course** - The objectives of the art of happiness, yoga, and meditation are to enhance mental clarity, reduce stress, and promote emotional well-being. They aim to cultivate mindfulness, balance, and inner peace, fostering self-awareness and resilience. These practices improve physical health, increase positivity, and lead to a harmonious, fulfilling life.

**Unit 1: Introduction to Happiness and Well-being**

- **The Concept of Happiness:** Definitions of happiness from different cultural, psychological, and philosophical perspectives.
- **The Science of Happiness:** How happiness impacts the brain and body. The role of positive psychology.
- **External vs Internal Happiness:** The difference between fleeting happiness (based on external circumstances) and lasting joy (cultivated through internal practices).
- **Reflection Activity:** Journaling about moments of true happiness and what made them meaningful.

**Unit 2: Introduction to Yoga**

- **What is Yoga?:** Its origin, history, and philosophy (including the 8 Limbs of Yoga).
- **Benefits of Yoga:** How physical postures (asanas) affect the body, mind, and spirit.
- **Connection between Yoga and Happiness:** How regular practice can reduce stress, increase mindfulness, and foster a sense of contentment.
- **Beginner-Friendly Poses:** Teaching basic asanas (like Downward Dog, Child's Pose, and Mountain Pose) that promote relaxation and ease.
- **Practical Session:** A guided 15-minute yoga session focusing on breathing and gentle stretching.

**Unit 3: The Power of Breath (Pranayama)**

- **What is Pranayama?:** Introduction to controlled breathing techniques in yoga and meditation.
- **The Link between Breath and Mind:** How conscious breathing impacts emotional regulation and mental health.
- **Common Breathing Techniques:**
  - **Nadi Shodhana** (Alternate nostril breathing) for calming the mind.
  - **Kapalbhati** (Breath of Fire) for energizing the body.
- **Practical Session:** Guided Pranayama session for 10 minutes.

**Unit 4: Meditation and Mindfulness**

- **What is Meditation?:** A deeper look into the practice of meditation as a tool for mindfulness, relaxation, and clarity.
- **Mindfulness Meditation:** Developing the ability to stay present and non-reactive in the moment.
- **Types of Meditation:**
  - **Guided Meditation:** Focusing on imagery or a specific theme.

- **Mantra Meditation:** Using a sound or word to center the mind.
- **Loving-Kindness Meditation** (Metta): Cultivating compassion towards self and others.
- **The Science of Meditation:** How regular practice can reduce stress, improve concentration, and enhance emotional resilience.
- **Practical Session:** A 10-minute guided meditation focusing on breath awareness.

## Unit 5: Integrating Yoga, Meditation, and Happiness

- **Bringing Yoga into Daily Life:** How to practice mindfulness and yoga in everyday situations (e.g., mindful eating, walking, or even at work).
- **The Role of Gratitude:** Developing a gratitude practice and how it enhances happiness and emotional well-being.
- **Sustainable Practices:** Creating a personal routine for practicing yoga, meditation, and mindful living.
- **Reflection and Journaling:** Encouraging participants to reflect on their journey, personal growth, and plans for continuing the practices.

## Suggested readings-

- **Dalai Lama, T., & Cutler, H. C. (1998).** *The Art of Happiness: A Handbook for Living*. Riverhead Books.
- **Kabat-Zinn, J. (1990).** *Full Catastrophe Living: Using the Wisdom of Your Body and Mind to Face Stress, Pain, and Illness*. Delta.
- **Iyengar, B. K. S. (1966).** *Light on Yoga*. HarperCollins.
- **Tolle, E. (1997).** *The Power of Now: A Guide to Spiritual Enlightenment*. New World Library.
- **Nhat Hanh, T. (1999).** *The Miracle of Mindfulness: An Introduction to the Practice of Meditation*. Beacon Press.

**Course Title:**Information Systems

**Course Code:** MBA-108

**Programme& Semester:** MBA I

L	T	P	C.U.
30	5	5	3

**Pre-Requisite:** Basic Knowledge of Computer

**Course Description:** An examination of the use of information systems to support the management activities of an organization. Topics include: the fundamentals of hardware, software, database management, data communications, transaction processing information systems, decision support systems, information reporting systems, office automation, networks, expert systems, and systems analyses and design. Case studies and several software packages will be utilized to illustrate the principles covered.

**Course Objectives:**

This course is designed to provide students with an understanding of the theoretic and practical issues related to the application of information systems within organizations. The main objectives of the course are to:

- Demonstrate how information systems integrate information and organizational processes across functional areas into unified systems.
- Outline challenges and benefits from the most commonly used enterprise systems.
- Employ a software package to illustrate how enterprise systems work.
- Integrate conceptual and technical (software) skills of students so that a business problem is addressed within the scope of a group project.

**Course Outcome: On completion of the course student will be able to:**

CO1: Evaluate the role of information systems in today's competitive business environment.

CO2: Identify and describe important features of organizations in order to build and use information systems successfully.

CO3: Demonstrate systems analysis, design and decision making in a business setting.

CO4: Define and describe the fundamentals of hardware, software, database management, data communications and systems related to the management activities of an organization.

CO5: Assess how information systems support the activities of managers and end-users in organizations.

CO6: Identify the principal management challenges posed by the ethical and social impact of information systems and management solutions.

**Course Contents:**

**UNIT –I Information System introduction**

**8 Hours**

The meaning and use MIS, System View of Business, Process of MIS, Development of MIS within the organization, Management Process, Information Needs, System Approach in Planning Organizing and Controlling MIS.

**Unit II Conceptual Framework****6 Hours**

Hardware: (a)

Input devices - keyboard, printing devices, voice speech devices, scanner, MICR, OMR, Bar code reader, digital camera etc. (b) Output devices - Visual Display Unit, printers, plotters (c) Storage Devices – Magnetic storage devices, Optical storage devices, Flash Memory.

**Unit III: Operating System and Software****6 Hours**

Software: Types of software with examples; Introduction to languages, compiler, interpreter and Assembler, Operating System Functions, Types and Classification, Elements of GUI based operating system.

**Unit IV: Communication Technology****6 Hours**

Network and Internet: Types of computer networks (LAN, WAN and MAN), Network topologies, EDI.

Internet: Netiquettes, Architecture & Functioning of Internet, Basic services over Internet like WWW, FTP, Telnet, Gopher, IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail.

**Unit V: Office tools for Business****6 Hours**

Use of MS-Office: Word: Paragraph formatting, Page formatting, Header and footer, Bullets and numbering, Finding and replacing text, Mail merge, Macros. Cell referencing, Ranges.

Excel: Formulae, Functions, Auto sum, Copying formula, Formatting data, creating charts, creating Database, sorting data, filtering.

Power Point: Formatting text on slides, Inserting charts, adding tables, Clipping, Slide animation, Slide shows.

**Unit-VI Security and Ethical Challenges of IT****4 Hours**

Concept of Business Ethics, Technology Ethics; Security and Ethical Challenges of IT, Cyber Crime and Privacy Issues, Cyber Laws, IT Act 2000.

**Suggested Readings**

1. Shrivastava-Fundamental of Computer& Information Systems (Wiley Dreamtech)
2. Leon A and Leon M - Introduction to Computers ( Vikas, 1st Edition).
3. ITL ESL – Introduction to Information Technology (Pearson, 2nd Edition).
- 4 ITL ESL – Introduction to Computer science (Pearson, 2nd Edition).
5. Introduction to Computers, Norton P. (TATA McGraw Hill)
6. Leon - Fundamentals of Information Technology, (Vikas)

**SYLLABUS**  
**MBA-1<sup>st</sup> SEMESTER**  
**COURSE TITLE- FUNDAMENTAL OF COMPUTER**  
**SUBJECT CODE-MBA-108 A**

**Objectives of the Course** - The objectives of Fundamentals of Computer are to provide a basic understanding of computer hardware, software, and applications. It aims to teach essential computing skills, including operating systems, data processing, and problem-solving techniques. The course seeks to build foundational knowledge for using technology effectively in personal and professional environments.

**Unit 1: Introduction to Computers**

1. **Definition and Characteristics of a Computer:**
  - What is a computer?
  - Characteristics of computers (Speed, Accuracy, Automation, Storage, Versatility, etc.)
2. **Types of Computers:**
  - Analog, Digital, Hybrid
  - Classification based on size (Supercomputers, Mainframe, Minicomputers, Microcomputers)
3. **Components of a Computer System:**
  - Hardware: Input devices (keyboard, mouse), Output devices (monitor, printer), Central Processing Unit (CPU)
  - Software: System software (Operating System), Application software
  - Memory: Primary (RAM, Cache), Secondary (Hard Disk, SSD, etc.)
4. **Generation of Computers:**
  - First generation (Vacuum tubes)
  - Second generation (Transistors)
  - Third generation (Integrated Circuits)
  - Fourth generation (Microprocessors)
  - Fifth generation (AI, Quantum Computing)
5. **Uses of Computers in Business:**
  - Information Management, Decision Making, Process Automation, Communication, Data Analysis

**Unit 2: Hardware and Software Basics**

1. **Computer Hardware Components:**
  - Input Devices (keyboard, scanner, microphone)
  - Output Devices (monitor, printer, speakers)
  - Storage Devices (HDD, SSD, USB, cloud storage)
  - Motherboard, CPU, RAM, etc.
2. **Software Overview:**
  - System Software: Operating Systems (Windows, Linux, macOS)
  - Application Software: Word processors, Spreadsheet programs (Microsoft Office, Google Docs)
  - Development Software: IDEs, programming languages (C, Python, Java)
3. **Types of Software:**
  - Proprietary vs. Open Source Software
  - Application Software vs. System Software
4. **Operating System:**
  - Functions and types of operating systems (Windows, Linux, Mac OS, Android)
  - Multitasking, Multithreading, and Memory Management



- File Systems (FAT32, NTFS, ext3/ext4)

### **Unit 3: Data Representation and Storage**

1. **Data Representation:**
  - Binary System (Bits, Bytes, etc.)
  - Number Systems (Binary, Octal, Decimal, Hexadecimal)
  - Data encoding (ASCII, Unicode)
2. **Storage Devices:**
  - Primary Memory: RAM (Random Access Memory), Cache Memory
  - Secondary Storage: Hard Drives, Solid State Drives, Optical Drives (CD/DVD), Cloud Storage
  - Tertiary Storage: Magnetic tapes, Backup systems
3. **Data Compression:**
  - Lossy vs Lossless compression (JPEG, PNG, MP3, ZIP)
4. **Storage and Retrieval of Data:**
  - File Systems and Directories
  - Database Management Systems (DBMS)

### **Unit 4: Computer Networks and Internet**

1. **Introduction to Networking:**
  - Definition of a Network, Types of Networks (LAN, MAN, WAN)
  - Components: Routers, Switches, Hubs, and Modems
2. **Internet:**
  - Basic Terminology: IP Address, DNS, HTTP, HTTPS
  - Web Browsers and Web Servers
  - Internet Protocols (TCP/IP)
3. **E-commerce and Digital Marketing:**
  - Role of the Internet in Business: E-commerce models (B2B, B2C, C2C, etc.)
  - Digital Marketing: SEO, SEM, Social Media Marketing
4. **Cybersecurity:**
  - Types of Cyber Threats (Viruses, Malware, Phishing)
  - Basic Security Measures (Firewalls, Antivirus, Encryption)

### **Unit 5: Applications of Computers in Business**

1. **Business Information Systems (BIS):**
  - ERP (Enterprise Resource Planning), CRM (Customer Relationship Management)
  - MIS (Management Information Systems), DSS (Decision Support Systems)
2. **Business Communication:**
  - Email, Video Conferencing, Collaborative Tools (Slack, Microsoft Teams, Google Meet)
3. **Automation in Business:**
  - Robotics Process Automation (RPA), AI in customer service (Chatbots, Virtual Assistants)
  - Cloud Computing: SaaS, PaaS, IaaS
4. **Data Analytics and Business Intelligence:**
  - Importance of Data Analytics in Business
  - Tools: Microsoft Power BI, Tableau, Google Analytics
  - Data-driven Decision Making
5. **Future Trends in Computing:**
  - Artificial Intelligence and Machine Learning in business
  - Blockchain Technology
  - Internet of Things (IoT)
  - Big Data and its applications

### **Key Tips for Study:**

- **Concept Understanding:** Focus on understanding the core concepts of computers and their application in business.
- **Practical Knowledge:** Learn about popular software and tools used in business contexts (e.g., Microsoft Office, Google Workspace, CRM software).
- **Current Trends:** Keep up with emerging technologies and their impact on business (e.g., AI, blockchain, and data analytics).

### **Suggestive Readings:**

- **"Computer Fundamentals"** by P.K. Sinha – A comprehensive guide on computer basics, covering hardware, software, and applications.
- **"Understanding Computers: Today and Tomorrow"** by Deborah Morley – Provides an overview of modern computing systems and technology trends.
- **"Introduction to Computers"** by Peter Norton – A well-known resource for beginners, focusing on computer hardware, software, and operating systems.
- **"Computers: Understanding Technology"** by Alan Evans, Kendall Martin, and Mary Anne Poatsy – A textbook that explains computer concepts in a user-friendly manner.
- **"Fundamentals of Computers"** by V. Rajaraman – A detailed guide that introduces computer systems, networks, and programming basics.

**SYLLABUS**  
**MBA-1<sup>st</sup> SEMESTER**  
**COURSE TITLE- DATA ANALYSIS**  
**SUBJECT CODE-MBA-108 B**

**Objectives of the Course** - The objectives of data analysis are to extract meaningful insights, identify patterns, and make informed decisions. It aims to improve forecasting, optimize processes, and support evidence-based decision-making, ultimately enhancing business efficiency and problem-solving.

**Unit 1: Introduction to Data Analysis**

- **Overview of Data Analysis**
  - Importance and scope of data analysis in different domains (business, healthcare, science, etc.)
  - Types of data: Quantitative vs. Qualitative data, Structured vs. Unstructured data
  - Data collection techniques and sources
- **Data Types and Variables**
  - Nominal, Ordinal, Interval, and Ratio data
  - Understanding continuous and discrete data
- **Descriptive Statistics**
  - Measures of central tendency: Mean, Median, Mode
  - Measures of dispersion: Range, Variance, Standard deviation
  - Data distribution: Frequency distributions, Histograms
- **Data Cleaning and Preprocessing**
  - Handling missing data
  - Identifying and dealing with outliers
  - Data normalization and standardization

**Unit 2: Statistical Foundations for Data Analysis**

- **Probability and Probability Distributions**
  - Basics of probability theory
  - Common probability distributions: Normal distribution, Binomial distribution, Poisson distribution
  - Central Limit Theorem
- **Sampling Techniques**
  - Types of sampling: Random, Stratified, Systematic, Convenience
  - Sampling error and biases
- **Hypothesis Testing**
  - Null and Alternative Hypotheses
  - Type I and Type II errors
  - p-values and significance levels
  - Common tests: t-tests, Chi-square tests, ANOVA
- **Confidence Intervals**
  - Understanding and calculating confidence intervals
  - Interpreting results in the context of data analysis

- **Regression Analysis**
  - Simple linear regression: Interpretation and assumptions

- Multiple linear regression: Variables selection, Multicollinearity
- Model fitting and evaluation: R-squared, Adjusted R-squared, Residual analysis
- **Correlation Analysis**
  - Pearson correlation, Spearman's rank correlation
  - Understanding correlation vs causation
- **Time Series Analysis**
  - Components of time series data: Trend, Seasonality, Noise
  - Moving averages and smoothing techniques
  - ARIMA models (Autoregressive Integrated Moving Average)
- **Multivariate Analysis**
  - Principal Component Analysis (PCA)
  - Cluster analysis
  - Factor analysis

#### Unit 4: Data Visualization and Interpretation

- **Introduction to Data Visualization**
  - Importance of visualization in data analysis
  - Principles of effective data visualization
- **Charts and Graphs**
  - Bar charts, Line graphs, Histograms, Box plots
  - Scatter plots and heat maps
  - Pie charts and their limitations
- **Advanced Visualizations**
  - Interactive dashboards and data storytelling
  - Visualizing correlations and regression lines
  - Geographic Information Systems (GIS) and mapping data
- **Visualization Tools**
  - Introduction to visualization tools: Excel, Tableau, Power BI, R (ggplot2), Python (Matplotlib, Seaborn)
  - Best practices in data visualization

#### Unit 5: Tools and Applications for Data Analysis

- **Introduction to Data Analysis Tools**
  - Overview of statistical software and programming languages: Excel, R, Python
  - Setting up and using Python libraries for data analysis: NumPy, Pandas, SciPy, StatsModels
  - Using R for statistical analysis
- **Data Analytics Platforms and Big Data**
  - Introduction to big data technologies: Hadoop, Spark, NoSQL databases
  - Working with databases: SQL and NoSQL
  - Data pipelines and workflows
- **Machine Learning Basics (Optional, if included in syllabus)**
  - Supervised vs. Unsupervised learning
  - Introduction to regression, classification, and clustering
  - Evaluation metrics for machine learning models
- **Real-world Data Analysis Applications**
  - Case studies from different industries (e.g., business, finance, healthcare)
  - Problem-solving using data analysis tools and techniques

#### Additional Topics (Optional)

- **Ethical Considerations in Data Analysis**
  - Data privacy, security, and consent

- Ethical use of data and algorithms

**Suggested Readings:**

- "Data Science for Business" by Foster Provost
- "The Art of Data Science" by Roger D. Peng
- "Practical Data Science with R" by Nina Zumel & John Mount.

**SYLLABUS**  
**MBA-1<sup>st</sup> SEMESTER**  
**COURSE TITLE- STATISTICS, COMPUTATION AND APPLICATIONS**  
**SUBJECT CODE-MBA-108 C**

**Objectives of the Course** - The objectives of statistics, computation, and application are to analyze data, model relationships, and solve real-world problems. It focuses on improving decision-making, forecasting trends, and optimizing processes using statistical techniques and computational tools across various fields like business, economics, and engineering.

**Unit 1: Introduction to Statistics and Probability**

- **Overview of Statistics**
  - Role of statistics in various fields (business, science, social science, healthcare, etc.)
  - Types of statistics: Descriptive vs. Inferential statistics
  - The importance of data in decision-making
- **Basic Probability Theory**
  - Basic concepts: Sample space, events, probability, conditional probability
  - Rules of probability: Addition and multiplication rules
  - Bayes' Theorem and its applications
- **Random Variables and Probability Distributions**
  - Discrete vs. continuous random variables
  - Common probability distributions: Binomial, Poisson, Uniform, Normal, Exponential, etc.
  - Probability mass functions (PMF) and probability density functions (PDF)
- **Descriptive Statistics**
  - Measures of central tendency: Mean, Median, Mode
  - Measures of spread: Range, Variance, Standard deviation, Interquartile range
  - Graphical methods: Histograms, Bar charts, Pie charts

**Unit 2: Statistical Inference and Hypothesis Testing**

- **Estimation and Confidence Intervals**
  - Point estimation and interval estimation
  - Confidence intervals for population mean, variance, proportion
  - Margin of error and sample size determination
- **Hypothesis Testing**
  - Formulation of null and alternative hypotheses
  - Type I and Type II errors, power of a test
  - p-values, significance levels, and decision-making
  - Common tests: t-tests, Chi-square test, Z-test, F-test
- **Analysis of Variance (ANOVA)**
  - One-way ANOVA for comparing multiple groups
  - Assumptions of ANOVA and post-hoc tests
  - Interpretation of F-statistic and p-values
- **Non-parametric Tests**
  - Wilcoxon signed-rank test, Mann-Whitney U test
  - Kruskal-Wallis test
  - Use cases for non-parametric tests

### Unit 3: Regression Analysis and Multivariate Techniques

- **Simple Linear Regression**
  - Regression line, least squares estimation
  - Model assumptions and diagnostics
  - Interpretation of coefficients, R-squared, residual analysis
- **Multiple Linear Regression**
  - Multiple predictors and multicollinearity
  - Model selection techniques: Forward, backward, and stepwise regression
  - Interaction effects and interpretation of results
- **Logistic Regression**
  - Binary logistic regression model and interpretation
  - Odds ratios, Likelihood Ratio Tests
  - Model evaluation metrics: ROC curve, AUC, confusion matrix
- **Multivariate Analysis**
  - Principal Component Analysis (PCA)
  - Factor Analysis
  - Cluster Analysis (K-means, Hierarchical Clustering)
  - Canonical Correlation Analysis (CCA)

### Unit 4: Computational Methods in Statistics

- **Introduction to Computational Statistics**
  - The role of computation in modern statistics
  - Overview of software tools for statistical analysis (R, Python, SAS, SPSS)
- **Simulation Methods**
  - Monte Carlo simulations
  - Bootstrap methods and resampling techniques
  - Markov Chain Monte Carlo (MCMC) methods
- **Optimization Techniques**
  - Numerical optimization methods: Gradient descent, Newton-Raphson, and others
  - Solving systems of equations computationally
  - Maximum likelihood estimation (MLE) and its computational implementation
- **Statistical Software: R and Python**
  - Introduction to R for statistical analysis: Data structures, plotting, statistical modeling
  - Python for statistics: Using libraries like NumPy, SciPy, Pandas, StatsModels
  - Writing efficient statistical code and automating analyses

### Unit 5: Applications of Statistics in Real-World Problems

- **Statistics in Business and Economics**
  - Market research, customer satisfaction surveys, and opinion polls
  - Time series analysis for forecasting sales, demand, and stock prices
  - A/B testing for experimental design and decision-making
- **Statistics in Healthcare and Medicine**
  - Clinical trials: Randomized control trials (RCTs) and observational studies
  - Epidemiological studies: Cohort studies, Case-control studies
  - Survival analysis (Kaplan-Meier estimator, Cox regression)
- **Data Science and Machine Learning Applications**
  - Data preprocessing: Feature selection, cleaning, and transformation
  - Supervised and unsupervised learning methods in statistics
  - Evaluating machine learning models: Cross-validation, bias-variance tradeoff
  - Applications in image recognition, text analysis, and recommender systems
- **Environmental Statistics**

- Statistical models in environmental monitoring (pollution levels, climate change)
    - Spatial statistics and geographic information systems (GIS)
  - **Statistical Applications in Social Sciences**
    - Surveys and sampling techniques in political science, sociology, and psychology
    - Structural Equation Modeling (SEM) and path analysis
- 

#### Additional Topics (Optional):

- **Ethical Considerations in Data and Statistics**
  - Data privacy, informed consent, and ethical use of statistical methods
  - Bias and fairness in statistical modeling
- **Advanced Statistical Techniques (Optional)**
  - Bayesian statistics and inference
  - Advanced time series models (GARCH, ARIMA with exogenous variables)
  - Neural networks and deep learning for statistical modeling
- **Project/Case Studies**
  - Hands-on application of statistical methods to solve real-world problems
  - Group or individual projects using datasets from various fields like business, healthcare, or social sciences

#### Suggested Readings:

- "Statistics for Business and Economics" by Paul Newbold
- "Applied Multivariate Statistical Analysis" by Richard A. Johnson
- "Introduction to Computational Statistics" by James E. Gentle.



## MBA 2 Semester

**Course Title:**Marketing Management

**Course Code:** MBA-201

L	T	P	C.U.
35	5	0	3

**Programme& Semester:** MBA II

**Course Description:** The main objective of this course is to acquaint the students with the principles and practices of marketing. Marketing management course enables students to understand the fundamental of marketing concept and role marketing plays in business. . It will enable the student to understand the marketing mix elements and strategies and principles underlying the modern marketing practices.

**Course Objectives:** The objective of the course is to help the students to gain understanding of the functions and responsibilities of the marketing manager, provide them tools and techniques to perform the marketing function smoothly in an organization.

**Course Outcomes (COs):** At the end of this course students will be able to:

CO1: Understand strong conceptual knowledge in the functional area of marketing management.

CO2: Develop marketing strategies based on segmentation, target marketing and positioning by examining consumer behavior.

CO3: Evaluate the relevance of marketing concepts impact on environmental change while designing marketing plans, strategies and practices.

CO4: Understand the product life cycle, product mix and branding

CO5: Explain factors influencing pricing decisions.

### Course Contents:

**Unit 1: a) Marketing Concept** - Marketing management; Nature and scope; Evolution of marketing; Selling vs marketing; Emerging role of marketing; Marketing mix.

**b) Marketing Environment** - Concept; Need for study; Major elements and their impact on marketing decisions.

**Unit 2: a) Consumer Behaviour** - Consumer vs. organisational/ industrial buyer; Their characteristics; Importance of understanding consumer behaviour; Determinants of consumer behaviour; Theories of consumer behaviour; Various buying roles in family; Types of buying behaviour; Consumer decision-making process in buying.

**b) Market Segmentation** - Nature and importance of segmentation; Pre-requisites for effective segmentation; Bases of segmenting consumer markets; Market selection strategies; Positioning.

### Unit 3: Product Decisions

Concept of product; Classification of products; Product line and Product mix; Branding, packaging, and labeling; Customer services; Development of new product; Product Life-cycle; The new product (Consumer); Adoption process.

**Unit 4: a) Price Decisions** - Pricing as a marketing variable-its role and importance; Price vs. non-price competition; Factors influencing price determination; Price setting in practice; Price policies and strategies.

**b) Distribution Channels and Physical Distribution Decisions** - Why are marketing intermediaries used? Marketing channel functions; Selecting channels of distribution; Determining the intensity of distribution; Channel management decisions-selection, motivation and evaluation of individual middlemen; Manufacturer-distribution relationship; Retailing and wholesaling; Logistics of distribution.

**Unit 5: a) Promotion Decisions** - Nature; Objectives and importance of promotion; Communication process; Promotion mix and methods; Advertising; Personal Selling; Public Relations; and Sales Promotion.

**b) Legal, Ethical, and Social Aspects of Marketing** - Consumerism; Consumer protection measures in India; Recent developments in consumer protection in India.

**Suggested Readings:**

1. Philip Kotler, • Levin Lane Keller, Abraham Koshy, and MithleshwarJha, *Marketing Management: South Asian Perspective*, 13<sup>th</sup> ed., Pearson Education, New Delhi, 2012
2. Michale J. Etzel, Bruce J. Walker, William J. Stanton, and Ajay Pandit, *Marketing: Indian Adaptation*, 14<sup>th</sup> ed., Tata McGraw-Hill, New Delhi, 2009
3. E. Jerome McCarthy and William B. Perrealet, *Basic Marketing: A Managerial Approach*, 15<sup>th</sup> ed., Tata McGraw-Hill, New Delhi, 2009
4. Philip Kotler and Gary Armstrong, *Principle of Marketing*, 14<sup>th</sup> ed., Prentice-Hall of India, New Delhi, 2014
5. *The Consumer Protection Act, 1986*

**Course Title:**Financial Management

**Course Code:** MBA-202

**Programme& Semester:** MBA II

L	T	P	C.U.
35	5	0	3

**Objectives of the Course:** This course seeks to help the students in developing their skills for financial decision-making.

**Course Outcome:** On completion of this course, the students will be enable to:

- CO1 Understand the concept of time value of Money
- CO2 To evaluate the various projects by different methods.
- CO3 Understand and compare the theories of dividend policy
- CO4 To analyse and evaluate the various available financing options.
- CO5 Identify the major sources of short-term financing available to the firm

### **Course Contents**

#### **Unit 1: Introduction to Financial Management**

Nature, scope, and objectives of financial management; Time-value of money; Concept of risk and return; Valuation of securities: Bonds and Equities; Functions of Finance Management in modern age.

#### **Unit 2: Long-term Investment Decisions**

Concept and Principles of Capital Budgeting; Methods of capital Budgeting: Payback Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index; Capital budgeting under risk; Certainty-Equivalent Approach and Risk-adjusted Discount Rate

#### **Unit 3 : Working Capital Management**

Concept of working capital; Planning for working capital, The risk-return trade-off; Management of cash and near-cash assets; Payables management; Management of accounts receivable; Inventory management; Sources, of short-term finance.

#### **Unit 4 : Long-term Financing Decisions and Cost of Capital**

Capitalisation; Capital structure; Factors affecting the pattern of capital structure; Basic assumptions and theory of capital structure; Estimation of components of cost of capital; Equity capital and external and internal retained earnings; Debt and preference capital; Weighted-Average Cost of Capital (WACC) and marginal cost of capital; Sources of long-term financing: Capital structure; Operating and financial leverage; Determinants of capital structure; Corporate securities.

#### **Unit 5 : Dividend Decisions**

Concept of dividend; Significance of dividend decision in business; Forms of dividend; Factors affecting dividend policy; Dividend policy theories: Walter's Model; Modigliani-Miller approach; Gordon's Model; Dividend policy in practice.

#### **Suggested Readings:**

1. James C Van home, Financial Management and Policy, 13th ed., Prentice-Hall of India, New Delhi
2. I.M. Pandey, Financial Management, Vikas Publication, 11 ed., 2015
3. M.Y. Khan and P.K. Jain, Financial Management, Tata McGraw-Hill, 7th ed., 2014
4. V. Sharan, Essentials of Financial Management, Prentice-Hall of India, New Delhi, 6<sup>th</sup> ed., 2010
5. Van Horne and Wachowicz, Jr., Fundamentals of Financial Management, 13th ed., 2015  
Prentice-Hall of India,
6. Eugene F. Brigham and Joel F. Houston, Fundamentals of Financial Management, concise 9<sup>th</sup> ed. (Indian Edition), Thomson South-western (now Cengage Learning), New Delhi, 2016

## Syllabus

**Course Title:** Human Resource Management

**Course Code:** MBA-203

L	T	P	C.U.
35	5	0	3

**Programme & Semester:** MBA II

**Course Objective:** In this course the students will learn the basic concepts and frameworks of Human Resource Management (HRM) and understand the role that HRM has to play in effective business administration. It will provide an insight as how to use Human Resource as a tool to implement strategies.

### Course Outcomes (CO)

After completion of this course, the student will be able:

CO1: To State the basic concept of Human Resource Management and role played by HR Manager.

CO2: To explain the key issues related to administering the human elements such as recruitment, selection, motivation, placement, compensation, appraisal, career planning, diversity, ethics, and training.

CO3: To schedule appropriate implementation, monitoring and assessment procedures of training.

CO4: To interpret the significance of employee compensation benefits to both employers and employees.

CO5: To value the concept of performance management and outline its role in contemporary organizations.

### Course Contents

#### Unit 1: Introduction to Human Resource Management

(a) Evolution of FIRM (b) Objectives and functions of HRM (c) Role and responsibilities of HR manager (d) Relevance of HRM (e) Systems approach to HRM.

#### Unit 2: Acquisition of Human Resource Management

(a) Human Resource Planning: Purpose and process (b) Recruitment and Selection: Sources of Recruitment, Stages in Selection Process (c) Placement, goals analysis: Job description and job specification.

#### Unit 3: Developing Human Resources

(a) Training and Development: Training needs, training methods, application of computers in training, developing effective training programs (b) Concept of HRD (c) Management development programs.

#### Unit 4: Performance Appraisal

(a) Concept and objectives of performance appraisal (b) Process of performance appraisal (c) Criteria for performance appraisal (d) Benefits of performance appraisal (e) Limitations and constraints (f) 360-degree performance appraisal (g) Promotion-degree, transfer and separation: Promotion, purpose, principles and types; Transfer: Reasons, principles and types; Separation: Lay-off, resignation, dismissal, retrenchment, voluntary, retirement scheme.

#### Unit 5: Motivating Human Resources

(a) Motivation at Work, Major Motivation Theory: An Overview (b) Participative Management (c) Compensation Management, Major Elements of Compensation Management (d) Incentives: Concepts, types of incentives; Incentives schemes in Indian industries; Fringe benefits (e) Discipline and employees' grievance redressal.

### TEXT BOOK

Rao, V. S. P. (2016). *Human Resource Management: Text and Cases*, 3<sup>rd</sup> ed., Excel Books

**Reference Reading:**

1. Dessler, Gary, and Biju Varkkey(2016)*Human Resource Management*, (15<sup>th</sup>Ed). Pearson Education, New Delhi
2. Gomez-Mejia, et al;(2016) *Managing Human Resources*, (8<sup>th</sup>Ed). Pearson Education, New Delhi
3. John M. Ivancevich (2017)*Human Resource Management*, (12<sup>th</sup>Ed). Tata McGraw-Hill, New Delhi
4. David A. DeCenzo and Stephen P. Robbins(2016)*Fundamentals of Human Resource Management*, 8<sup>th</sup>Ed., Prentice-Hall of India, New Delhi
5. BiswajeetPattanayak (2015)*Human Resource Management*, (5<sup>th</sup>Ed). Prentice-Hall of India, New Delhi
6. K. Aswathappa (2017)*Human Resource and Personnel Management*, (7<sup>th</sup>Ed). Tata McGraw-Hill, New Delhi
7. RS Dwivedi (2018) *Human Resource Management in Indian Enterprises*, (5<sup>th</sup>Ed). Vikas Publishing, New Delhi
8. Louis Bevoc (2018) *A Basic Introduction of Human Resource Management*, Kindle Edition
9. C B Gupta (2017) *Human Resource Management*, (5<sup>th</sup> Ed). Sultan Chand & Sons Publication, New Delhi
10. Wendell L. French (2006) *Human Resource Management*, 6<sup>th</sup>Ed; Houghton Mifflin

**Course Title:** Production & Operations Management

**Course Code:** MBA-204

L	T	P	C.U.
35	5	0	3

**Programme & Semester:** MBA II

**Course Description:** The course description is to make the students examines the functional area of production and operations management as practiced in the manufacturing industry. The course includes decision-making, capacity planning, aggregate planning, forecasting, and inventory management, distribution planning, materials requirements planning (MRP), project management and quality control. The course will demonstrate awareness and an appreciation of the importance of the operations and supply management to the sustainability of an enterprise.

**Course Objectives:** The objective of the course is to help the students to introduce major concepts and tools used in the design and use of operations systems in organizations. It introduces the discipline and the role the function plays in a value-creating organization. Emphasis is given both to familiarization of various production processes and service systems, and to quantitative analysis of problems/ issues arising in the management of operations.

**Course Outcomes (COs):** At the end of this course students will be able to:

CO1- Identify the role of Operations in overall Business Strategy of the industry.

CO2- Discuss the application of operations management policies and techniques to the service sector as well as manufacturing firms.

CO3- Evaluate the vital factors and their interdependence of these factors in the design of effective operations system.

CO4- Classify the trends and challenges of Operations Management in the current business scenario.

CO5- Explain the students with the tools and techniques for effective utilization of operational resources and managing the processes to produce good quality products and services at competitive prices.

#### **Course Contents:**

##### **Unit 1 : Introduction to Production and Operations Management (P&OM)**

Nature, Objectives and Scope of P&OM (b) Evolution of P&OM (c) Transformation System (d) Functions and Responsibilities of Operations Manager (e) Difference between Goods and Services (f) New product development

##### **Unit 2 : Facilities Management**

(a) Types of Processes (b) Process Selection (c) Importance of Facilities Location (d) Factors Affecting Facilities Location (e) Location Evaluation (f) Facility's Layout: Criteria for Good Layout, Benefits of good layout, Symptoms of Poor Layout, Types of Facility's Layout, Layout planning

##### **Unit 3 : Production Planning**

(a) Introduction to Production Planning (b) Production Planning Strategies (c) Introduction to Capacity Planning (d) Aggregate Planning (e) Master Production Scheduling (f) Material Requirement Planning (g) Production Scheduling

##### **Unit 4 : Production Control**

(a) Elements of Production Control (b) Purchase Process (c) Receiving (d) Inventory Management: Graphical, Tabular and EOQ Models of Inventory Control; Economic Production Lot Size (EPLS) (e) Just-In-Time Inventory (f) Selective Control Tools of Inventory.

##### **Unit 5 :**

**a) Quality Management:** Concepts of Total Quality Management (TQM)

**b) Tools for Lean and Six Sigma:** Value stream map; 7 wastes; Pure and replenishment types; Standardized work; Total Productivity Management (TPM); Just-in-time (JIT)

**Suggested Readings:**

1. Chase, Jacob, Aquilano, and Agarwal, Production and Operations Management, 13<sup>th</sup>ed. (TMH, New Delhi), 2009
2. Lee J. Krajwski, Operations Management: Strategy and Analysis, 6<sup>th</sup> ed., Pearson Education, N. Delhi
3. Jeffery K. Liver, Toyota Production Way
4. Adam Ebert, Production and Operations Management, 6<sup>th</sup> ed., Pearson Education, N. Delhi
5. S.N. Chary, Production and Operations Management, TMH, New Delhi, 5<sup>th</sup> edition
6. William J. Stevenson, Operations Management, 13<sup>th</sup> ed., 2017, McGraw-Hill, New Delhi
7. Muhlemann, Oakland, Lockyer, Sudhir, and Katayani, Production and Operations Management, 6<sup>th</sup> ed., Pearson Education, 2007
8. Elwoods S. Buffa and Rakesh K. Sarin, Modern Production/ Operations Management, 8<sup>th</sup> ed., Wiley Student Edition, 2009
9. Joseph S. Martinich, Production and Operations Management, 10<sup>th</sup> Reprint, Tata McGraw-Hill, New Delhi/Nbida, 2005
10. Norman Gaither, Operations Management, Cengage Learning
11. Ritzman, et al., Operations Management, Pearson, 11<sup>th</sup>ed.

**Course Title:** Research Methodology

L	T	P	C.U.
30	5	5	3

**Course Code:** MBA-205

**Programme & Semester:** MBA II

**Pre-requisite:** Statistics for Management

**Course Description:** Research methodology is a systematic approach to solve the research problem. We study various steps that are generally adopted by the researcher in studying his research problem along with logic behind them. The syllabus of research methodology includes five units; unit one is concept of research which includes an overview of research and research methodology, defining a research problem and research proposal. Unit 2 includes various research design and their characteristics. Unit 3 includes various Scaling & Measurement Techniques; in unit-4 Sampling Design & Collection of Data are included and Unit-5 includes Data Analysis, Hypothesis Testing & Report Writing.

The Andragogy in this subject includes power point presentations, case studies, assignments, class test, quiz, mini project etc.

**Course Objectives:** The course is designed to develop a research orientation among the students and make the students aware with the different research methods and techniques and to develop understanding the practical application of various research techniques.

**Course Outcomes (COs):** At the end of this course students will be able to:

CO 1: Explain the basic framework of research process involved in research.

CO 2: Construct the research proposal related to business or management problems.

CO 4: Design the questionnaire related to primary data collection method.

CO 5: Operate the concept of statistical analysis which includes various tests like t-test, F Test, Z test.

CO 6: Identify the mechanism and techniques of report writing.

**Course Contents:**

**Unit 1 Concept of Research:** Definition, Importance & Objectives of Research, Types of Research, Concept of Research Methodology, Research Problems: Problems encountered by researchers in India, Precautions to be taken while selecting the Research Problem, Research Process: Steps involved in Research Process, Research Proposal – Elements of a Research Proposal and Drafting a Research Proposal

**Unit 2 Research design:** Concept, Features of a good research design, Exploratory Research Design: Concept, Types: Literature Research, Experience Survey and Case study Method

Descriptive Research Designs: Concept & Types: Cross-sectional and Longitudinal Research

Experimental Design: Concept of Causal relationships, Important experimental designs: Informal experimental designs and Formal experimental designs.

**Unit 3 Scaling & Measurement Techniques:** Concept of Measurement: Need of Measurement; Levels of measurement: Nominal, Ordinal, Interval, Ratio. Attitude Scaling Techniques: Concept & Applications of Scales: Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales, Ranking Scales, Paired comparison.



**Unit 4 Sampling Design & Collection of Data:** Sampling Design Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Procedure in sampling design, Sample Size, Factor affecting sample size, Sampling errors and Non Sampling errors

Probability Sampling: Simple Random Sampling, Systematic Sampling, Stratified Random Sampling, Area Sampling & Cluster Sampling.

Non Probability Sampling: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods.

Secondary and Primary Sources of data, Methods of Data Collection: Observation, Interview, Questionnaire and Schedule Method and Preparation of Questionnaire.

**Unit 5 Hypothesis Testing & Report Writing:** Test of Significance: Small sample tests: t (Mean, proportion) and F tests, Z test

Mechanism of Report Writing: Layout of the research report, Steps involved in research report writing, Precautions while writing research report, Citation of References.

**Text Book:**

1. Cooper D.R., Schindler P.S. (2013). *Business Research Methods*, 11th Ed., TMGH, New Delhi.

**Reference Readings:**

1. Collis J and Hussy R. (2009). *Business Research*, 3<sup>rd</sup> ed., Palgrave.
2. Emma B., Alan B. and Bill H. (2018). *Business Research Methods*, 5th ed., Oxford University Press.
3. Beri G.C. (2013). *Marketing Research*, 5th ed., Mc Graw Hill.
4. Saunders M., Lewis P., Thronhill A. (2012). *Research Methods for Business Students*, 6th ed., Pearson Education
5. Kothari C.R. (2011). *Research Methodology*, 2nd ed. (Revised), New Age International Publication.

## SYLLABUS

### MBA-2 Semester

#### Course Title: PUBLICATION ETICHHS

#### COURSE CODE- 205 A

**Objectives of the Course** - The objectives of publication ethics are to ensure integrity, transparency, and accountability in the publishing process. It aims to prevent plagiarism, data manipulation, and authorship disputes. Publication ethics promotes the dissemination of reliable, accurate research while upholding fairness, confidentiality, and respect for intellectual property in academic publishing.

#### Unit 1: Introduction to Publication Ethics

- **Overview of Publication Ethics**
  - Definition of Publication Ethics.
  - Importance of ethical standards in academic publishing.
  - Role of ethical practices in maintaining credibility and integrity in research.
- **Common Ethical Issues in Publishing**
  - Plagiarism: Copying others' work without proper attribution.
  - Fabrication and falsification: Misleading data, results, or references.
  - Authorship ethics: Who should be credited and the criteria for authorship.
  - Duplicate publication: Publishing the same work in more than one journal without disclosure.
- **Ethical Responsibilities of Authors**
  - Originality of content.
  - Accurate representation of research findings.
  - Acknowledging the contributions of others.

#### Unit 2: Research Ethics and Data Integrity

- **Research Ethics in Publishing**
  - Ethical considerations in conducting research.
  - Protecting participant confidentiality and privacy in business studies.
  - Consent and transparency in research involving human subjects.
- **Data Integrity**
  - Importance of accurate data collection and reporting.
  - Ethical issues related to data manipulation or misrepresentation.
  - Importance of data sharing and open access.
  - Tools and techniques for verifying data authenticity.
- **Reporting Results Responsibly**
  - Ensuring transparency in results.
  - Ethical reporting of negative results and failures.
  - Reproducibility of research findings.

#### Unit 3: Peer Review Process and Ethical Considerations

- **Role of Peer Review in Academic Publishing**
  - The peer review process: Definition, steps, and benefits.
  - Types of peer review: Single-blind, double-blind, open review.
  - How the peer review process ensures the quality of published work.
- **Ethical Challenges in Peer Review**

- Conflicts of interest: Managing bias and objectivity.
- Reviewer misconduct: Plagiarism, inappropriate suggestions, or unethical behavior.
- Ethics of accepting or rejecting articles for review.
- **Responsibility of Editors and Reviewers**
  - Editor's role in maintaining publication integrity.
  - Ethical expectations for reviewers: Constructive feedback, confidentiality, and fairness.

#### Unit 4: Copyright, Intellectual Property, and Legal Issues

- **Understanding Copyright in Academic Publishing**
  - Definition of copyright and its role in protecting academic work.
  - How authors, editors, and publishers handle copyright issues.
  - Licensing models: Creative Commons, open access, etc.
- **Intellectual Property Rights (IPR) in Publishing**
  - Importance of intellectual property protection in research and publications.
  - Ethical implications of intellectual property theft.
  - Differences between plagiarism and legitimate use of intellectual property.
- **Legal Issues in Academic Publishing**
  - Overview of legal frameworks governing academic publishing.
  - Copyright infringement and its legal consequences.
  - How to legally cite and reference intellectual property.

#### Unit 5: Ethical Publishing Practices and Consequences of Misconduct

- **Best Practices for Ethical Publishing**
  - Writing transparent, honest, and properly cited academic papers.
  - Collaboration and authorship ethics in multi-author publications.
  - Use of ethical journals and platforms for publishing.
- **Consequences of Research Misconduct**
  - Institutional and legal consequences of academic dishonesty.
  - Impact on the reputation of authors, institutions, and publishers.
  - Case studies of well-known ethical violations in academic publishing (e.g., retracted papers, scandal cases).
- **Promoting Ethical Publishing in Business Research**
  - Role of universities and business schools in promoting ethical research.
  - Educating students and researchers on ethical publishing standards.
  - Developing a culture of ethical scholarship in business education.

#### Reference Readings:

- **Publication Ethics: A Handbook for Journalists and Authors"** by L. J. Kaltwasser – A practical guide to understanding ethical practices in academic publishing.
- **"Publication Ethics and Social Responsibility: A Handbook for Academic Writers"** by Elizabeth Wager – Offers insights on maintaining ethical standards during the publishing process.
- **"Ethics in Publishing"** by Michael A. Berenbaum – A comprehensive text covering key ethical issues, including authorship, peer review, and conflicts of interest.

**Course Title:**Business Environment

**Course Code:** MBA-206

L	T	P	C.U.
35	5	0	3

**Programme& Semester:** MBA II

**Course Objectives:** The course is designed to enable the students to learn the concepts of economic environment of business, changes in policies and latest developments in India and abroad. The students will be able to analyse the overall business environment and evaluate its various components in business decision making. The course will be providing the concept of contemporary ethical issues and challenges existing throughout the professional business arena. Emphasis will be placed upon the manager's social and environmental responsibilities to a wide variety of stakeholders, including employees, customers and the public.

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

CO1: Understand the relationship between environment and business, and its components;

CO2: Understand the economic, socio-cultural and technological environment;

CO3: Explain the economic policies, legislation and economic reforms laid by the government;

CO4: Demonstrate and develop conceptual framework of business environment in international business.

## **Course Content**

### **Unit 1: Introduction**

Concept, significance and nature of Business Environment, types of business environment, components of business environment, Interaction between internal and external environments, Nature and structure of Economy, Techniques for business environmental analysis, Approaches and Significance of Environmental Forecasting

### **Unit 2: Economic Environment**

History of Economic Systems, Market, Planned and Mixed Economy, Planning in India: Emergence and Objective; Planning Monetary Policy, Fiscal Policy. Union Budget as instrument of growth and its Impact on Business, Industrial Policy: Meaning Objective and Recent Developments in New Economic Policy and its Impact on Business.

### **Unit 3: Politico-Legal Environment**

Relationship between Business and Government, Economic, Planning, Regulatory, Promotional and Entrepreneurial Roles of Government, Constitutional provisions affecting Business. An overview of major laws affecting business, Consumer protection Act 2019, Social Responsibility of Business

**Unit 4:a):** Factors Influencing Technological Environment, Role and Impact of Technology on Business. Transfer of Technology - Channels, Methods and Limitations.

**b) Demographic and Socio-cultural Environment:** Population size, falling birth rate, Changing age structure and its impact on business, Business and Society, Business and Culture, Culture and Organisational Behaviour.

### **Unit 5:**

**WTO:** Salient features and Current Developments; Globalisation: Meaning and dimensions, Features of Current Globalisation, Stages of Globalisation, Multinational Corporation (MNCs) and Transnational Corporations (TNCs), Disinvestments of PSUs, Foreign Direct Investments (FDI) and Regulation of Foreign Trade.

### **Suggested Readings:**

1. Cherunilam, F. (2017). *Business Environment Text & Cases*, Himalaya Publishing House.
2. Fernando, A.C. (2011). *Business Environment*, ed., Pearson education, New Delhi
3. Aswathappa, K. (2017). *Essentials of Business Environment*, Himalaya Publishing House.
4. Dorron Otter, Paul Wetherly (2018) *The Business Environment: Themes and Issues in a Globalizing World*. (2018). United Kingdom: Oxford University Press.

**SYLLABUS**  
**MBA-2<sup>nd</sup> SEMESTER**  
**COURSE TITLE: NUTRITION AND WELL BEING**  
**COURSE CODE: MBA-206-A**

**Objectives of the Course** - The objectives of nutrition and well-being are to promote balanced diets, improve physical health, and enhance mental well-being. It aims to prevent nutrition-related diseases, encourage healthy lifestyle choices, and educate individuals on the importance of proper nutrition for maintaining energy, vitality, and overall quality of life.

**Unit 1: Introduction to Nutrition:**

10 Hours

Definition and scope of nutrition, Macronutrients and micronutrients their functions and sources. Overview of the digestive system, Digestion and absorption of nutrients, Age-specific nutritional needs (infants, children, adults, and elderly)

**Unit 2: Dietary Guidelines and Eating Patterns:**

10 Hours

Overview of global dietary guidelines (e.g., MyPlate, Food Pyramid, Mediterranean diet), Key principles for healthy eating, Portion control and balanced meals, Plant-based diets, intermittent fasting, ketogenic diets, and their health impacts, Strategies for planning nutritious meals, Cooking methods that preserve nutrients and reduce fat.

**Unit 3: Nutrition and Lifestyle Diseases:**

10 Hours

Causes and health risks of obesity, Effective weight loss strategies (caloric deficit, exercise, behavioral changes), Role of exercise and physical activity in weight management, Nutrition and heart disease prevention (impact of fats, cholesterol, sodium, and fiber), Relationship between diet and type 2 diabetes.

**Unit 4: Nutrition for Optimal Well-Being:**

10 Hours

Nutrients that affect mood, cognition, and mental health (e.g., Omega-3s, B vitamins), The role of diet in stress management and mental well-being, Nutrition for athletes and physical performance, The impact of food choices on the environment, Sustainable diets and their role in promoting global health.

**RECOMMENDED READINGS**

- Mudambi, S.R and Rajagopal, M. V. Fundamentals of Foods, Nutrition and Diet Therapy; Fifth Ed; 2012; New Age International Publishers
- Mudambi, S. R, Rao, S.M and Rajagopal, M.V. Food Science; Second Ed; 2006; New Age International Publishers
- Srilakshmi, B. Nutrition Science; 2012; New Age International (P) Ltd
- Lakra, P., Singh, M.D. Textbook of Nutrition and Health; First Ed; 2008; Academic Excellence.
- Manay, M.S, Shadaksharaswamy. Food – Facts and Principles; 2004; New Age International (P) Ltd.

**SYLLABUS**  
**MBA-2<sup>nd</sup> SEMESTER**  
**COURSE TITLE- DISASTER MANAGEMENT**  
**SUBJECT CODE-MBA-206-B**

**Objective of the Course**

1. To provide basic conceptual understanding of disasters.
2. To understand approaches of Disaster Management
3. To build skills to respond to disaster

**Unit: I-Definition and types of disaster**

Hazards and Disasters, Risk and Vulnerability in Disasters, Natural and Man-made disasters, earthquakes, floods drought, landside, land subsidence, cyclones, volcanoes, tsunami, avalanches, global climate extremes. Man-made disasters: Terrorism, gas and radiations leaks, toxic waste disposal, oil spills, forest fires.

**Unit: II Study of Important disasters**

Earthquakes and its types, magnitude and intensity, seismic zones of India, major fault systems of India plate, flood types and its management, drought types and its management, landside and its managements case studies of disasters in Sikkim (e.g) Earthquakes, Landside). Social Economics and Environmental impact of disasters.

**Unit: III Mitigation and Management techniques of Disaster**

Basic principles of disasters management, Disaster Management cycle, Disaster management policy, National and State Bodies for Disaster Management, Early Warning Systems, Building design and construction in highly seismic zones, retrofitting of buildings.

**Unit IV Training, awareness program and project on disaster management**

Training and drills for disaster preparedness, Awareness generation program, Usages of GIS and Remote sensing techniques in disaster management, Mini project on disaster risk assessment and preparedness for disasters with reference to disasters in Sikkim and its surrounding areas.

**Text Books:**

1. Disaster Management Guidelines, GOI-UND Disaster Risk Program (2009-2012)
2. Damon, P. Copola, (2006) Introduction to International Disaster Management, Butterworth Heineman.
3. Gupta A.K., Niar S.S and Chatterjee S. (2013) Disaster management and Risk Reduction, Role of Environmental Knowledge, Narosa Publishing House, Delhi.
4. Murthy D.B.N. (2012) Disaster Management, Deep and Deep Publication PVT. Ltd. New Delhi.
5. Modh S. (2010) Managing Natural Disasters, Mac Millan publishers India LTD

## SYLLABUS

**MBA-2<sup>ND</sup> Semester**

**Course Title: Environmental Policy**

**Course Code: BS-206-C**

**Objectives of the Course** - The objectives of environmental policy are to protect natural resources, reduce pollution, and promote sustainable development. It aims to ensure compliance with environmental regulations, conserve biodiversity, and mitigate climate change. The policy seeks to balance economic growth with environmental protection, fostering long-term ecological stability and social responsibility.

### **UNIT-1: INTRODUCTION**

**10 Hours**

Introduction to environment, Environment and society, Composition of healthy environment, Climate change, Biodiversity and climate change, Natural resource conservation and management. Over Population and its impact on environment.

### **UNIT-2: WASTE MANAGEMENT**

**8 Hours**

Introduction of waste management, Solid and Liquid waste management. Environmental policy and evolution, Environmental policy and laws in India. National environmental policy.

### **UNIT-3: ENVIRONMENTAL HAZARD AND NGT**

**10 Hours**

Environmental hazard and risk management, Ministry of environment, forest and climate change, CPCB (Central pollution control board), SPCB (State pollution control board) Roles and their functions. National Green tribunal and key environmental issues.

### **UNIT-4: AN OVERVIEW OF ENVIRONMENTAL MODELING**

**10 Hours**

**RIO earth summit 1992**, Kyoto Protocol 1997, Sustainable development and Green technology, The Environment (Protection) Act, 1986, Laws concerning wildlife in India, Biological diversity act, 2002, The Air (Prevention and Control of Pollution) Act, 1981, The Water (Prevention and Control Pollution) Act, 1974

#### **Books and references**

Bhatt, M S; Ashraf, S; and Illiyan, A (Eds.) (2008). *Problems and Prospects of Environment Policy: Indian Perspective*. Aakar Books: Delhi

Divan, S and Rosencranz, A (2001). *Environmental Law and Policy in India* (18<sup>th</sup> Ed.). Oxford University Press: New Delhi.

Dwivedi, O P (1997). *India's Environmental Policies, Programmes and Stewardship*. Palgrave Macmillan: London, UK.

Jaswal, P. S., and Jaswal, N. (2023). *Environmental Law* (2023 Ed.). Allahabad Law Agency.

Krishnamoorthy, B. (2017). *Environmental Management: Text and Cases* (3<sup>rd</sup> Ed.). PHI Learning: New Delhi.

Kulkarni, V and Ramachandra, T V (2006). *Environmental Management*. TERI Press: New Delhi.

**Course Title:**Corporate Image Building

**Course Code:** MBA-207

L	T	P	C.U.
35	5	0	3

**Programme& Semester:** MBA II

**Course Description:** The course objective is to make the students understand, appreciate and expose them to the concepts of Public Relations philosophies, essentiality and principles with an aim to managing, controlling and improving corporate image and related aspects for any organization. In addition to empower the students with basic knowledge and skill, to implement crisis and issue management techniques in any organization. These concepts will assist in better understanding of the Corporate World and its functioning

**Course Objectives:** The objective of the course is to help the students the importance of image building in an organization. The students will also identify the components which make an image of the corporate and to trace some of the processes involved in creating image. The objective is to evolve some strategies for projecting a positive and consistent image of an organization and its personnel.

**Course Outcomes (COs):** At the end of this course students will be able to:

CO1: Achieve a clear understanding of corporate image.

CO2: Develop an understanding of the essence of creation of corporate image.

CO3: Understand the concept of public relations and the tools of public relations applicable in today's business scenario.

CO4: Develop the ways to build reputation with different entities using public relation tools and effective media handling.

CO5: Analyze the concept of corporate social responsibility and corporate image.

**Course Contents:**

**Unit – 1:** Corporate Image, Corporate Image Building: A Marketing exercise, an overview to marketing, ways to build corporate image and sustainable reputation, concept of corporate social responsibility and building corporate image through its relationship between identity image and reputation.

**Unit – 2:** Components of an Individual Image. Corporate Identity tools. Create corporate identity tools that include Name, Logo, Slogan, Colors, Type fonts, Mascots, and Jingles.

**Unit – 3:** Enhancing and Promoting corporate Image, Advertising and Corporate Image, Understanding Public Relations, role and scope of public relations, PR as a part of marketing communications, PR Agencies, modes of PR and media handling, PR events, crisis management in public relations.

**Unit – 4:** Protecting Corporate Image; The Grapevine and Rumors, Stereotype, Propaganda, Marriott Study, TARP Studies and Opinion Research Studies, In house journals, Ghost writing, Media writing, press releases, brochures & leaflets.

**Unit – 5:** Case Histories of Corporate Images in Private and Public Sectors

**Suggested Readings:**

1. Balmer, John M.T. "Building Societies: Change, Strategy and Corporate Identity." Journal of General Management . Winter 1991.
2. "The BBC's Corporate Identity: Myth, Paradox, and Reality." Journal of General Management . Spring 1994.
3. Ind, Nicholas. Corporate Image .Kogan Page, 1992



## MBA III

**Course Title: Strategic Management**

**Course Code: MBA-301**

L	T	P	C.U.
30	5	5	3

**Programme& Semester: MBA III**

**Course Description:** This course introduces the key concepts, tools, and principles of strategy formulation and competitive analysis. It is concerned with managerial decisions and actions that affect the performance and survival of business enterprises. The course takes a general management perspective, viewing the firm as a whole, and examining how policies in each functional area are integrated into an overall competitive strategy.

**Course Objectives:** The objective of this course is to develop a holistic perspective of an organization and to enable the students to analyse the strategic situation facing the organization, to access strategic options available to the organization and to implement the strategic choices made by it.

**Course Outcomes (COs):** At the end of this course students will be able to:

**CO1.** Formulate organizational vision, mission, goals, and values.

**CO2.** Develop strategies and action plans to achieve an organization's vision, mission, and goals.

**CO3.** Develop powers of managerial judgment, how to assess business risk, and improve ability to make sound decisions and achieve effective outcomes.

**CO4.** Evaluate and revise programs and procedures in order to achieve organizational goals

### **Course Contents**

**Unit 1 : Introduction to Strategic Management :** Concept of Strategic Management; Evolution of Strategic Management; Strategic management process; Business policy; Corporate strategy; Mission, vision, objectives; Basic model of strategic management; Strategic decision-making.

**Unit 2: Environmental Appraisal :** Factors considered, approaches, External environment analysis: PESTEL Analysis, EFE matrix (External Factor Evaluation); Porter's Five Forces Model methods and techniques used , Internal Appraisal – The internal environment, Organizational Capability Factors, organizational appraisal-factors affecting, approaches, methods & techniques Resource Based View (RBW) Analysis, VRIO Framework, Value Chain Analysis, IFE matrix (Internal Factor Evaluation).

**Unit-3 Strategy Formulation:** Corporate, Business, Functional strategy, Concentration Strategies, Integration Strategies: Horizontal & Vertical, Diversification: Related & Unrelated, Internationalization , Porters Model of competitive advantage of nations, Cooperative: Mergers & acquisition Strategies, Joint Venture, Strategic Alliance , Digitalization Strategies

**Unit 4 :Strategy Analysis & Implementation :** Process, Analyzing Strategic alternative, Evaluating and Choosing Among Strategic Alternative, Tools & Techniques of strategic Analysis, Strategic Choice. BCG Matrix, Ansoff Grid, GE Nine Cell Planning Grid, McKinsey's 7'S framework Implementation of Strategy Implementing Strategy through Short-Term Objectives, Functional Tactics, Reward System and Employee Empowerment, Leadership, and Culture

**Unit 5 : Strategy Evaluation & Control:** Nature, Importance, Organizational systems and Techniques of strategic evaluation & control.

### **Text book:**

1. AzharKazmi,(2015) Strategic Management, (4<sup>th</sup> edition, )Tata McGraw Hill

### **Reference Readings:**

1. John A Pearce II, Richard B Robinson. Jr., (2015) Strategic Management, 11th ed., Tata McGraw Hill
2. Lawrence R. Gaunch& William F. Glueck, Business Policy and Strategic Management, 2<sup>nd</sup> edition McGraw Hill,

**Course Title: International Business**

L	T	P	C.U.
35	5	0	3

**Course Code: MBA-302**

**Programme& Semester: MBA III**

**Course Description:** An understanding of international business is essential for students in today's interdependent global world. This course will provide students with the knowledge, skills, and abilities to understand the global economic, political, cultural and social environment within which firms operate. It will examine the strategies and structures of international business and assess the special roles of an international business's various functions.

**Course Objectives:** The course is designed to provide the student a basic knowledge of the concepts, importance, and dynamics of international business and India's involvement in global business operations. The students will be able to understand the theories of international trade and functions of various international organizations and regional economic co-operations. The course will also provide an understanding about foreign trade promotion measures and organizations in India.

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

- CO1: Define the nature, scope, and role of international business & globalization;
- CO2: Discuss the theoretical aspects of international business and the functions of international organizations;
- CO3: Explain the concept of economic integration and international economic environment;
- CO4: Interpret the Organizational structure for international business operations;
- CO5: Examine the business implications of international economic environment

## **Course Contents**

### **Unit 1**

- a) Introduction:** Nature and scope of International business, concept of globalization and its importance; Impact of globalization; International business Vs domestic business, Modes of entry in International business
- b) International business environment:** Economic, Socio-cultural and political-legal environment; Balance of Trade and Balance of Payment. Internationalization stages and orientation (EPRG framework); India's Foreign Trade Policy

### **Unit 2**

- a) Theories of International Trade:** An overview- Theories of International trade- mercantilism, Absolute advantage, Comparative advantage, Heckscher- Ohlin, Product life cycle theory and Porter's diamond model, types of tariff and non tariff barriers.
- b) International Organisations and Arrangements:** GATT, WTO- Its objectives, principles, organisational structure and functioning; overview of other organizations — UNCTAD, Bretton woods Conference, IMF and World Bank, Subsidiaries of World Bank.

### **Unit 3**

- a) Regional Economic Co-operation:** Forms and stages of regional groupings and economic integration, SAARC, NAFTA, ASEAN, EU, OPEC
- b) International Financial Environment:** International financial system and institutions; Components of International Financial environment, Foreign exchange markets and risk management; Foreign investments-types and flows; Foreign investment in Indian perspective.

### **Unit 4**

**a) Organisational structure for international business operations:** Key issues involved in making international production, finance, marketing and human resource decisions; International business negotiations.

**b) Developments and issues in International business:** Outsourcing and its potentials for India; Strategic alliances, mergers and acquisitions; Role of IT in International business; International business and ecological considerations.

## **Unit 5**

**a) Foreign Trade promotion measures and organizations in India:** Special economic zones (SEZs) and 100% export oriented units (EOUs); Measures for promoting foreign investments into and from India; Indian joint ventures and acquisitions abroad.

**b) Financing of foreign trade and payment terms:** sources of trade finance (Banks, factoring, forfaiting, Banker's Acceptance and Corporate Guarantee) and forms of payment (Cash in advance, Letter of Credit, Documentary Collection, Open Account)

### **Text Books:**

1. Cherunilam, F. (2009). *International Business: Text and Cases*, 6th ed., Prentice-Hall, India

### **Reference Readings:**

1. Ashwathappa, K. (2015). *International Business*, 6th ed., McGraw Hill Education
2. Charles W. L. Hill, John Michael Geringer, & G. Tomas M. Hult. (2017). *International Business*, 11<sup>th</sup> ed., McGraw-Hill Education
3. Varma, S. (2018). *International Business: Text and Cases*, 2<sup>nd</sup> ed., Pearson Education, India
4. Varma, S. (2019). *Fundamentals of International Business*, 1st ed., Pearson Education, India

**Course Title:** Supply Chain Management

L	T	P	C.U.
32	5	3	3

**Course Code:**MBA-303

**Programme& Semester:** MBA III

**Pre-requisite:** Production & Operations Management

### **Objective of the Course**

The objective of the course is to familiarize the students with the mechanism of supply chain planning, design, and operations in the firms. This will help to manage Facilities, inventory, transportation, and information the key drivers of supply chain management

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

CO1: To explain the concept of supply chain management and logistics management.

CO2: To describe performance measurement and control tools.

CO3: To interpret the E business framework related to supply chain management.

### **Course Contents:**

#### **Unit 1 : Introduction to Supply Chain Management (SCM)**

(a) Basic Concepts, Scope And Philosophy Of Supply Chain Management, (b) Importance Of Supply Chain Management, (c) Supply Chain Decision, (d) Evolution Of Supply Chain Management.

#### **Unit 2 : Designing the Supply Chain**

(a) Role Of Distribution In Supply Chain, (b) Factors Influencing Distribution Network, (c) Process Of Supply Network Design, (d) Distribution Strategy, (e) Models For Facilities Location And Capacity Allocation, (f) Impact Of Uncertainty On Supply Chain Design, (g) Evaluation Of Supply Chain Design, (h) Demand Chain Management, (i) Strategic Alliances.

#### **Unit 3 : Performance Measurement and Control**

(a) Concept, Dimensions Of Performance Measurement, (b)Tools For Performance Improvement: Benchmarking: Introduction, Forms Of Benchmarking, GAP Analysis, Benchmarking Study Report; (c)Achieving Strategic Integration, (d)Supply Chain Operations Reference (SCOR) Modeling, SCOR Analysis, (e)Value Chain, (f) Concept Of Configurability, (g)Evaluation Of Supply Chain Performance (Supply Chain Cost Analysis), (h)Impediments To Improved Performance.

#### **Unit 4 : Logistics Management**

(a) Concept of LOGistics, Inbound And Outbound Logistics, (b) Key Activities of Logistics, (c) Managing The Costs Of Logistics, (d)Application Of Logistics Management, (e)Trade-Offs In Logistics Management, (f)Bull-Whip Effect In Logistics, (g)Third And Fourth Party Logistics, (h)Emergence Of IT In Logistics, (i) International Issues In Logistics, (j)Warehousing, Types Of Warehouses, Site Selection, Layout And Design Of Warehouses.

#### **Unit 5 : Emerging Trends in Supply Chain Management**

(a) Role Of Information Technology (IT) In Supply Chain Management: Electronic Data Interchange (EDI), E-Customer Relationship Management, Use Of Data Mining Tools, E-Business Framework, (b) Customer Profitability Analysis (CPA), (c) International Issues In Supply Chain Management.

### **Suggested Readings:**

1. Chopra, Meindl; Supply Chain Management: Strategic Planning and Operation, 7th ed., Pearson Education, New Delhi, 2016
2. Altekhar, Supply Chain Management: Concepts and Cases, Prentice-Hall of India, New Delhi, 10<sup>th</sup> print, 2015
3. BS Sahay, Supply Chain Management, Macmillan, New Delhi, 2007
4. G. Raghuram , Logistics and Supply Chain Management, Macmillan, New Delhi, 2000
5. Balou, Supply Chain Management, Pearson Education, 5<sup>th</sup> edition, 2007

## SEMESTER IV

**Course Title:** Entrepreneurship Development

**Course Code:** MBA-401

L	T	P	C.U.
32	5	3	3

**Programme& Semester:** MBA IV

**Pre-requisite:** HRM

**Course Objectives:** The basic objective of course is to provide students with skills, knowledge, and networks needed to become entrepreneurs and innovators. This course also helps the students to involve participation in group work from diverse backgrounds. The course aims to acquaint the students with challenges of starting new ventures and enable them to investigate, understand and internalize the process of setting up a business.

**Course Outcomes:**

CO1: Explain the meaning and significance of entrepreneurship and understand the process of entrepreneurial action

CO2: To discuss the Theories of Entrepreneurship and analyze global impact of Entrepreneurship

CO3: To demonstrate & design the business plan.

CO4: To evaluate the financial schemes offered by various financial institutions, like Commercial Banks, IDBI, ICICI, SIDBI, SFCs.

CO5: To discuss and employ role of Central Government and State Government in promoting entrepreneurship with various incentives, subsidies, grants, etc.

### Course Contents

#### Unit 1 : Foundations of Entrepreneurship Development

Concept and need of entrepreneurship; Definition of entrepreneur, entrepreneurship, innovation, invention, creativity, business idea; Entrepreneurship as a career; Entrepreneurship as a style of management; The changing role of the entrepreneur; Entrepreneurial traits.

#### Unit 2 : Theories of Entrepreneurship

Influences on entrepreneurship development; External influences on entrepreneurship development; Socio-cultural, political, economical, personal entrepreneurial success and failure: reasons and remedies; Women entrepreneurs; Challenge to women entrepreneurs; achievements of women entrepreneurs.

#### Unit 3 : Business Planning Process

The business plan as an entrepreneurial tool; Elements of businessman; Objectives; Market analysis; Development of product/idea; Marketing, finance, organization and management; Ownership; Critical risk contingencies of the proposal; Scheduling and milestones

#### Unit 4 : Project Management

Technical, financial, marketing personnel, and management feasibility reports; Financial schemes offered by various financial institution, like Commercial Banks, IDBI, ICICI, SIDBI, SFCs.

## Unit 5 : Entrepreneurship Development and Government

Role of Central Government and State Government in promoting entrepreneurship with various incentives, subsidies, grants, etc

### Reference Readings:

1. Barringer. B.R & Ireland, R.D. (2013). Entrepreneurship Successfully Launching New Ventures. Pearson.
2. Drucker, P. F. (2006). Innovation and entrepreneurship: Practice and principles. Elsevier.
3. Fagerberg, J., Mowery, D. C., & Nelson, R. R. (Ed.). (2006). The oxford handbook of Innovation. Oxford University Press.
4. Hisrich, R., Manimala, M.J., Peters, M.P., & Shepherd, D.A. (2015). Entrepreneurship (9th ed.). McGraw Hill.
5. Kaplan, J. M. (2012). Patterns of Entrepreneurship (4 ed.). John Wiley & Sons.
6. Khandwalla, P. (2003). Corporate creativity. New Delhi: Tata McGraw Hill
7. Kuratko, D.F., & Rao, T.V. (2014). Entrepreneurship: A South-Asian Perspective. Cengage
8. Learning Mullins, W. J. (2004). New business road test. Prentice Hall.



**Course Title:** Corporate Social Responsibility & Corporate Governance

L	T	P	C.U.
32	5	3	3

**Course Code:** MBA-402

**Programme & Semester:** MBA IV

**Pre-requisite:** Business Environment

**Course Objectives:** Course aims to develop student's general theoretical knowledge of corporate social responsibility in contemporary economies and to reflect upon and analysis CSR as an evolving management practice and to gain basic knowledge on Corporate Governance Principles and purpose of good corporate governance.

**Course Outcomes:** After the completion of the course students will be able:

CO1: To explain the concept of Corporate Social Responsibility and Corporate Governance.

CO2: To describe the stakeholders related to corporate sustainability.

CO3: To interpret the risk evaluation and risk management related to project.

**Course Contents:**

**Unit 1: Introduction to Corporate Social Responsibility**

Definition, Importance of Corporate Social Responsibility, Implications of CSR, Global Perspective, Trends and Generation of CSR, Social and ecological responsibility, Forces causing social and ecological responsibility, Accountability and Sustainability, Integrating Bottom Line Measures in CSR, Indian Approach to CSR.

**Unit 2: Corporate Sustainability**

Concept of corporate sustainability, Drivers for corporate sustainability, External drivers: Governments, community activists, consumers, customers, market expectations, other corporations, industry associations and non-government organizations. Internal drivers: Corporate leaders and change agents within the company.

**Unit 3: Corporate Governance**

Evolution of Corporate Governance, Scope and Role of Corporate Governance, Committees Recommendations on Corporate Governance, Effective Board of Directors and its role, Independent Directors and Audit Committee, Remuneration Committee, Nomination Committee; Corporate and Capital Structures

**Unit 4: Evaluation of effectiveness of Internal Control**

Management Accounting applications and Directors' Responsibility Statement; Going Concern status-financial and other indicators, role of management audit, evaluation of going concern uncertainties; Related party transactions and disclosures;

**Unit 5: Project management audit and corporate governance**

Relevance of Risk Evaluation and Risk management; Evaluation of key financial decisions and disclosures; Management Audit for investors' protection in the context of Corporate Governance, Corporate Governance Norms as prescribed by SEBI.

**Text Books:**

1. Baxi C. V. and Prasad A. (2006). Corporate Social Responsibility: Concept and Cases, Excel Books, New Delhi
2. Fernando, A.C. (2016). Business Ethics and Corporate Governance, 2nd ed., Pearson.

**Reference Readings:**

1. May S., George C. and Juliet R. (2007). The Debate over Corporate Social Responsibility, Oxford University Press.
2. Dunphy, D., Griffiths, A. and Benn, S. (2007). Organizational change for corporate sustainability, 2nd ed. London, U.K., New York, U.S.A.: Routledge.
3. Laura P. Hartman and Chatterjee A. (2014). Perspectives in Business Ethics, 3rd ed., Tata McGraw Hill.
4. John L. Colley et al. (2004). Corporate Governance, McGraw-Hill.
5. Bajpai G.N. (2016). The Essential Book of Corporate Governance, 1st ed., Sage Publications.

**Course Title:** E- Business

L	T	P	C.U.
30	5	5	3

**Course Code:** MBA-403

**Programme& Semester:** MBA IV

**Pre-requisite:** Nil

**Course Objectives:**

The primary objective of this course is to introduce concepts, tools and approaches to electronic business to the post-graduate students. Further the subject will help the students to develop skills to manage business in the digital world.

**Course Outcomes:** On successful completion of this module students should be able to:

CO1: Understand the E-Commerce and E- business infrastructure and trends

CO2: Analyze different types of portal technologies and deployment methodologies commonly used in the industry.

CO3: Analyze the effectiveness of network computing and cloud computing policies in a multi- location organization.

CO4: Analyze real business cases regarding their e-business strategies and transformation processes and choices.

CO5: Integrate theoretical frameworks with business strategies.

**Unit I**

**(8 Sessions)**

Introduction to E-Business: Overview of E-Business; Information Services; Interpersonal Communication; Shopping Services; Virtual Enterprises

E-Commerce: Origin and Need of E-Commerce; Factors affecting E-Commerce; Business dimension and technological dimension of E-Commerce; E-Commerce frame work; Internet as an E-Commerce enabler handling business transactions;

Handling payments: Electronic Fund Transfer System, Digital Token an notational based electronic payment system, smart card, credit card and emerging financial instruments

**Unit II**

**(8 Sessions)**

B2B E-Commerce: B2B E-Commerce models: supply oriented, buyer oriented, intermediary oriented; Just-in-time for B2B commerce

Mobile Commerce: Introduction to mobile commerce; Frame required for mobile computing; Challenges emerging in mobile commerce security considerations

**Unit III**

**(8 Sessions)**

E-Commerce and Banking: changing dynamics in banking industry; Home banking and its implementation; Management issues in on-line banking

E-Commerce and retailing: On-line retail industry dynamics; On-line mercantile models from customer perspective; Management challenges in on-line retailing

**Unit IV**

**(8 Sessions)**

E-Commerce and on-line publishing: On-line publishing approach from customer prospective; Supply chain management fundamentals; Intranets and Supply Chain Management; Managing retail supply chains, Supply chain Application Software

EDI: EDI application in business development; EDI technology; EDI as a re-engineering tool; Financial EDI

**Unit V**

**(8 Sessions)**

Indian Perspective: Benefits of E-Commerce; Drawbacks and limitations of E-Commerce; Major requirements in E-Business; Emerging trends and technologies in E-Business; From E-Commerce to E-Business, Web security: Introduction; Firewalls and transaction security.

**Suggested Readings**

1. Bhaskar- E-Commerce (Tata McGraw-Hill)
2. Krishnamurthy- E-Commerce Management: Text and Cases (Vikas)
3. Laudon and Traver- E-Commerce: Business, Technology, Society (Pearson Education)

4. Michel D et al- Business-to-Business Marketing (Palgrave, 2003)
5. Greenstein and Feinman- Internet securities
6. Kalakota and Whinston- Frontiers of electronic commerce (Pearson Education),
7. Kalakota R- Electronic Commerce: A manager's guide (Pearson Education) 2000

**MARKETING GROUP**  
**(Electives)**  
**Group A**

**Course Title:** Consumer Behaviour & Sales Management

L	T	P	C.U.
30	5	5	3

**Course Code:** MBA-3MK1

**Programme & Semester:** MBA III

**Pre-requisite:** Marketing Management

**Course Description:** Consumer behavior is all psychological, social and physical behaviors of potential consumers as they become aware of, evaluate purchase, consume and tell other about products and services. Sales management includes the task of planning, organizing and implementing the sales efforts to achieve the corporate goals. The syllabus of consumer behavior and sales management includes five units; unit one is introduction to consumer behavior, Unit 2 includes social and cultural influence of consumer behavior, Unit 3 includes consumer decision making process and models, Unit-4 includes introduction to sales management, Unit-5 includes sales forecasting, quotas and territory management.

The Andragogy in this subject includes power point presentations, case studies, assignments, class test, quiz, mini project etc.

**Course Objectives:** 1. The subject is aimed to develop students' conceptual and theoretical understanding of behavioral aspects of consumers and their strategic implications to marketers.

2. To enable the students to understand the processes, planning and strategies of sales management.

**Course Outcomes (COs):** At the end of this course students will be able to:

CO 1: Identify the factors which influence consumer behaviour.

CO 2: Examine the major stages which consumers usually go through when making a consumption-related decision.

CO 3: Identify the major individual, social and cultural factors that affect consumer's decision making process.

CO 4: Appraise the process involved in personnel selling and its management.

CO 5: Explain the decisions involved in planning and organizing the sales efforts.

**Course Contents:**

**Unit 1 Introduction to Consumer Behavior:** Concept, Nature and Scope of Consumer Behaviour, Importance of consumer behaviour, Reasons for studying consumer behaviour, applying consumer behaviour knowledge, Factors influencing consumer behavior.

**Unit 2 Consumers in Social and Cultural Settings:** Reference Groups and Family Influences; Social class, Cultural; Sub cultural and Cross cultural Influences on Consumer Behaviour; Personal influences and Diffusion of Innovations.

**Unit-3 Consumer Decision Process & Models:** Problem Recognition; Search and Evaluating; Purchasing processes; Post-purchase Behaviour; Consumer Behaviour Models; Consumerism; Organisational Buying Behaviour, Questionnaire based Project on consumer behaviour.

**Unit 4 Introduction to Sales Management:** Definitions and Objectives of Sales Management, Sales Management Process, Role of Sales Manager, Concept of Personal Selling, Sales Management and Salesmanship, Theories and Process of Personal Selling, Types of sales organizations

**Unit 5 Sales Forecasting, Quotas and Territory Management:** Analysing market demand and sales potential, Techniques of sales forecasting, Preparation of sales budget, Designing sales territories and allocating sales effort, objectives and Quota for sales personnel, Emerging trends in sales management, Questionnaire based project on sales management.

**Text Book:**

1. Louden D.L. & Bitta A. J. (2017). *Consumer Behaviour: Concepts & Applications*, McGraw-Hill.
2. Spiro R.L., Stanton W.J. & Rich G.A. (2015). *Management of a Sales Force*, Tata McGraw-Hill.

**References:**

1. Schiffman L. & Joseph W. (2019). *Consumer Behaviour*, 12<sup>th</sup> ed., Pearson Education India.
2. Solomon (2015). *Consumer Behaviour*, 11<sup>th</sup> ed., Pearson India.
3. Wright R (2006). *Consumer Behaviour*, Cengage Learning.
4. Still R., Cundiff E.W. and Govoni N., Puri S. (2017). *Sales & Distribution Management*, Pearson.
5. Malik P. (2011). *Sales Management*, Oxford University Press.
6. Gupta SL (2009). *Sales and Distribution Management, Text & Cases An Indian Perspective*, Excel Books.

**Course Title:** Marketing of Non Profit Organisations

L	T	P	C.U.
30	5	5	3

**Course Code:** MBA-3MK2

**Programme& Semester:** MBA III

**Course Objective:** This course examines the marketing principles of mission-driven organizations, specifically nonprofits and government agencies. Marketing is one tool available to managers to improve organizational performance and encourage effective communication to stakeholders. However, public and nonprofit marketers face unique marketing challenges—from deficient resources for adequately addressing marketing needs to a general lack of understanding of the power of marketing. The course will address these and other challenges of nonprofit and public sector marketers, providing students with an introduction to marketing theory. It will also equip students with practical experience in developing a strategic marketing plan, influencing the attitudes and behaviors of diverse stakeholders, leveraging social media and other emerging technologies, and other skills relevant to nonprofit and public sector marketers.

**Course Outcome:** After completion of this course, students will be able to:

CO1. Understand the use of marketing concepts, theories and practices as applied to non-profit organizations.

CO2. Work with local nonprofit organizations to provide volunteer support and to conduct marketing plans that will aid the organizations in accomplishing their missions and obtaining their objectives.

CO3. Apply their knowledge of marketing by utilizing planning and implementation tools to improve organizational performance

#### **Course Contents:**

Unit1: Introduction and Overview of Non-Profit Organizations, Objectives of Non-Profit Organizations. Economic and legal framework of the nonprofit sector. Social entrepreneurship and basic concepts of social economy and third sector. Introduction to the concept of social entrepreneurship and its place in the third sector (NGOs) and social economy. Non-profits' role in the three-sector economy, Incentives and control in the nonprofit organizations. Competition for and management of the nonprofit workforce, Nonprofit organizations and market competition, Redistribution, welfare policy, and charitable organizations.

Unit 2: Factors of success for nonprofit organizations and social enterprises, The entrepreneurial team. Leadership, motivation and team management, Social Innovation, Communicative skills, Partnerships, networks and joint ventures, Examples of social enterprises of success and failure in India.

Unit 3: Social needs and business opportunities, The concept of social need. Social needs as the foundation of business opportunities, The analysis of needs and generating solutions, Social Impact. The measurement of social impact. Indicators to measure impact: quantitative and qualitative. Measuring Tools (SROI, IRIS).

Unit 4: Social Business Model: The social need as the basis for developing a sustainable business model and positive social impact. The ecosystem of nonprofits and social entrepreneurship in India and Europe. Main challenges of social entrepreneurship in India and Europe. Funding instruments and project selection criteria. Alternative financing instruments for social entrepreneurship projects, Public funding through grants, the role of banks, business angels and venture capital, and the negotiation process with investors, and the new social investment industry, such as crowdfunding, patronage and sponsorships.

#### **References:**

1. The Brand Idea: Managing Non-Profit Brands with Integrity, Democracy & Infinity by Nathalie Laidler- Kylander and Julia Shepard Stenzel, 2 nd Ed 2016
2. Breakthrough Non-Profit Branding: Seven Principles to Power Extraordinary Results by Jocelyne S. Daw and Carol Cone, 4th Ed 2011.
3. RajendraNargundkar, Services Marketing: text & cases, Tata Mc-Graw-Hill Publishing Company, New Delhi, 2016.
4. Christopher H. Lovelock, services marketing: people, technology, strategy, Pearson Education Asia.
5. R. Srinivasan, services marketing, Prentice Hall of India Private Limited, New Delhi.
6. Zcithaml, Parasuraman& Berry, Delivering Quality Service, The Free Press, Macmillan. 2008
- 7.

**Course Title:** Integrated Marketing Communication

L	T	P	C.U.
32	5	3	3

**Course Code:** MBA-3MK3

**Programme& Semester:** MBA III

**Prerequisite:** Marketing Management

**Course Description:** Integrated marketing communication (IMC) is a cross-functional process for creating profitable relationships with customers and public by strategically controlling all messages sent to groups and encouraging dialogue. Students learn to integrate marketing communication elements (e.g., advertising, public relations, publicity, sales promotion, event marketing, direct marketing, e-communication, and selling) to advance an organization's success and brand equity. Case studies and exercises help students learn how to develop effective IMC plans.

**Course Objectives:** The objective of the course is to educate the students with essential concepts and techniques for the development and designing of an effective Integrated Marketing Communication programme. It provides the learning about various communication tools and its effectiveness, in such a way that fosters the creative ideas from the learners for development of effective marketing communication programme.

**Course Outcomes (COs):** At the end of this course students will be able to:

- CO 1: Understand a company and its marketing communications activities
- CO 2: Describe a range of media and methods available to marketers
- CO 3: Demonstrate a comprehensive understanding of Marketing Communications theories and Concepts
- CO 4: Design an advertising Campaign
- CO 5: Develop an awareness of the connection between marketing communications tools, and how each can be used effectively- individually or in an integrated mix
- CO 6: Explain emerging trends of integrated marketing communication

**Course Contents:**

**Unit-1: An Introduction to Integrated Marketing Communication (IMC):** Concept of Integrated Marketing Communication (IMC), Factors contributing to IMC, IMC Promotion Mix.

**Unit – 2: Advertising Organizations:** Advertising Management, STP Strategies for Advertising, Advertising Agencies, Type of agencies, Services offered by various agencies, Criteria for selecting the agencies and evaluation, Ethical and Social Issues in Advertising, Global Marketing and Advertising. DAGMAR approach for setting ad objectives, Advertising Budget, Factors influencing Advertising budget

**Unit-3: Developing the Integrated Marketing Communication Programme:** Media planning and selection decisions- steps involved and information needed for media planning. Measuring the effectiveness of all Promotional tools in IMC, Media Management, Campaign Planning: Message Creation, Copywriting. Role of Creativity in Copywriting.

**Unit-4: Elements of IMC:** Sales promotion, Publicity, Relationship between advertising and publicity, Corporate social Responsibility, Personal Selling, Direct marketing and direct response methods, Event Management, Digital Media, Evolution of Technology, Convergence of Digital Media and Advertising on Digital Media, Social Media, Mobile Advertising, E-PR, Introduction to digital India project.

**Unit – 5: Recent Trends in IMC:** Emerging Concepts and Issues in Marketing Communications, Role of E-Commerce in Marketing Communication.

**Text Book (s):**

1. Belch, George, Belch, Michael, Kerr, Gayle, & Powell, Irene (2014) Advertising: an integrated marketing communication perspective [3rd edition]. McGraw-Hill Education Australia, Australia

**References:**

1. Belch, Belch, (2014), *Advertising and Promotion: An Integrated Marketing Communication Perspective*, (10<sup>th</sup> ed.), McGraw-Hill
2. JaishriJethwaney&Shruti Jain, (2012). *Advertising Management*, (2<sup>nd</sup>ed.). Oxford University Press.
3. Kruti Shah & Alan D Souza, (2013). *Advertising & Promotions an Imc Perspective*, Tata McGraw Hill.
4. Batra, Myers & David A .Aker (2008). *Advertising Management*, (5<sup>th</sup>ed.). Pearson Education.



**Course Title:** International Marketing

**Course Code:** MBA-4MK4

L	T	P	C.U.
32	5	3	3

**Programme& Semester:** MBA IV

**Prerequisite:** Marketing Management

**Course Description:** This course will equip students with the tools and terminology to explore and understand marketing practices in a global environment. Putting yourself as an international marketing manager, you will learn the scope and challenge of international marketing, the dynamic environment of international trade, the culture, political, legal, and business systems of global markets, the global market opportunities and finally, the ways to develop global marketing strategies.

**Course Objectives:** The course is designed to help students to understand the concept, implications and procedures of International Marketing and be able to apply those in management of International Business. Students will also learn to develop a formal analytic framework of decision-making based on recent developments in the field of International Marketing through the group project and case studies. Also, to provide students with the latest understanding of global issues, disciplines, competitions and the necessary skills in making strategic decisions based on a global perspective.

**Course Outcome:** After completion of this course students will be able:

CO1: To provide understanding of product and pricing decisions appropriate for international market.

CO2: To gain experience in developing international marketing strategies.

CO3: To understand how companies adjust their international strategies based on the global environmental changes (e.g., globalization)

CO4: To build skills and respect toward the understanding of cultures of nations by critically analyzing the social, political, legal, and economic forces that affect the business performance of international marketing

**Course Contents:**

Unit I a) Introduction to International Marketing: Meaning, nature, and scope of international marketing; International marketing distinguished from domestic marketing, Exporting, International trade and International business; International marketing management process- an overview.

b) International Marketing Environment: Geographic, demographic, economic, political, legal, socio cultural environments- their nature and effects on international marketing operations, Tariff and non-tariff barriers; WTO, UNCTAD, Generalized system of preferences (GSP), Regional economic groupings- European Union (EU), NAFTA, ASEAN, etc., Facilities and incentives schemes for exporters.

Unit 2 a) International Product/ market Selection and Entry Modes: Selecting products, Selecting Market, Various modes of entry into international markets and their evaluation, Export licensing/ franchising, contracting, Joint Venture, setting up wholly owned subsidiary.

b) International Product Planning: Product in international context, standardization vs. adoption decision, other considerations; Packaging, Branding, after Sales Services, ISO 9001: 2000 quality system standard.

Unit 3 a) International Pricing: Factors influencing price, pricing methods, Decisions and Pricing process, Price quotations and related considerations.

b) International Distribution: Types and Functions of Foreign Distribution Channels, Selection of middlemen, Distribution logistics- transportation and warehousing decisions

#### Unit 4: International Promotion

International advertising- Standardization vs. Adaptation, Selection of Media, Selection of Agency, Measuring Advertising Effectiveness.

#### Unit 5: Import and Export Procedures

(a) ICDs, Dry Port, Wet Port (b) Domestic Procedures (c) International Procedures (d) Procedures Specific of other country.

#### **Suggested Readings:**

1. Vern Terpestra, International Marketing, Southwest publication, 2005
2. Varshney RL and B, Bhattacharya, International Marketing- Indian Perspective, Sultan chard Publication 2006
3. Fayerweather, J, International Marketing Management, Sage Publication, 2006
4. Cateroa, R, Phylip, International Marketing, Tata McGraw Hill, 2006
5. Jain Subash, International Marketing Management, Southwest Publication, 2005

**Course Title:** Rural Marketing

L	T	P	C.U.
32	5	5	3

**Course Code:**MBA-4MK5

**Programme& Semester:** MBA IV

**Prerequisite:** Marketing Management

**Course Objectives:** To enable students to understand the conceptual framework of rural marketing and strategies related to rural marketing mix.

**Course Outcomes:** After the completion of the course students will be able:

CO1: To identify the opportunities and constraints of Rural Marketing.

CO2: To demonstrate product, pricing, distribution and promotional strategies related to rural marketing.

CO3: To identify the factors which influence rural consumer behavior.

CO4: To evaluate the STP Strategy for rural market product.

### **Contents of Course**

**Unit 1: Introduction to Rural Marketing:** Concept; Importance; Nature of Market; Peculiarities, Opportunities and Constraints of Rural Marketing, (Infrastructure, Culture, Needs, Myths, Preferences and Practices: and Their Effects on Marketing) Environment Scanning of Rural Marketing: Demographic; Economic; Socio-Cultural; Government Policy; Communications.

**Unit 2: Strategy for Rural Marketing:** Product; Pricing; Advertisement; Sales Distribution; Financial Investment and Recovery Rural Consumer Behaviour: Rural Consumer Behaviour, Influencing Factors and their effect on marketing; Management of influence factors of consumer behaviour; Techniques and processes of management of consumer behaviour in rural marketing.

**Unit 3: Segmentation of Rural Markets:** Rural Market Segmentation; Targeting of Rural Market Product; Positioning of Rural Market, Product Planning and Pricing for Rural. Markets: Product Planning for Rural Products; Branding and Packaging of Rural Products; Pricing Methods and Strategies for Rural Products

### **Unit 4: Marketing Communication in Rural Markets**

(a) Role of Advertising and Sales Promotion in Rural markets (b) Challenges in Media Planning (b) Evaluation and Selection of Media Mix for Promotion (d) Sales Force Management in Rural Markets.

### **Unit 5: Distribution in Rural Markets:**

(a) Types of Rural Channels (b) Special Characteristics of Rural Channels (c) Selection and Management of Channels (d) Factors Influencing Channel Decisions (e) Managing Physical Distribution in Rural Markets - Storage, Warehousing and Transportation.

### **Text Books:**

1. Gupta S.L. (2009). *Rural Marketing Text and Cases*, Wisdom Publications.
2. Gopalaswamy (2009). *Rural Marketing Environment, Problems and Strategies*, 3<sup>rd</sup> ed., Vikas Publishing House.

### **Reference Readings:**

1. Dogra B., Ghuman K. (2010). *Rural Marketing Concepts and Practices*, 4<sup>th</sup> ed., TMH, New Delhi.
2. Krishnamacharyulu CSG and Ramakrishnan L. (2010). *Rural Marketing Text and Cases*, 2<sup>nd</sup> ed., Pearson.
3. Kumar D. and Gupta P. (2015). *Rural Marketing Challenges and Opportunities*, Sage Publishing.

**FINANCE GROUP**  
**(Electives)**  
**Syllabus**

**Course Title:** Security Analysis and Portfolio Management

L	T	P	C.U.
33	5	2	3

**Course Code:** MBA-3FM1

**Programme& Semester:** MBA III

**Course Description:** This course is designed to familiarise the students with the Investments and capital market. Students will be acquainted with the fundamental and technical analysis of the diverse investment avenues .This course will not only help the student in measuring the risk of a stock but also help them in constructing and evaluating their portfolio.

**Course Objective:**

This course will emphasize an understanding of the economic forces that influence the pricing of financial assets and to provide a theoretical and practical background in the field of investments. This course will expose the students to the concepts, tools and techniques applicable in the field of security analysis and portfolio management.

**Course Outcomes (COs):** At the end of this course students will be able to:

CO1: Analyse the environment of investment and risk return framework.

CO2: Understand the value of assets and manage investment portfolio.

CO3: Design, analyze, choose and evaluate portfolios along with a deep understanding of Capital market.

CO4: Understand and create various investment strategies on the basis of various market conditions.

CO5: Measure riskiness of a stock or a portfolio position.

**Course Contents**

Unit 1 : Introduction of Investment

(a) Meaning and Objective of/Investment (b) Investment Decision Process (c) Categories of Investment (d) Phases of Security Analysis

Unit 2 : Introduction of Capital Market

(a) Meaning and Nature of Capital Market (Primary Market and Secondary Market) (b) Functions and limitations of Capital Market (c) Trading of securities (d) SEBI guidelines

Unit 3 : Introduction to fundamental Analysis

(a) Technical Analysis and Efficient Market Hypothesis (b) Dividend Capitalization Model (c) Price-Earning Multiplier Approach

Unit 4 : Portfolio Analysis

(a) Portfolio Analysis and Selection (b) Risk and Return Analysis(c) Beta (d) Markowitz Model.(e) Capital Asset Pricing Model. (f) Arbitrage Pricing Theory

Unit 5 : Portfolio Revision and Evaluation

(a) Portfolio Revision and Portfolio Evaluation (b) Constant Rupee Value Plan (c) Constant Ratio Plan (d) Sharpe and Treynor Measures (e) Mutual Fund Industry

**References:**

1. Fischer, Donald, E. and Ronald J. Jordan (2018). Security Analysis and Portfolio Management. 7<sup>th</sup>ed. Prentice Hall India. New Delhi.
2. Chandra, Prasanna. (2017) Investment Analysis and Portfolio Management,.5<sup>th</sup> ed. Tata McGraw Hill, New Delhi.
3. Sharpe, William, F. Alexander, and Bailey, Investment, Prentice Hall Of India, 5th Edition.
4. Kevin, S. (2015)Security Analysis and Portfolio Management 2<sup>nd</sup> ed. Prentice Hall India.New Delhi.
5. Pandian, Punithavathy(2012). Security Analysis and Portfolio Management 2<sup>nd</sup>ed.Vikas Publishing House, New Delhi
6. Reilly,F., Brown, K. and Leads, S. (2018).Analysis of Investments and Management of Portfolios,11<sup>th</sup> ed. Cengage Learning, New Delhi
7. Bhalla, V.K. Investment Management: Security Analysis and Portfolio Management, Sultan Chand, 2010, 7th Edition, New Delhi.

**Course Title:** Financial Markets and Services

L	T	P	C.U.
35	5	0	3

**Course Code:** MBA-3FM2

**Programme & Semester:** MBA III

**Course Description:**

The course will provide an understanding of the functions, and operations of the financial markets and services operating in India. It explains the role of financial system in economic development. Various conceptual issues related to the role of regulatory bodies and the functions performed by various financial services in India are discussed elaborately.

**Course Objectives:** The course is designed to provide the student a basic knowledge of the financial markets and to familiarize them with major financial services in India. The students will be able to understand the role of financial system on economic development. The course will provide understanding about the conceptual issues related to the role of regulatory bodies in Indian securities market and the functions performed by financial services in India.

**Course Outcomes (COs):** At the end of this course students will be able to:

1. To define the roles, structure, functioning and operations of Indian financial market;
2. To explain the working of money market and capital market;
3. To discuss the management of primary market and secondary market;
4. To examine various financial services with their functions;
5. To describe the legal and regulatory aspects and implications of Indian banking

**Course Contents:**

Unit 1: Financial System: Nature and Role of Financial System; Structure/ organisation of financial system; Functions of financial sector; Indian Financial System- An overview; Globalisation of Financial Markets, Money market: functions, organisation and instruments, Role of central bank in money market; RBI- regulatory body of money market

Unit 2: Capital Markets: functions, organisation and instruments, Role of stock exchanges in Indian securities market, SEBI- regulatory body of capital market, Primary markets: New Issue Market, DIP Guidelines, Eligibility conditions, Red herring prospectus, Green Shoe Option, IPO grading, book building, French option, Dutch option, minimum subscription, pricing (band, floor), Settlement & Allotment, Escrow account, listing, Secondary Market: Stock market, trade operations & settlement.

Unit 3: Leasing & Hire Purchase: benefits of lease to lessor & lessee, difference between lease and hire purchase, Factoring & forfeiting: Concept, distinction between factoring and forfeiting, benefits of factoring, Venture capital: Meaning, venture capital process, difference between venture capital finance and conventional sources of finance.

Unit 4: Credit rating: process, evaluation of a company, CRISIL Rating symbols, Mutual Funds: Introduction, NAV of a Fund, Classification of Mutual Fund Schemes (Open end & closed end, income & growth schemes, Securitization: Concept, features, process, MBS, ABS, risk associated with securitization

Unit 5: Merchant Banking: Introduction, evolution of merchant banking, types of merchant bankers, activities undertaken by different types of merchant bankers, Depositories: Meaning, Types, trading settlement procedure, CDSL, NDSL, Insurance: types of insurance (life, non life), types of insurance policies.

**Text Book:**

1. Bhole, L.M. and Mahakud, J., (2018). Financial Institutions and Markets: Structure, Growth and Innovation, 6th ed., Tata McGraw Hills, New Delhi

**References:**

1. Das, S. C. (2015). The Financial System in India: Markets, Instruments, Institutions, Services and Regulation, 1st ed., PHI Learning Pvt. Ltd., New Delhi
2. Khan, M. Y. (2017). Indian Financial System, 9th ed., Tata McGraw Hills, New Delhi
3. Machiraju, H.R. (2018). Indian Financial System, 5th ed., Pearson Education, India
4. Mishkin, S. Frederic and Eakins, G. Stanley, (2017). Financial Markets and Institutions, 8th ed., Pearson India
5. Saunders, A. and Cornett, M.M. (2018). Financial Institutions Management, 6th ed., Tata McGraw-Hill, New Delhi
6. Suresh, P. and Paul, J. (2017). Management of Banking and Financial Services, 3rd ed. Pearson Education

**Course Title: Corporate Tax Planning**

**Course Code: MBA-3FM3**

**Programme& Semester: MBA III**

L	T	P	C.U.
30	5	5	3

**Pre-requisite:** Accounting for Managers, Financial Management

**Course Description:** Corporate Tax Planning can be used in short-term and long-term financial and operational decision making, affecting tax liability and financial health of a company. Corporate Tax Planning helps managers make operational decisions—intended to help decrease the company's tax liability. The syllabus of Corporate Tax Planning spread over five units; unit 1 covers the of Basic Concepts of Tax planning, Tax management, Tax evasion, Tax avoidance, Money laundering and an overview of taxation in India: Direct and Indirect taxes. Unit 2 covers corporate tax in India - Types of companies; Residential status of companies and tax incidence. Unit 3 covers Tax planning with reference to setting up of a new business and with reference to financial management decision etc. Unit-4 Covers Special provisions relating to non-residents and Unit-5 covers Tax planning with reference to business restructuring.

The Andragogy in this subject includes power point presentations, case studies, assignments, class test, quiz, mini project etc.

**Course Objectives:**

1. To provide basic knowledge of India's tax laws.
2. To understand the basic concepts of Tax management, Tax evasion and Tax avoidance.
3. To provide Understanding of Corporate tax in India
4. To develop skills of Corporate Tax Planning and impact of various business decisions.
5. To provide knowledge of Tax planning with reference to business restructuring.

**Course Outcome: On completion of the course student will be able to:**

CO1: Understand the basic concepts of Tax management, Tax evasion and Tax avoidance.

CO2: Understand various key decision areas for corporate tax planning.

CO3: Use various concepts of corporate tax planning.

CO4: Analyze Special provisions relating to non-residents.

CO5: Analyze corporate tax planning with reference to business restructuring.

**Course Contents**

**Unit 1: Basic Concepts**

Tax planning; Tax management; Tax evasion; Tax avoidance; Money laundering; An overview of taxation in India: Direct and Indirect taxes; Customs Act; Central Excise Act; Service tax; Sales tax; VAT and Goods and Service Tax (GST); Income tax; Wealth tax; Gift tax; and Central gain tax

**Unit 2 : Corporate tax in India**

Types of companies; Residential status of companies and tax incidence; Tax liability; Taxation of Not-for-Profit organisations; Tax on distributed profits.

**Unit 3 : Tax Planning**



Tax planning with reference to setting up of a new business: Location aspect, nature of business, form of organization; Tax planning with reference to financial management decision-capital structure, dividend including deemed dividend and bonus shares; Tax planning with reference to specific management decisions,- Make or buy, own or lease, repair or replace; Tax planning with reference to employ6es' remuneration; Tax planning with reference to sale of scientific research assets; Tax planning with reference to receipt of insurance compensation; Tax planning with reference to distribution of assets at the time of liquidation

#### **Unit 4 : Special provisions relating to non-residents**

Double taxation relief; Provisions regulating transfer pricing; Advance ruling Direct Tax Code 2009 and tax planning

#### **Unit 5 : Tax planning with reference to business restructuring**

Merger, Amalgamation, Acquisition, Demerger, Slump sale, Conversion of sole proprietary concern/partnership firm into company, Transfer of assets between holding and subsidiary companies

#### **Text Book:**

1. Ahuja, Girish, and Ravi Gupta, Corporate Tax Planning and Management, Bharat Law House, Delhi

#### **References:**

1. Singhanian, Vinod K., KapilSinghanian, and Monica Singhanian, Direct Taxes Planning and Management, Taxmann Publications Pvt. Ltd., New Delhi
2. Pagare, Dinkar, Direct Tax Planning and Management, Sultan Chand and Sons, New Delhi
3. SP Goyal, Direct Tax Planning, SahityaBhawan, Agra
4. Bare Acts of relevant enactments

Course Title: International Financial Management

Course Code: MBA-4FM4

Programme& Semester: MBA IV

Pre-requisite: Financial Management

L	T	P	C.U.
32	5	3	3

**Course Objectives:** The course is designed to enable the students to understand the working of International Financial Institutions, balance of payment and exchange transactions. They will be able to understand the operation model for Multinational Companies (MNCs) as well as the business environments of the host countries, including the international financial markets and the political and economic environment. The course will be providing the concept of International Financial Management, including International Financial Markets, The determination of the Exchange Rate, International Arbitrage and Interest Parity, The Relation between Inflation, Interest Rates and Exchange Rates, Forecasting the Exchange Rates, How to Measure the Fluctuation of the Exchange Rates, Managing the Transaction Exposure, Economic Exposure and Translation Exposure, etc.

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

CO1: Understand international capital and foreign exchange market

CO2: Understand the concept of balance of payments and how it helps to forecast exchange rates.

CO3: Identify and appraise investment opportunities in the international environment

CO4: Examine the risk relating to exchange rate fluctuations and develop strategies to deal with them

CO5: Analyze the operations of international financial markets including past and present exchange rate systems.

CO6: Explain the exposures of MNCs and non-MNCs in terms of operating, transaction and translation.

## Course Contents

### Unit 1 : Introduction

Nature of international financial functions; Growth of international financial functions in recent decades; International flow of funds; Balance of payments — structure; Adjustments in the balance of payments.

### Unit 2 : IMF

A brief idea of pre-IMF system of exchange rate; IMF and fixed, parity system; The present exchange rate scenario - fixed, floating, target-zone arrangement, dollarisation, currency board arrangement, crawling peg; IMF and international liquidity; Exchange rate mechanism: quotation of exchange rate; bid and ask spread, cross rate, spot and forward rates; Forward rate differential; Determination of exchange rate in spot market and the factors influencing spot exchange rate; Interest Rate Parity theory and the determination of forward market rates; Covered interest arbitrage.

### Unit 3 : Features of foreign exchange market

Arbitrage, hedging, and speculation in foreign exchange market; Market for currency derivatives; Currency futures, hedging, and speculation in market for currency futures; Currency options — types of option market, types of options contract, gains, and losses to options buyers and sellers, hedging in option market, speculation in options market spreads, straddles, and strangles; Exchange rate risk: translation, transaction, and real operating exposure; Assessment of the size of exposure; Management of exposure.

### Unit 4 : International capital budgeting

A brief idea of project evaluation criteria; Computation of cash flow from the view point of parent unit and the subsidiary; Adjusted present value technique; Real options and International capital budgeting; Financial evaluation of international M & As; International portfolio investment: expected return and risk, capital assets pricing model; Benefit and problems of international investment; Optimal international portfolio of assets.

### Unit 5 : International working capital management

Management of cash in different units — assessment and optimization of cash need, investment of surplus cash; Credit policy — inter-firm and intra-firm sales; Stockpiling and international inventory management; International financial market: A brief review of changing scenario in international financial market; Euro-currency market —

financial intermediation and credit creation; international securities market — international bonds, medium term euro notes, euro notes, and euro commercial papers; Financial swaps; Concept of interest rate risk; Management of interest rate risk.

**Suggested Readings:**

1. Apte, P.G. (2014). International Financial Management, 7 th ed., Tata McGraw-Hill, New Delhi
2. Madhura, J. (2012). International Financial Management, 11 th ed., South Western, Cengage Learning
3. Levich, R.M. (2004). International Financial Markets, McGraw-Hill-Irwin
4. MadhuVij, M. (2010). International Financial Management, 3 rd ed., Excel Books

Course Title: Project Planning and Evaluation

Course Code: MBA-4FM5

Programme& Semester: MBA IV

L	T	P	C.U.
32	5	3	3

**Course Objectives:** To enable students to understand not only the theoretical aspects of project management but also its applicability in its totality and to develop skill among them to formulate and shape the corporate investment strategies. Course

**Course Outcome:** After studying this course the student will be able:

CO1: To explain the concept of Project Planning

CO2: To understand the planning and execution phases of a project.

CO3: To describe the network techniques of project management

CO4: To compare and evaluate the techniques of capital budgeting.

CO5: To understand the issues of public enterprise

### Course Contents

#### Unit 1 : Project Planning and Analysis

Introduction to concept of project management; An overview of project appraisal and capital budgeting; Resource allocation framework; Generation and screening of project ideas: Market and demand analysis, technical analysis, financial analysis.

#### Unit 2 : Project Selection and Implementation

Project cash flows; Cost of capital; Appraisal criteria; Special decision situation; Risk analysis; Social cost benefit analysis; Qualitative factors; Strategic aspects and organisational considerations; Implementations of projects; network techniques for project management; Evaluation of infrastructure projects; Public-private partnership; Types of infrastructure financing; BOT, BOOT, Annuity basis; Escrowing of/Cash profits

#### Unit 3 : Project Monitoring, Reporting Techniques and/Evaluation

Management techniques for project Management, Project monitoring; Management reporting; Management Information System (MIS); Project management self-assessment guide.

#### Unit 4 : Project Review and Administrative Aspects

Initial review; Performance evaluation; Abandonment analysis; Behavioral issues; Administrative aspects of capital budgeting; Evaluating capital budgeting system.

#### Unit 5 : Management of Public Enterprises

Organisational issues of public enterprise; Operational issues of public enterprises

#### Suggested Readings:

1 Chandra, Prasanna, Projects, Planning, Planning Analysis, Selection, Implementation and Review, Tata McGraw-Hill, 4th ed., 2008

2. Goel, BB, Project Management: Principles and Techniques, Deep and Deep Publications

## HUMAN RESOURCE GROUP

(Electives)

**Course Title:** Knowledge Management

**Course Code:** MBA-3HR1

L	T	P	C.U.
32	5	3	3

**Programme& Semester:** MBA III

**Course Description:** The objective of the course is to prepare HR managers to participate in the organizational knowledge management efforts and facilitate management of knowledge. The course using case studies of many organizations shows the various aspects of KM and how the three aspects, Strategy, technology and HRM need to be aligned together to manage knowledge management.

**Course Objective:** 1. To familiarise the concepts of Knowledge Management.

2. To understand the challenges of Knowledge Based Organisations and the HR mechanisms to manage them effectively.
3. To identify the importance of the values of autonomy and accountability in Knowledge based organisations.

Course Outcomes: After studying this course the student will be able:

CO1: To explain the concept of knowledge management.

CO2: To understand the planning regarding organization structure

CO3: To describe the strategies related to knowledge management.

### Course Contents:

**Unit 1: Introduction to Knowledge Management :** Introduction to Knowledge management, the significance of KM, history and the close relationship of KM with other concepts; the three major inputs viz. strategy, people and IT for a successful KM system, the difference between data, information and knowledge, various types of knowledge viz. tacit and explicit, consequences of knowledge types on managing knowledge. Challenges for knowledge based organizations.

**Unit 2 Knowledge Management and Organization Design:** People vs. emphasis on technology in managing knowledge and its impact on organization design, impact of organization structure can affect knowledge management, how culture affects knowledge, Impact of culture on employees, Managing knowledge for organization effectiveness

**Unit 3 Knowledge Management, Strategy and HRM:** Understanding the need to align individual needs with organization, how HRM can design reward systems to facilitate KM, Using “organizational routines” for managing knowledge, Pitfalls of a global Knowledge Management and problems of cross border issues in knowledge management.

**Unit 4 Managing Knowledge for organizational Effectiveness:** Process and Methods- Concept of Intellectual Capital and Learning Orientation in the Organizations - Knowledge and Role related issues - Performance Appraisal in a KBO - Intellectual Property Rights (IPR).

**Unit 5 Knowledge Management: The Indian Experience:**

- Discussion of the case of Infosys, Tata Steel and other organizations that are experimenting with Knowledge Management
- The problems Indian organization face with respect to Knowledge Management

**References:**

8. Frances Horibe, MANAGING KNOWLEDGE WORKERS, John Wiley & Sons
9. Fernandez & Leidner, KNOWLEDGE MANAGEMENT, PHI Learning, New Delhi, 2008
10. Ganesh Natarajan and Sandhya Shekhar, KNOWLEDGE MANAGEMENT - ENABLING BUSINESS GROWTH, Tata McGrawHill, New Delhi
11. Mruthyunjaya, KNOWLEDGE MANAGEMENT, PHI Learning, New Delhi,

**Course Title:** Organizational Change and Development

L	T	P	C.U.
33	5	2	3

**Course Code:**MBA-3HR2

**Programme& Semester:** MBA III

**Course Description:** In the fast-changing world of business the organizations have to be ready for the changes and should facilitate in adopting these changes. This course aims to give a broad theoretical and practical understanding of key concepts and issues in managing organizational changes.

**Course Objectives:** The course is designed to give a broad theoretical and practical understanding of key concepts and issues in managing organizational changes and development.

**Course Outcomes (COs):** At the end of this course students will be able:

CO1: To define the models and approaches of Organizational change and development.

CO2: To discuss the assumptions and relevance of organizational development and effectiveness

CO3: To explain the roles and functions of designing organization structure.

CO4: To interpret the intervening strategies of Organizational change and development.

### **Course Contents**

**Unit 1: Organizational Change:** Meaning, definition and nature of Organizational Change, Types of organizational change, Strategies for change, stimulating factors for organizational change, Theories of Planned Change (Kurt Lewin's Three Step change model), Managing Workforce Diversity, Employee Wellness. Organizational Life Cycle, Types and Forms of Organizational Change, Roles and Responsibilities in the Change Process.

**Unit 2: Organisational Development:** Concept and meaning, Characteristics of OD, Organization Development Vs Management Development, Need and significance of OD, History of OD, Relevance of Organizational Development for Managers, Assumptions of OD, Limitations of Organization Development, Steps in Organization Development, Change Agent, OD intervention Techniques, Sensitivity Training, Role Playing.

**Unit 3: Organizations as Strategic Design:** Meaning and concept of organization, Organizational Design, Determinants and Implications of organization design, Challenges of organizational design, organizational roles, functions and divisions, Types of organizational structure, designing organizational structure, functional, divisional (geographic and market), matrix structure. Resistance to Change, OD techniques to deal with resistance to change. Technology and Change: TQM, Business Process Reengineering.

**Unit 4: Organizational Development HRD Managers viewpoint:** Organizational Strategy and Structure, Technology, Size, Age and Structure. Organizations through Cultural Lens: Implications of Corporate Culture, Culture and Mergers and Acquisitions, Managing Cultural Diversity. Organizations through Political lens: Power and Politics in Organizations, Structural Conflict in Organizations. Organization and ethics, technology and organizational effectiveness. Departmentation, Authority, Power, Responsibility and Accountability. Linkage of Organizational Elements (Structure, Culture and Capabilities) to Organizational Effectiveness.

**Unit 5: Future of OD:** Organizational Development and Globalization, Emerging Trends in OD: OD in, health care organizations, family owned organizations, educational institutions, public sector organizations. Executing change: challenges of execution, execution framework, developing cross functional linkages, aligning policies, and removing structural impediments, developing new routines for innovation and improvement, considering human element.

**Text Book:**

1. French, W.L. & Bell, C. H. (2017). *Organization Development Behavioral Science Interventions for Organizational Improvement*, 6<sup>th</sup> ed., Pearson Education, India

**References:**

1. Jones, G.R. & Mathew, M. (2018). *Organizational Theory Design and Change*, 1<sup>st</sup> ed., Pearson Education, India
2. Warner, W. B. (2017). *Organization Change: Theory and Practice*, 5<sup>th</sup> ed., SAGE Publications
3. Harigopal, K. (2016). *Management of Organizational Change: Leveraging Transformation*, 3<sup>rd</sup> ed., SAGE Publications



**Course Title:** Performance Management & Competency Mapping

L	T	P	C.U.
33	5	2	3

**Course Code:** MBA-3HR3

**Programme& Semester:** MBA III

**Course Description:** Performance Management and Competency Mapping (PMCM) is a Human Resource Management course that has been developed to choose the right candidate for a particular job and also to see that the candidate performs well in his assigned job role. This course envisions the totality of an organization's function, along with its teams and individuals, by 'organising and managing performance within an agreed framework of planned goals, standards and competency requirements'. It will equip students with the necessary skills and critical understanding of the performance review process that combines challenge and support & places a focus on personal, team & organizational learning & accountability.

**Course Objectives:** The students, through this course would develop a knowledge for measuring the performance and expectations from employees over a period of time, gain an idea of how the annual review and appraisal process takes place, to generate the kind of work environment to attract and retain talented workforce in the company. Competency Mapping segment encapsulates the key competencies of an individual or an organization and shows how to incorporate those competencies through various processes, so that the organizations gain a competitive edge over others with its workforce ability. The students would also gain the ability to identify and map various competencies required in a particular work environment, use the different techniques and tools used to design a Competency Model, use assorted Assessment Center tools and 360 Degrees' Feedback to identify the highly competent workforce for an organization.

**Course Outcomes (COs):** At the end of this course students will be able to:

**CO1:** Explain the performance management & Performance appraisal

**CO2:** Compare and contrast various organizational performance management programs and best Practices and define attributes of effective performance management

**CO3:** Design an organizations performance management process that is compliant with law and Supports organizational mission and strategy.

**CO4:** Evaluate a performance appraisal system

**CO5:** Construct competency model

**CO6:** Conduct competency mapping exercise

**CO7:** Develop Assessment centre for competency identification

**Course Contents:**

**Unit I: Concept, Principles and Contribution of Performance Management-** Historical perspective of PMS- processes of PMS Contributions of Performance Management- Background to Performance Management- Components of Manage Performance & Development Plan, setting objectives in manage Performance & Development –Annual Stock taking- Performance Feedback

**Unit II: Process of Performance Management–** Goal oriented Performance Management Cycle– Role Definition– Key to Successful Performance Management–Dimensions of PM–Performance planning & Goal setting- performance Review— Benchmarking process.

**Unit III: Performance Appraisal Model**–Meaning, Features and Objectives of Performance Appraisal– Factors affecting Performance Appraisal–Individual KRAs & KPIs- Benefits of Performance Appraisal– Problems with Performance Appraisal– Essentials of a Good Appraisal System–Performance Criteria Evaluation of a Performance Appraisal System.

**Unit IV: Appraisal Methods on the basis of approaches** – Ranking–Forced Distribution–Paired Comparison– Check List– Critical Incident–Graphic Rating Scale– BARS–MBO–Human Resource Accounting. - 360 degree Feedback– Definition & Uses of 360 degree feedback– Rationale for 360 degree feedback—Scope of application in various industries – Advantage and disadvantage of 360 degree feedback- Concept of Potential Appraisal – Requirements for an Effective Potential Appraisal system-Performance Appraisal and Potential Appraisal-Web based Performance Appraisal System-Facilitating Factors of the Performance Appraisal-Rating errors by raters-Organizational Performance Appraisal Problems-Ways to improve the accuracy of Performance ratings

**Unit V: Introduction to Competency Mapping:** Concept of Competency and Competence-History of Competency- Constituents of competence-Types of Competencies-Competency Model Pyramid-Correlation between Competency Model & HRM- Benefits of using competency Mapping Model in the organization-Issues related to Developing Competency Models-Process for writing Competencies-Assessment Centre Tools-Competency based Interviewing-Competency Modelling

**Text Books:**

1. Agunis, H. (2008), Performance Management, (2ndEdition). Pearson Education, New Delhi
2. Kohli, A.S. & Deb, T. (2009). Performance Management. Oxford University Press, New Delhi

**References:**

1. Bagchi., S.N. (2010). Performance Management, Cengage Learning, New Delhi.
2. Smither, J.W. (2009). Performance Management: Putting Research into Practice. Wiley
3. Rao, T.V. (2008). Performance Management and Appraisal Systems: HR Tools for Global Competitiveness. Response Books: A division of Sage Publications
4. Kandula, S.R.(2007). Performance Management. PHI of India, New Delhi

**Course Title:** Industrial Relations and Labour Laws

L	T	P	C.U.
33	5	2	3

**Course Code:** MBA-4HR4

**Programme & Semester:** MBA IV

**Course Objectives:** To enable students to learn the concepts of industrial relations including Trade unions, collective bargaining, discipline and various labour enactments.

**Course Outcomes (COs):** At the end of this course students will be able:

CO1: To explain the concept of industrial relations.

CO2: To interpret the international dimensions of Industrial relations.

CO3: To explain the role of Workers' Participation in Management.

CO4: To interpret the role Grievance Redressal.

## **Course Contents**

### **Unit I: Industrial Relations**

Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Factors affecting IR in changing Environment, Evolution of IR in India; Role of State; Trade Union; Employers' Organisation; Human Resource Management and IR, Role of I.L.O in Industrial Relations, International Dimensions of IR

### **Unit 2: Trade Union**

Trade Union: Origin and growth, unions after independence, unions in the era of liberalization; Factor Affecting Growth of Trade Unions in India, Multiplicity & Recognition of Trade Unions; Provisions of Trade Union Act 1926.

### **Unit 3: Collective Bargaining and Workers' Participation in Management**

a) Collective Bargaining: Meaning, Nature, Types, Process and Importance of CB-prerequisites issues involved. Status of Collective Bargaining in India, Functions and role of Trade Unions in collective bargaining; b) Workers' Participation in Management: Concept- practices in India works committees, Joint management councils. Participative Management and co-ownership; Productive Bargaining and Gain Sharing

### **Unit 4: Discipline and Grievance Redressal**

Discipline - Causes of Indiscipline - Maintenance of discipline and misconduct, Highlights of Domestic enquiries - Principles of Natural Justice; Labour turnover; Absenteeism Grievance - Meaning of Grievance, Grievance redressal machinery in India- Grievance Handling Procedure; Salient features of Industrial Employment (Standing Orders) Act, 1946.

### **Unit 5**

**a) The Industrial Disputes Act, 1947:** Definitions of Industry, Workman and Industrial Dispute - Authorities under the Act — Procedure, Powers and Duties of Authorities — Strikes and Lock outs — Lay off and Retrenchment — Special Provisions relating to Layoff, Retrenchment and Closure.

**b) The Factories Act, 1948:** Provisions relating to Health, Safety, Welfare facilities, Working hours, Employment of young persons Annual Leave with wages etc.

### **Suggested Readings:**

1. C.S VenkataRatnam — Industrial Relations, Oxford University Press, 2nd Edition, March 2006
2. B.D Singh- Industrial Relations and Labour Laws, Excel Books, New Delhi, 2008
3. K Aswathappa- Human Resource Management, Tata McGraw-Hill, 7th Edition, 2013
4. P.L Malik - Handbook of Labour and Industrial Law (EBC) (12th Edition, 2009)
5. M.V Pylee, Workers Participation in Management, Vikas Publishing House Pvt. Ltd. 2004
6. C.S VenkataRatnam, Pravin Sinha, Trade Union Challenges at the beginning of 21st Century (Excel Books), 2000

**Course Title:** Compensation Management

L	T	P	C.U.
33	5	2	3

**Course Code:** MBA-4HR5

**Programme & Semester:** MBA IV

**Course Objective:** The objective of the course is to develop an understanding and familiarity among the student on an understanding to various components of executive and non-executive compensation; tools and techniques of job evaluation for assessing and monetizing the relative value of jobs/ job categories; and an understanding in designing a compensation policy and managing compensation system on the principles of equity, fairness and efficiency

**Course Outcomes:**

CO1: Students will be able to discuss key concepts related to compensation components, factors, theory, role of Trade Unions and government and other stakeholder

CO2: To describe different Job Evaluation techniques for determining basic pay and will be able to demonstrate a sample Job Evaluation tool

CO3: To evaluate various components of a compensation package, how to structure them, and how to develop a company's compensation policy

CO4: To describe different statutory/ voluntary benefits, perks, incentives, and employee services offered by different organizations in order to motivate employees for better performance and retention

CO5: To discuss the role of collective bargaining / executive compensation negotiations in determining various employee/ executive benefits

CO6: Participants will be able to understand recent trends in executive compensation, rewards and recognition programs, and employee benefits.

**Course Contents**

Unit 1 : Introduction: Compensation meaning, Importance, Components & types of compensations, Factors Influencing Compensation, Challenges of Compensation, Theory of wages, Wages – Living wage, Fair wage and Minimum wage, Related Case Laws, Difference between Wages and salary, Wages Plans, Compensation Management: Role of Trade Unions, Government and Other Stakeholders.

Unit 2 : Internal alignment, Factors influencing internal structure, Strategic choices in defining internal structure, Job analysis: procedure and design. Job evaluation- definition, Purpose of job evaluation, Job based structures, its role in determining the compensation system, categories of job evaluation- analytical, non-analytical and market pricing; developing and maintaining job evaluation schemes.

Unit 3 : Individual and Team Pay Types of grade and pay structure, developing grade and pay structure, individual contingent pay, performance and competency related pay, contribution related pay; Team rewards- developing team pay, profit sharing, ESOPs, Recognition schemes, Role of performance appraisal in compensation decisions.

Unit 4 Legal Aspects of Wages & Salary Administration International Labour Standards & Norms for Wage determination, Salient features of Payment of Wages Act 1936, Minimum Wages Act 1948, Employees Provident & Misc. Provisions Act, Latest developments in Govt pension schemes, Equal Remuneration Act

Unit 5 : International pay systems Managing variations, The social contract, culture, National systems: Comparative compensations. Future trends in compensation management, case studies.

**Suggested Readings:**

1. Armstrong, M. (2019). Armstrong's Handbook of Reward Management Practice: Improving Performance through Reward (6th Ed.). London: Kogan Page.
2. Armstrong, M. & Cummins, A. (2011). The Reward Management Toolkit: A Step-By-Step Guide to Designing and Delivering Pay and Benefits. London: Kogan Page.
3. Armstrong, M. (2018). Armstrong's Job Evaluation Handbook: A Guide to Achieving Fairness and Transparency in Pay and Reward. London: Kogan Page.
4. Berger, L.A. & Berger, D. (2015). The Compensation Handbook: A State-of-the-Art Guide to Compensation Strategy and Design (6th Ed.). New York: McGraw Hill.
5. Ellig, B.R. (2014). The Complete Guide to Executive Compensation (3rd Ed.) New Delhi: Tata McGraw Hill.
6. Fisher, J.G. (2015). Strategic Reward and Recognition: Improving Employee Performance Through Non-Monetary Incentives. London: Kogan Page.
7. Gerhart, B., Newman, J. & Milkovich, G. (2016). Compensation. New York. McGraw Hill.

## INTERNATIONAL BUSINESS GROUP

(Electives)

**Course Title:** International Business Environment

**Course Code:** MBA-3IB1

**Programme & Semester:** MBA III

L	T	P	C.U.
35	5	0	3

**Pre-requisite:** Business Environment

**Course Objective:** The purpose of this paper is to enable the students learn nature scope and structure of International Business, and understand the influence of various environmental factors on international business operations.

**Course Outcomes:** At the end of the course, students will be able:

- CO1: To explain the nature, scope, and role of international business & globalization;
- CO2: To discuss the theoretical aspects of international business and the functions of international organizations;
- CO3: To explain the concept of economic integration and international economic environment;
- CO4: To interpret the Organizational structure for international business operations

**UNIT 1** Introduction to International Business: Importance nature and scope of International business; modes of entry into International Business internationalization process and managerial Implications. Environmental Context of International Business: Framework for analyzing international business environment

**UNIT 2** Domestic, foreign and global environments and their impact on international business decisions-Global Trading Environment: World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Counter trade.

**UNIT 3** International Financial Environment: Foreign investments -Pattern, Structure and effects; Movements in foreign exchange and interest rates and then impact on trade and investment flows.

**UNIT 4** International Economic Institutions and Agreements: WTO, IMF, World Bank UNCTAD, Agreement on Textiles and Clothing (ATC), GSP, GSTP and other International agreements; International commodity trading and agreements. Emerging Developments and Other Issues: Growing concern for ecology; Counter trade; IT and international business.

### **Suggested Readings:**

1. Bennet, Roger, International Business, Financial Times, Pitman Publishing, London, 1999.
2. Bhattacharya, B., Going International: Respon se Strategies of the Indian Sector, Wheeler Publishing, New Delhi, 1996.
3. Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth, 1999.
4. Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, 8th ed., Addison Wesley, Readings, 1998.
5. Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Addison Wesley, Readings, 1999.
6. Hill, Charles W. L., International Business, McGraw Hill, New York, 2000.

**Course Title:**International Marketing

**Course Code:** MBA-3IB2

**Programme& Semester:** MBA III

L	T	P	C.U.
35	5	0	3

**Pre-requisite:** Marketing Management

Course Objectives: To understand the principles & concepts in Marketing, to provide the knowledge of marketing management in the international perspective to develop marketing strategies for the dynamic international markets.

Course Outcomes: At the end of the course, students will be able:

CO1: To provide understanding of product and pricing decisions appropriate for international market.

CO2: To analyze the international marketing strategies.

CO3: To understand how companies adjust their international strategies based on the global environmental changes (e.g., globalization)

CO4: To build skills and respect toward the understanding of cultures of nations by critically analyzing the social, political, legal, and economic forces that affect the business performance of international marketing

### **Course Contents**

UNIT-1 The importance and scope of marketing - Evolution of marketing: From transaction-based to relationship marketing- Marketing research and Decision support systems .Market Segmentation, Targeting and Positioning.

UNIT-2 Product Mix - Product management decisions, Product Life Cycle strategies - New Product Development - Pricing considerations and approaches, pricing strategies.

UNIT-3 Distribution channels and physical distribution. Marketing communication and Promotion mix Strategies. Nature of international marketing: meaning, Framework for International Marketing-Barriers for International Marketing.

UNIT-4 International Marketing Decisions: Product Planning, Designing and Development for international markets-Pricing Decisions: Pricing Strategies and Price setting For International Markets.

UNIT-5 Distribution: Channel Management and Physical distribution Management in International Marketing. Promotion: International Advertising Programs, Sales Management and Sales Promotion for Foreign Markets.

### **Suggested Readings**

1. Philip Kotler, (2010), Marketing Management- The South Asian Perspective, Pearson
2. Warren J. keegan (2010): Global Marketing Management' Pearson Education
3. SvendHollensen (2010): Global Marketing: A Decision-Oriented Approach- 3rd Edition, Pearson Education.
- 2) Ramasamy, Namakumari (2010) Marketing Management, McMillan Publishers
- 3) Saxena: Marketing Management (Tata McGraw-Hill)

**Course Title:Financing of International Trade****Course Code: MBA-3IB3****Programme& Semester: MBA III**

L	T	P	C.U.
35	5	0	3

**Pre-requisite:** International Business

Course Objectives: To familiarize the students with the basic documents required and financing techniques of foreign trade.

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

CO1.Explain the concepts of international trade and finance and apply for the management decisions

CO2.To analyze impact of WTO on current global trade in detail.

CO3. To apply the different methods to mitigate the foreign trade and exchange rate risks in their respective organizations.

**UNIT-1**

Methods of payment- Cash, Open account, Cash against Documents, Documents on acceptance, Advance payment, Bills of exchange and Letter of Credit (LoC), International commercial terms- Contract terms for carriage by sea transport – FAS–FOB–CFR–CIF–DES–DEQ–contract terms for carriage by any mode of transport – EXW-FCA-CPT-CIP-DAF-DDP-DDU. Procedure for drawing various LoC and their operations - Types of Letter of Credit – **Discrepancies, Letter of credit - UCP- 600**

**UNIT – II**

Pre-shipment Credit: Meaning, Procedure, rates and documents needed, Post Shipment Credit: Definition and features– Various applications of post shipment finance and their procedure, Negotiation of export bills, Bills purchased discounted under limits granted to customers. Advances against claims for export incentives, deferred payment export credits.

**UNIT – III**

Export credit insurance: Role of ECGC – Standard policies – Risks covered: Commercial Banks, Political Risks – Risks not covered, how to obtain a policy and file claim - Maximum liability and credit, Guarantees for covering export finance. Insurance policies and bank Guarantees and Special Schemes. FEMA: Exchange control, regulations and procedure in India

**Unit – IV**

Export, import trade control procedure, Processing of an export order: Customs and Port clearance. Procedure and documents relating to quality control, Export contracts, Basic Principles of Insurance: Marine insurance – types of policies, perils covered, EXIM Banks – Objectives, Organizations Functions of EXIM Bank – Export financing programmes.

**UNIT-5:** Relevant Case studies**Suggested Readings** 1) Nabhis, 'Export's manual and documentation' Nabhi Publications

2) G.S. Lal, 'Finance of foreign trade and foreign exchange' H.P.J Kapoor Publications

3) S.C. Jain, 'Export Procedure and documents' Nabhi Publications

4) Current Export and import policies

5) Paras Ram, 'Export What, Where, and How' Anupama Publishers



**Course Title:Export Management And Documentation****Course Code: MBA-4IB4****Programme& Semester: MBA IV**

L	T	P	C.U.
35	5	0	3

**Objectives:** It gives an understanding on the India's trade Position in the World and the various trade procedures involved in an international business. It gives an insight to the various documents required for trading.

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

CO1. Understand various import process and procedures

CO2. Analyze the principle of international business and strategies adopted by firms for the expansion.

CO3.Explain the concepts in trade documentation in international business with respect to foreign trade

**Course Contents****UNIT-1**

International Trade: Need and importance of International Trade – Recent Trends in World Trade – Leading players – India's Foreign Trade – Commodity composition and Destination – India's position in World merchandise trade and services – India's Foreign Trade Policy.

**UNIT-2**

Export Procedure: Starting an export firm – Selection of an export product – Market selection –Buyer selection - Registration procedure with Sales Tax, Central Exercise and various Boards and councils – Exim code number – Elements of export contract- Incoterms – Terms of payment and Letter of Credit.

**UNIT-3**

Export Documentation: Types of documents – Transport, Negotiation and Insurance documents.

**UNIT-4**

Export Finance: Sources of Finance - Role of commercial bank, EXIM Bank, ECGC and others – Export promotion Schemes – Insurance for Export – Types – export credit insurance – Risk Management – Types of risks – mitigation methods.

**UNIT-5**

Import Procedure and Documentation: Global sourcing – Types of global procurement – Tender – Negotiation – Contract and others – Customs regulations and import clearance formalities – Types of import licensesExport Promotion Capital Goods Scheme (EPCG) license- Duty exemption scheme – Duty Entitlement Pass Book Scheme (DEPBS)- Import formalities for 100% EOUs and SEZs - Import Risk Management.

**Suggested Readings:**

1. Aseem Kumar "Export and Import Management", Excel Books, 2007
2. David Stewart ,"International Supply chain Management", Cengage publications,2008
3. Jeevanandam C "Foreign Exchange : Practices Concepts and control" Sultan chand Publications, 2002.
4. Foreign Trade Policy: Hand book of Export Procedure and Annual of the Ministry of Commerce, Government of India.
5. Export and Import Manual, Nabhi Publications, New Delhi.
6. World Development Indicator, World Bank Publication

**Course Title:**International Logistics Management

**Course Code:** MBA-4IB5

**Programme& Semester:** MBA IV

L	T	P	C.U.
35	5	0	3

**Objective:** The course provides the analytical framework for understanding the logistic models and supply chain techniques in an international perspective.

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

CO1: Analyze Business Models, Business Strategies and Competitive Advantage.

CO2: Formulate and implement Warehouse Strategies

CO3: Recognize the requirements for Transportation and International Logistics

### **Course Contents**

#### **UNIT-1**

Logistics Management: Concepts – Importance – Elements of the logistic System – Marketing and logistic mix – Logistics and marketing interface – Value-chain and production efficiency.

#### **UNIT-2**

Shipping Industry: Types of ships – Shipping systems: linear, Tramp, conference, chartering, Baltic freight exchange – Shipping intermediaries: agent , forwarder, brokers and others – containerization – types of containers – ICDs – CFS – CONCOR.

#### **UNIT-3**

Air Transport: Air transport – Air freight – IATA – Cargo handling – Designing the International Information system – system modules – Distribution and Transportation.

#### **UNIT-4**

**Supply chain:** Definition – scope and importance of supply chain – supply chain drivers and metrics - efficient and responsive supply chain - Designing supply chain network: Distribution network – Factor influencing distribution - Transportation decision in supply chain management.

#### **UNIT-5**

Forecasting and planning in supply chain management – Pricing in supply chain management- Role of IT in supply chain management - co-ordination in supply chain management.

#### **Suggested Readings:**

1. David P, “International Logistics” Biztantra, New Delhi , 2006.
2. Donald J Bowersox Davi J Class” Logistics Management, Tata Mc.GrawHill,New Delhi.
3. David Stewart,”International Supply chain Management”, Cengage publications,2008.
4. Rejilsmail,“Logistics Management” Excel Books, 2008.

## **OPERATIONS MANAGEMENT (Electives)**

**Course Title:** Facilities Management

**Course Code:** MBA-3OM1

**Programme & Semester:** MBA III

L	T	P	C.U.
33	5	2	3

### **Objective of the Course**

The main objective of this course is to enable the students to be trained with planning/production and plant layouts, studying about strategies of material handling and equipments, and selection of site locations and layouts. The course will enable the students to understand the processes and methodology of operational management of facilities.

### **Course Outcomes (CO)**

After completion of this course, the student will be able:

CO1: To understand the product selection, design and production layouts through basic strategies with computer applications.

CO2: To Understand different types of production processes and facility layout suitable for manufacturing different categories of products.

CO3: To identify and analyse the problems in the existing layout or material handling system and to optimize the layout or material handling system.

CO4: To develop layout design procedure and layouts for typical applications in the industries and suggesting appropriate material handling strategies in the industries.

### **Contents Course**

#### **Unit 1: Product Selection and Design**

(a) Product selection process, (b) development of products (Goods and Services), (c) sources of product innovations, (d) design for customer (quality function deployment), (e) value analysis / value engineering, (f) measuring product development performance.

#### **Unit 2: Production Process Management**

(a) Introduction, factors affecting process selection, (b) classification of processes: based on materials management and customer order type, (c) process flow design, (d) process analysis, (e) product-process strategy.

#### **Unit 3: Operations Technology**

(a) Definition of technology, (b) types of technology, (c) factors affecting technology selection decision, (d) misalignments in technology implementation, (e) level of automation, (f) technology development process, (g) Technologies for processes: Computer Integrated Manufacturing (CIM), CNC/ DNC machines, Computer Aided Manufacturing (CAM), Computer Aided Engineering (CAE), Office Automation, Electronic Data Interchange (EDI), and Internet, evaluation of technology investments.

#### **Unit 4 : Facilities Location**

Importance, factors affecting facilities location, (b) methods for evaluating, (c) facilities location: factor rating system, multiplant location method, locating facility within a network, dimensional analysis, methods for locating service outlet, (d) cost-volume analysis of facilities location.

#### **Unit 5 : Facilities Layout**

Importance of facility layout, (b) criteria for good layout, (c) symptoms of poor layout, (d) types of facility layout: product layout, process layout, cellular layout, mixed layout, fixed position layout, retail service layout, office layout, (e) flow and activity analysis, (f) layout design procedure: assembly line balancing, designing based on closeness rating, (g) computerized layout planning, (h) evaluating, and implementation of layout design.

#### **Suggested Readings**

1. Chase, Aquilano, Jacob, Production and Operations Management, 8th Ed. (TMH, N Delhi).
2. Lee J Krajwski, Operations Management: Strategy & Analysis, 6th Ed. (Pearson Education) Delhi.
3. S.N Chary, Production and Operations Management, (TMH, N Delhi).
4. Adam Ebert, Production and Operations Management, 6th Ed. (Pearson Education, N. Delhi).

**Course Title: Production Planning and Control**  
**Course Code:MBA-3OM2**

L	T	P	C.U.
33	5	2	3

**Programme& Semester: MBA III**

### **Objective of the Course**

Production Planning and Control are the two important components of the management process. The subject will enable the consideration of all input variables to achieve defined output goals and control will help in corrective action taken to meet the planned output. The objective of the course is to enable the students to study basic strategies of production planning and its controlling methods

### **Course Outcomes (CO)**

After completion of this course, the student will be able:

CO1: To understand the concept of capacity planning, aggregate planning and process of aggregate planning.

CO2: To understand the concept of Master Production Schedule and Material Requirement Planning and identify their elements.

CO3: To design an appropriate strategy for resource planning through appropriate MRP tool.

CO4: To explain demand forecasting, production planning tools & production control tools.

CO5: To demonstrate the Production Planning and Control and its functions for effective and efficient operations management.

### **Course Contents**

#### **Unit 1 :Strategic Capacity Planning**

Concept, importance and objectives of capacity planning, (b)Type of capacity, Issues related to capacity planning, (e)Process of capacity planning: demand identification (qualitative and quantitative methods), assessment of capacity, alternative ways of altering capacity (make or buy decision), evaluation of alternatives.

#### **Unit 2: Aggregate Planning**

(a) Concept of Aggregation, Aggregate Planning Environment, (b) Aggregation Techniques, Planning Product Mix (Simple Application of Linear Programming), Process Of Aggregate Planning, (c)Mixed Strategy, (d)Mathematical Planning Models, (e)Performance Measures.

#### **Unit 3: Master Production Schedule and Material Requirement Planning (MRP)**

(a) Concept Of Master Production Schedule (MPS), (b)Importance Of MPS, (c)Process Of Preparing MPS, (d)Rough-Cut Planning, (e)Importance Of Material Requirement Planning (MRP), (f)Process Of Material Requirement Planning (MI(P), Elements Of Material Requirement Planning (MRP), Bill of Materials.

#### **Unit 4: Job Scheduling and Sequencing**

Introduction To Types Of Jobs In Organization, (b)Methods Of Job Scheduling: One Machine- N Jobs, Two Machines- N Jobs, N Machines- N Jobs, M Machines- N Jobs, Project Scheduling , Network Diagrams (PERT And CPM), (c) Job Sequencing, Job Sequencing In Service Organization (Application Of Simulation).

#### **Unit 5: Production Control System**

Concept, Function, and importance of production control, (b)centralization and decentralization, (c)documents and procedures used in production control: work order, material requisition, control sheet, internal delivery note, progress note, machine load chart.

#### **Suggested Reading:**

1. J L Riggs, Production System Planning, Analysis, and Control, John Willy & Sons, New York
2. Lee J Krajwski, Operations Management: Strategy& Analysis, 6th Ed. (Pearson Education, N. Delhi).
3. Buffa , Sarin, Production and Operations Management, Willey- Publication, New Delhi.
4. Adam Ebert, Production and Operations Management, 6th Ed. (Pearson Education, New Delhi).

**Course Title: Project Management**

**Course Code: MBA-3OM3**

**Programme & Semester: MBA III**

L	T	P	C.U.
33	5	2	3

### **Objective of the Course**

This subject will help the students to understand importance of job design and productivity and its role in organizations. The subject will also enable students to learn about various processes of the organization to improve organisation's productivity.

### **Course Outcomes (CO)**

After completion of this course, the student will be able:

CO1: To understand the basic project management skills with a strong emphasis on issues and problems associated with delivering successful projects.

CO1: To explain the importance, scope and functions of project management in successful project with productivity.

CO2: To evaluate, prioritize and select projects from a list of potential projects.

CO3: To illustrate the estimation of guidelines for time, costs and resources required for project management by applying different methods.

CO4: To evaluate and monitor the performance of the project with different approaches.

### **Course Contents**

#### **Unit 1 : Productivity**

(a) Concept of productivity, (b) Measures of productivity, (c) Methods for productivity enhancement, (d) Productivity in manufacturing and service organization, (e) Principles of motion economy.

#### **Unit 2 : Job Design**

(a) Concept of job simplification and job standardization, (b) Specialization and automation, (c) Approaches to job design, (d) Behavioral considerations of job design, (e) Work analysis and work measurement, (f) Time-study methods: work sampling, stop-watch method, man-machine charts, calculation of allowances, normal time, and standard time; (g) Compensation, legal and ethical consideration.

#### **Unit 3 : Project Management**

(a) Project planning, objective of project management, (b) Classification of projects, (c) Project planning tools, GANTT charts, Milestone Charts, Network Analysis: PERT and CPM, finding critical path, earliest and latest activity time, (d) Time-Cost trade offs, (e) multilevel scheduling system.

#### **Unit 4 : Maintenance and Safety Management**

(a) Concept, objectives and importance of maintenance, (b) maintenance strategies, (c) maintenance economy, (d) Total productivity maintenance (TPM), (e) Measurements of maintenance performance; (f) Plant Safety: plant and equipments conditions, accidents' costs, approaches for accidents prevention, risk management.

### **Suggested Readings:**

1. Lee J Krajwski, Operations Management: Strategy & Analysis, 6th Ed. (Pearson Education, N. Delhi.
2. S.N Chary, Production and Operations Management, 11th Ed., (TMI-I, N Delhi)
3. Adam Ebert, Production and Operations Management, 6th Ed. (Pearson Education, N. Delhi)

**Course Title: Materials Management**

**Course Code:**MBA-4OM4

**Programme& Semester:** MBA IV

L	T	P	C.U.
33	5	2	3

### **Objective of the Course**

In this course Students having experience in the field of production can learn the techniques of materials and logistics management and implement them in daily operations.

### **Course Outcomes (CO)**

After completion of this course, the student will be able:

**CO1:** To develop an ability to perform the role of materials manager in an organization.

**CO2:** To analyze the inventory situation of a company and suggest improvements.

**CO3:** To understand the ethical issues in purchasing and negotiations.

**CO4:** To manage the activities of material manager like purchasing, inventory analysis, storage etc; in a scientific manner.

### **Contents of Course**

#### **Unit 1 : Purchase Management:**

(a) Concept, objectives, and role of purchase function, (b)Inputs to procurement process, (c)Restrains and functions affecting purchase decision, (d)Procurement decisions: supplier selection, timing of purchase, price, quality and quantity of material, (e)Evaluation of procurement process, (f)Purchasing in government departments.

#### **Unit 2 : Inventory Management:**

(a) Introduction To Inventory System: Concept, Costs Associated With Inventory, Functions Of Inventory, Types Of Inventory, (b)Splective Control Of Inventory: ABC, VED, FNSD, GOLF, HML, (c)Models Of Inventory Control, Determination Of Economic Order Quantity (EOQ): Graphical , Tabular, And Mathematical Models (For Deterministic And Probabilistic Demand), Safety Stock, Reorder Level, (d)Concept Of Just In Time (JIT) System.

#### **Unit 3 : Stores Management:**

(a) Introduction, (b)Functions Of Stores, (c)Organization. Of Store, (d)Types Of Stores, (e)Stores System And Procedures, (f)Decentralization V/S Centralization, (g)Control Of Spare Parts, (h)Codification And Classification Of Materials, (i)Stores Audit System, (j)Store's Location And Layouts.

#### **Unit 4 : Waste Management:**

(a) Concept Of Waste Management, Importance Of Waste Management, (b)Concept Of Productivity And Wastivity, Gross And Net Wastivity, Wastivity As. Performance Measurement, (c)Wastivity V/S Productivity, (d)Classification of Waste Management, (e) Waste Reduction Methods, (f)Treatment of Waste In Cost Accounting.

### **Suggested Readings:**

1. JR Tony Arnold, et al, Introduction to Material Management, 5th Ed., Pearson,
2. N K Nayar, Resource Management, Vikas Publication, New Delhi
3. AK Citall et al, Materials Management : Text and Cases, .TMH, N Delhi
4. AK Datta, Materials Management: Procedure, Text and Cases, PHI, 2nd , N Delhi.

## Course Title: Total Quality Management and Quality Standards

Course Code: MBA-4OM5

L	T	P	C.U.
33	5	2	3

Programme & Semester: MBA IV

### Course Objective:

The objective of this course is to enrich students the fundamentals of Total Quality Management to foster the emerging trends in production whereby students practically would know how the six sigma technique could be used to minimize defects.

### Course Outcomes (CO)

After completion of this course, the student will be able:

CO1: To learn the basic concepts of quality and quality from organizational point of view.

CO2: To learn the concept of total quality management from western and Japanese approach.

CO3: To learn the internal politics, quality culture, education and training of the organization.

CO4: To be aware of international/national Quality awards

### Contents of the Course

#### Unit 1 : Total Quality Management (TQM) Concept and Fundamentals

(a) Definition, Basic Approach, (b) TQM Framework, (c) Principles of TQM, (d) Philosophies Of Quality Gurus: Deming's 14 Points, Crosby's Four Absolutes, Juran's Trilogy, Feigenbaum's Total Quality Control, The Total Quality Triad, (e) Evolution of TQM.

#### Unit 2 : Human Aspect of Total Quality Management (TQM)

(a) The human factor: The fundamental prerequisite for success, (b) TQM's human elements, (c) Motivating people for total quality, (9.) Resistance to change, (e) Characteristics of quality leaders, (f) Role of quality readers, (g) Teams for TQM, (h) On-the-job satisfaction and quality, (i) Participative management, (j) Compensation system, (k) Ergonomics.

#### Unit 3 Strategic Quality Planning

(a.) Strategic quality management, (b) Quality statement, culture, product quality cycle, (c) TQM planning environment, (d) Role of quality control department, (e) Planning for productivity, (f) Quality and re-engineering, (g) The cost of quality (Direct & Indirect cost), (h) Evaluating the cost of TQM, (i) Quality index, (j) The total quality cost curve, (k) Standardization.

#### Unit 4: Total Quality Management (TQM) Practices

(a) TQM technologies, (b) TQM practices: policy deployment, benchmarking, backtracking, cross-functional teams, QFD, Taguchi Method, failure-mode and effect analysis, the Poka-Yoke concept, concurrent engineering, (c) Malcolm Baldrige award, European Quality award, (d) TQM Implementation Process.

#### Unit 5 : Quality Management Standards

(a) Concept and need of quality standards, (b) National quality standard organizations: Bureau of Indian Standards (BIS), Agmark Grading of agriculture and allied commodities, Quality council of India; (c) International Organisation for standardization (ISO), ISO standards: ISO 9000 and 14000 series, integration of ISO 14000 with ISO 9000, (d) Process of ISO certification, (e) Implementing the system, (f) Post certification.

### Suggested Readings:

1. Dale, Carol, Glen, Mary, Total Quality Management, 3rd ed., Pearson Education, New Delhi
2. Ross, Total Quality Management: Text, Cases, and Readings, 2nd ed. St. Lucie Press.
3. H Lal, Total Quality Management: A practical approach, New Age International, New Delhi.
4. Hand Book for- ISO certification.

**AGRI - BUSINESS MANAGEMENT**  
**Electives**

**Course Title: Agribusiness and Rural Marketing**

**Course Code:** MBA-3AG1

L	T	P	C.U.
30	5	5	3

**Programme& Semester:** MBA III

**Course Objective:** The course is designed for the student who plans to seek employment on, manage, or own a farm; or seek employment in an agribusiness field. Students will be involved in learning activities that generally prepare him/her to apply the economic and business principles involved in the organization, operation, and management of the farm, ranch, or agribusiness.

**Course Outcomes (CO)**

After completion of this course, the student will be able:

CO1: To enable students to gain knowledge on agricultural marketing, challenges and prospects for improving agricultural marketing system.

CO2: To gain skills to analyze marketing functions, marketing information and intelligence.

CO3: To impart knowledge of the marketing efficiency and agricultural prices.

CO5: Provide the platform to the students of Marketing of Agricultural Inputs

**Course Contents**

**Unit-1:** Concept of Agricultural Marketing, Study of organization and function of agricultural marketing in India.

**Unit-2:** Methods of Grading farm products, Magnitude and dimensions of marketing & marketable surplus in agricultural communities.

**Unit-3:** Efficiency of marketing storage, Transportation and Financial Management in Agriculture.

**Unit-4:** Marketing: Perishability, seasonality and processing of agricultural products.

**Unit-5:** Various models and theories of agricultural marketing with their critical evaluation.

**Suggested Readings:**

1. John, N. David and Ray, Concept of Agribusiness Management
2. Kenneth D. Dull, Principles of Management in Agri-Business, Western Publication
3. Agriculture Marketing Management
4. Acharya, S.S, Dr. N.L. Agarwal, Agricultural Marketing In India, 6/E Oxford & Ibh, 2017
5. Kohls, Marketing of Agriculture Products 9e Pearson Education India; Ninth edition (2015)



**Course Title: Agri Input Managment****Course Code:**MBA-3AG2

L	T	P	C.U.
30	5	5	3

**Programme& Semester:** MBA III

**Course Description:** The syllabus of agri input management includes five units; unit one includes concept of agri input management and type of agri inputs. Unit 2 includes Business Environment in relation to agricultural input management. Unit 3 includes marketing of agricultural inputs; unit-4 overview of financial management and financial instruments are included and Unit-5 includes promotional measures and supply chain management. The Andragogy in this subject includes PPTs, case studies, assignments, class test, quiz, mini project.

**Course Objectives:** The objective of the course is to develop the skills & knowledge to the students regarding marketing of agricultural inputs. The course builds an overview and in-depth awareness of the input market environment.

**Course Outcomes (COs):** At the end of this course students will be able to:

CO 1: Explain the basic concept of agri input management.

CO 2: Interpret the importance of business environment related to agricultural input management.

CO 3: Analyze the marketing strategies of agricultural input management.

CO 4: Analyze the financial strategies of agricultural input management.

**Course Contents:**

**Unit1:** Agricultural Inputs and their types – farm and non-farm, Seed- Importance of seed input; Types of seeds- hybrid, high yielding and quality seeds, Chemical fertilizers- production, export-import, supply of chemical fertilizers, demand/consumption.

**Unit 2:** Business Environment in relation to agricultural input management; legal aspects of agricultural input business, sustainable management in terms of environmental, social and economic aspects, managing technological innovation in terms of agricultural inputs management.

**Unit 3:** Marketing of agricultural inputs, product strategies and development, pricing methods and strategies, marketing channels and promotion.

**Unit 4:** Overview of Financial management in agricultural inputs management, Challenges in agricultural financing, Financial instruments in agricultural sector, cost-volume-profit analysis.

**Unit 5:** Relevant promotional agencies and cooperatives, Supply chain management for agricultural inputs, problems and prospects of the agricultural inputs management.

**Text Book:**

1. Acharya, S. S & Agarwal, N. L. (2019). *Agricultural Marketing in India*, 6<sup>th</sup> Ed, Oxford & IBH, New Delhi

**References:** 1. Broadway, A. C. & Broadway, A. A. (2016). *A Text Book of Agri-Business Management*, Kalyani Publishers

2. Singh, A. K. and Pandey, S. (2005). *Rural Marketing*, New Age.

3. Krishnamacharyulu, CSG & Ramakrishnan, L. (2010). *Rural Marketing: Text & Cases*, Pearson

4. Singh, S. (2004). *Rural Marketing- Focus on Agricultural Inputs*, Vikas Publication House.

**Course Title: Farm Business Management**

**Course Code:**MBA-3AG3

L	T	P	C.U.
32	5	3	3

**Programme& Semester: MBA III**

**Course Objective:** The objective of this course is to provide students opportunity to develop skills which will make you more employable in the field of farm business management. This course introduces basic farm business management concepts. Students will study the farm management planning cycle and develop an understanding of its relationship to: family and farm business goal setting.

**Course Outcomes (CO)**

After completion of this course, the student will be able:

CO1: To acquaint students with the ever-changing role of a farm manager in today's economy.

CO2: To gain a working knowledge of the economic and business principals necessary to survive and thrive in today's agricultural environment.

CO3: To understand the financial management of a farming operation. This includes construction and use of financial statements, a general understanding of the financial industry, organizational business structures and taxation.

CO4: To understand the importance of personal financial management and its direct impact on a business.

**Course Contents**

**Unit 1:** Introduction, Definitions, Objectives of farm Management, Scope of Farm Management, Economic theory and farm management science, what makes a successful farm manager? Relationship of farm management with other sciences, Farm management problems under Indian conditions

**Unit2:** Economic Principles applied to Farm management: Principle of Variable proportion, Cost principle, principle of factor substitution, law of equi-marginal returns, Opportunity cost principle, principle of combining enterprises, Principle of comparative advantage, Time Comparison principle, Limitations of principles of farm management.

**Unit 3:** Farm Planning, Budgeting and Programming: Farm planning, Farm budgeting, Steps of Complete budgeting, Programming Techniques.

**Unit 4:** Systems of Farm Organization: Different systems of farming, Peasant farming, Corporate farming, State farming, Co-operative farming, Collective farming, Criteria for choice in India, Suitability of alternative systems.

**Unit 5:** Farm Size and Practices: Measurement of size of farm, Pattern of farm holdings in India, Factors determining economic holdings, Farm size practices – Large scale and small scale farming, Specialized and diversified farming, Mixed farming, Extensive and intensive farming.

**Suggested Readings:**

1. Dhondyal, S.P. (2007) Farm Management: An Economic Analysis
2. Broadway and Broadway (2009), Agri-Business Management.
3. Johl and Kapur (2005) Farm Business Management

**Course Title: Management of Cooperatives**

**Course Code:**MBA-4AG4

L	T	P	C.U.
32	5	3	3

**Programme& Semester:** MBA IV

**Objectives:** The objective of this course is to provide the conceptual framework related to management of cooperatives.

**Course Outcomes (COs):** At the end of this course students will be able to:

CO 1: Explain the basic concept of management of cooperatives.

CO 2: Interpret the role of government in the development of cooperatives.

CO 3: Analyze the strategies of Financing of cooperatives, staffing in cooperatives and training methods in cooperatives.

CO 4: Analyze theManagement practices of successful cooperatives in India.

### **Course Contents**

#### **Unit-1:**

Nature of cooperative principles, Management principles and their applications to cooperative organizations, structure and functions of various types of cooperatives.

#### **Unit-2:**

Managerial problems of cooperatives, consumer stores, role of consumer stores, role of Government in the development of cooperatives.

#### **Unit- 3:**

Financing of cooperatives, staffing in cooperatives and training methods in cooperatives and efficiency criteria.

#### **Unit 4:**

marketing Public accountability, price, output and profit and policies of cooperatives; Special problem of cooperatives in agricultural and industrial sectors.

#### **Unit-5:**

Management practices of successful cooperatives in India: selected case studies.

### **Suggested Readings:**

1. Ramkishen Y, Management of Co-operatives, JAICO Publishing House.
2. K. M. Rai. Cooperative Societies And Rural Development', Mittal Publication, New Del

**Course Title: Plantation Management**

**Course Code: MBA-4AG5**

L	T	P	C.U.
30	5	5	3

**Programme& Semester: MBA IV**

**Course Objectives:** The enable students to understand current scenario of plantation industries in India and to analyze the manufacturing, marketing and financial aspects of plantation crops.

**Course Outcomes:** After the completion of the course students will be able:

CO1: To explain the current scenario of plantation industries in India.

CO2: To demonstrate product, pricing, distribution and promotional strategies related to plantation crops.

CO3: To interpret the financial management in plantations management.

CO4: To evaluate the social, economic and technological aspects related to plantation management.

**Course Contents:**

**Unit1:** Current scenario of major plantation industries in India, plantation field operations in estates of Tea, Coffee, Rubber, Spices, etc (cultivation, harvest management, post harvest management).

**Unit 2:** Manufacturing/processing operations in estates, quality control aspects, estate management and labour relations, legal aspects of plantation business, sustainable management in terms of environmental, social and economic aspects, managing technological innovation in terms of cultivation and processing in Tea, Coffee, Rubber, Spices and other relevant plantation crops.

**Unit 3:** Marketing of plantation crops marketing channels, product development, branding, pricing and promotion.

**Unit 4:** Export environment for plantation crops, logistics management-purchase, stores and transport, Financial management in plantations, cost-volume-profit analysis.

**Unit 5:** Relevant promotional agencies and cooperatives, problems and prospects of the major plantation sector

**Text Book:**

1. David, A. Avant, *Plantation Management*. Lavant Publications.

**Reference Readings:**

1. Kumar Pankaj (2007). *Practical Manual of Plantation*, Scientific Publishers Journals Dept.
2. P. Sudarshan, Plantation Management.

## Electives

### Pharma Business Management

**Course Title:** Pharmaceutical Marketing

**Course Code:** MBA-3PH1

**Programme & Semester:** MBA III

L	T	P	C.U.
30	5	5	3

**Course Objectives:** The course will give an overview of the pharmaceutical industry and how marketing has become essential even for one of the most R&D-heavy industries. Many people – also within the pharmaceutical companies themselves - find marketing circumspect and believe pharmaceuticals should be sold on scientific merits only. However, R&D productivity has fallen and companies need to maximize return on each and every innovation just to survive. Therefore, the pharmaceutical industry is a good place to learn about recurrent as well as future challenges for marketers.

**Course Outcomes (COs):** At the end of this course students will be able to:

CO1- Understand the marketing concepts and techniques; and applications of the same in the pharmaceutical industry.

CO2- Describe the concept of product management and product life cycle.

CO3- Discuss the various components of promotion of pharmaceutical products.

CO4- Explain the different pharmaceutical marketing channels

CO5- Evaluate the role of mass media in product advertising.

### Course Contents

**Units 1:** Fundamentals of Pharmaceutical Marketing: the 4 'Ps' in a regulated Pharma market, the Strategic Triangle; Market Segmentation in the pharmaceutical context, conceptual difference with consumer products market segmentation

**Unit 2:** PLC Management, reinforcing and revitalizing pharmaceutical brands, line-extensions. Product-mix Optimization

**Unit 3:** Promotional-mix Optimization: Portfolio Analysis by factoring key determinants, BCG Matrix, brand building decisions; leveraging the Promotional-mix for Brand Building. Designing Marketing Programs for New Product launch

**Unit 4:** The Pharmaceutical Industry: India and Global Scenario: Essential differences between domestic Marketing in India and International Marketing; generic products dominated market vis-à-vis patented products dominated markets

**Unit 5:** Role of pharmacies in dispensing products, role of mass media in product advertisements and social campaigns for market expansion; Structure and role of field management and product management, India Vs. Global

### Suggested Readings:

1. Kotler, Philip, Marketing Management: Analysis, Planning, Implementation, and Control Latest Edition, Prentice Hall
2. Best, Roger J., Market-Based Management – Strategies for Growing Customer Value and Profitability (3rd Edition), Prentice Hall
3. Lehmann, Donald R. and Russell S. Winer, Product Management (2005 4th Edition). McGraw-Hill/Irwin.
4. Philip Kotler(2003). Marketing Management: Eleventh Edition, New Delhi: Pearson Education.

**Course Title:Regulatory Framework of Pharmaceutical Business**

**Course Code: MBA-3PH2**

L	T	P	C.U.
30	5	5	3

**Programme& Semester: MBA III**

**Course Objectives:** The course will give an overview of legal environment to the student. This paper is designed to expose the students to the Indian legal system and its affect on business activities.

**Course Outcomes (COs):** At the end of this course students will be able to:

CO1- Understand the law of contract, Capacity of contract and legal requirements of entering into a contract.

CO2- Demonstrate an understanding of the legal environment of business.

CO3- Apply basic legal knowledge to business transactions.

CO4- Integrate the concept of business law with foreign trade.

**Course Contents**

**Unit 1:** Law of Contract - Agreement - Offer - Acceptance - Consideration - Capacity of Contract Contingent Contract - Quasi Contract - Performance - Discharge - Remedies to breach of Contract

**Unit 2:** Partnership - Sale of Goods - Law of Insurance - Negotiable Instruments - Notes, Bills, Cheques - Crossing - Endorsement - Holder in due course - Holder in value - Contract of Agency.

**Unit-3:** Company - Formation - Memorandum - Articles - Prospectus - Shares - Debentures -Directors - Appointment - Powers and Duties - Meetings - Proceedings – Management - Accounts - Audit - Oppression and Mismanagement - Winding up.

**Unit-4:** Intellectual Property Rights & Regulations: Overview of Intellectual Properties, their types and importance of intellectual property protection. Patents: Requirement of patenting, patent specifications and claims, Indian Patent act 1970 and amendments. Patent search, analysis, drafting and stages of filing patent at national level.

**Unit-5:** International Treaties & IPR Organizations: Paris Conventions, Patent Cooperation Treaty (PCT) – introduction, application and general rules. Introduction to concept behind WIPO / WTO / TRIPS / GATT / GATS system & Uruguay Round.

**Suggested Readings:**

1. Pathak, LEGAL ASPECTS OF BUSINESS, Tata McGraw- Hill Publishing Company Limited, New Delhi
2. M.M. Sulphery&Az-har Basheer, LAWS FOR BUSINESS, PHI Learning Pvt. Ltd. New Delhi
3. Generic Drug Product Development, Solid Oral Dosage forms, Leon Shargel and IsaderKaufer, Marcel Dekker series, Vol.143, Pharmaceutical Regulatory Process, Edited by Ira R. Berry Marcel Dekker Series, Vol.144
4. New Drug Approval Process: Accelerating Global Registrations By Richard A.Guarino, MD, 5th edition, Drugs and the Pharmaceutical Sciences, Vol.19

**Course Title:**Sales Promotion and Brand Management in Pharmaceutical Business

**Course Code:** MBA-3PH3

L	T	P	C.U.
30	5	5	3

**Programme& Semester:** MBA III

**Course Objectives:** The objective of this course is to develop a basic understanding about the sales promotion and brand management. The course will also facilitate the understanding of the conceptual framework sales promotion, brand management and their determinants.

**Course Outcomes (COs): At the end of this course students will be able to:**

CO1- Explaining the meaning of sales promotion, nature and growing importance of sales promotion.

CO2- Describe the post testing, implementing and evaluating the sales promotion programs.

CO3- Explain the making necessary modifications for effective sales promotion programs.

CO4- Elaborate the relevance of brand and value awareness in an effective marketing system.

**Course Contents**

**Unit 1:** Strategic decision making using IMS-Health and C-MARC data for sales and market trend analysis; Using Medical Databases, PubMed and Standard Treatment Algorithms to build brand communication strategies; IFPMA Code of Ethics – Guidelines for Pharmaceutical Promotion

**Unit 2:** Developing content and designing of Scientific Promotional Literatures, Visual Aids and Journal Advertisements; Preparing the Promotional Budget as a part of the Marketing Budget; Monitoring & Controlling long-term projects, field-force activities and promotional-expense budget; Training Skills

**Unit 3:** Brand Name, Brand Image, Brand Value and Brand Awareness, Concept of Brand Equity, difference with brand valuation, Five dimensions of Brand Equity, key influencers of each dimension, prescription loyalty, prescriber coverage frequency, brand exposure through field-force promotion

**Unit 4:** Quality indicators, Promotional-mix, Benefits of building Brand Equity. Brand Management as a strategic marketing function: role of a Pharmaceutical Brand Manager, the 'Little CEO' concept, 'Science meets Commerce' concept

**Unit 5:** Essential differences between managing Pharmaceutical Brands and Consumer Brands, types of Pharmaceutical Brand Management organization structures, challenges of a Brand Manager; relation of Product Management Teams vis-à-vis Sales Force in Pharmaceutical companies

**Suggested Readings:**

1. Harsh Verma . Brand Mnanagement, Second Edition, Excel Publication.
2. Aaker,D.; Managing Brand Equity. RamanujMajumdar (1999) Product Management in India. New Delhi: Prentice Hall.
3. PranK.Chaudhary (2001), Successful Branding, Hyderabad: University Press Hil

**Course Title:Pharmaceutical Retail Management****Course Code: MBA-3PH4**

L	T	P	C.U.
30	5	5	3

**Programme& Semester: MBA IV**

**Course Objectives:** The course will give an overview of retail management. The course will also familiarize the students with organized retail and, the value it creates. The course will also make students to develop decisions making skills related to retailing

**Course Outcomes (COs): At the end of this course students will be able to:**

CO1- Evaluate current retailing trends based on consumer, legal and competitive environments.

CO2- Identify various retail opportunities and evaluate the strategies associated with each type of opportunity.

CO3- Distinguish and characterize the factors and management tools that retailers consider and use when developing their merchandising skills.

CO4- Assess current Indian retail practices in their ability to respond to environmental trends.

**Course Contents****Unit 1: Retailing**

An Overview, Understanding, Scope and Benefits of pharmaceutical retailing, Overview of Pharmaceutical retailing

**Unit2: Retail Strategies**

Classification of Retailers, Understanding the Retail Customer Population, demographic and geographic analysis, Retail Market Strategy, Strategic Planning Process, Pharmacies as retail outlets for switched drugs, Building Sustainable Competitive Advantage, Marketing Strategies, Product mix and assortment planning process Merchandising and store management Branding strategies.

**Unit3: Retail of OTC drugs**

Historical development of the OTC market, Major players within the OTC market, Rx-to-OTC switching: The changing role of the consumer, Consumer buying behavior for OTC drugs, Growth potential within the OTC market, Merchandise assortment planning, Organizing the buying process by categories, Merchandise purchasing process.

**Unit4: Store Management**

Store layout, design and visual merchandise, Store interior, exterior and security, Visual Merchandising for OTC drug retailing, Future Drivers of OTC Pharmaceuticals, The impact of technology on the drugs market, OTC pharmaceuticals: growth or maturity : in India and global Market Development in Pharmaceutical Marketing

**Suggested Readings:**

1. Barry Berman and Joel R. Evans, Retail Management: A Strategic Approach, Pearson,
2. Michael Levy and Barton AWeitz, Retailing Management, Tata McGraw-Hill,
3. Pradhan, Swapna, Retailing Management-Text & Cases, Tata McGraw-Hill)
4. Bajaj, Chetan, Srivastava Nidhi V, Tuli Rajesh, Retail Management, Oxford,



**Course Title: Supply Chain Management in Pharmaceutical Industry**  
**Course Code: MBA-3PH5**

L	T	P	C.U.
30	5	5	3

**Programme & Semester: MBA IV**

**Objectives of the Course** - The objectives of supply chain management in the pharmaceutical industry are to ensure the timely delivery of quality medications, minimize costs, and optimize inventory management. It aims to maintain compliance with regulatory standards, enhance traceability, reduce risks, and improve collaboration among stakeholders to ensure the safety and availability of pharmaceutical products.

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

CO1: To explain the concept of supply chain management and logistics management.

CO2: To describe performance measurement and control tools.

CO3: To interpret the E business framework related to supply chain management.

#### **Unit 1 Introduction to supply chain management**

(a) Basic Concepts, Scope And Philosophy Of Supply Chain Management, (b) Importance Of Supply Chain Management, (c) Supply Chain Decision, (d) Evolution Of Supply Chain Management.

#### **Unit 2 Designing the Supply Chain**

(a) Role Of Distribution In Supply Chain, (b) Factors Influencing Distribution Network, (c) Process Of Supply Network Design, (d) Distribution Strategy, (e) Models For Facilities Location And Capacity Allocation, (f) Impact Of Uncertainty On Supply Chain Design, (g) Evaluation Of Supply Chain Design, (h) Demand Chain Management, (i) Strategic Alliances.

#### **Unit 3 Performance Measurement and Control**

(a) Concept, Dimensions Of Performance Measurement, (b) Tools For Performance Improvement: Benchmarking: Introduction, Forms Of Benchmarking, GAP Analysis, Benchmarking Study Report; (c) Achieving Strategic Integration, (d) Supply Chain Operations Reference (SCOR) Modeling, SCOR Analysis, (e) Value Chain, (f) Concept Of Configurability, (g) Evaluation Of Supply Chain Performance (Supply Chain Cost Analysis), (h) Impediments To Improved Performance.

#### **Unit 4 Logistics Management**

(a) Concept of Logistics, Inbound And Outbound Logistics, (b) Key Activities of Logistics, (c) Managing The Costs Of Logistics, (d) Application Of Logistics Management, (e) Trade-Offs In Logistics Management, (f) Bull-Whip Effect In Logistics, (g) Third And Fourth Party Logistics, (h) Emergence Of IT In Logistics, (i) International Issues In Logistics, (j) Warehousing, Types Of Warehouses, Site Selection, Layout And Design Of Warehouses.

#### **Unit 5 Emerging Trends in Supply Chain Management**

(a) Role Of Information Technology (IT) In Supply Chain Management: Electronic Data Interchange (EDI), Use Of Data Mining Tools, E-Business Framework, (b) Customer Profitability Analysis (CPA), (c) International Issues In Supply Chain Management.

#### **Suggested Readings:**

1. Chopra, Meindl; *Supply Chain Management: Strategic Planning and Operation*, 2nd ed., Pearson Education, New Delhi.
2. Altekhar, *Supply Chain Management: Concepts and Cases*, Prentice-Hall of India, New Delhi
3. BS Sahay, *Supply Chain Management*, Macmillan, New Delhi.
4. G. Raghuram, *Logistics and Supply Chain Management*, Macmillan, New Delhi
5. Balou, *Supply Chain Management*, Pearson Education.

**Course Title: Innovation Management and Startup Ecosystem****Course Code:** MBA-4OP4

L	T	P	C.U.
30	5	5	3

**Programme& Semester:** MBA IV**COURSE DESCRIPTION**

The course aims to provide students with basic concepts and awareness in technological innovation and an understanding of the challenges and opportunities that small and large firms face in relation to this. The course has an integrated approach to tackling the complex concepts in and knowledge about technological innovation in relation to technological development. The course covers areas such as the importance of innovation, leadership in research and development, management of innovation and technology, partnerships, networks and alliances, product and process development, commercialization of research as well as entrepreneurship and business creation.

**COURSE OBJECTIVES:** The students will be able to:

1. Understand the role of innovation and technical change in enterprise and national level economic performance
2. Understand the technological, human, economic, organisational, social and other dimensions of innovation
3. Explore and better manage the effects of new technology on people and worksystems
4. Demonstrate that the effective management of technological innovation requires the integration of people, processes and technology
5. Recognize startup ecosystem and government initiatives to promote startups, opportunities for the commercialization.

**COURSE OUTCOMES:** On completion of the course, the student should be able to:

CO1: Account for the importance of technological development and innovation for economic growth and increased competitiveness on a firm level,

CO2: Critically discuss a firms need to have a strategic and integrated approach to be able to successfully manage innovation and technical development,

CO3: Analyses complex innovation processes in firms both internally and externally. This incorporates for instance basic knowledge about partnerships, alliances, research and development, commercialisation and industrial marketing.

CO4: Understand the concept of startup ecosystem and government initiatives to promote startups.

**COURSE CONTENTS****UNIT – 1**

Innovation, need and importance of innovation; technological, human, economic, organisational, social and other dimensions of innovation.

**UNIT - 2**

Innovation as a core business process; Building the innovative organization, Developing an innovation strategy, Sources of innovation; Innovation Networks; Creating new products and services.

**UNIT – 3**

Partnerships, alliances, research and development, commercialization of innovative products and services, entrepreneurship and new ventures.

**UNIT – 4**

Startup ecosystem, stakeholders in Startup ecosystem, Evolution of the Indian Startup Ecosystem, Startup – financing,

**UNIT – 5**

Government initiatives and institutional framework to promote startups in India.

**Suggested Readings**

1. Mark Dodgson , David M. Gann , et al., The Oxford Handbook of Innovation Management (Oxford Handbooks), Oxford University Press; Reprint edition (2015)
2. Clayton M. Christensen, The Innovator&#39;s Dilemma: When New Technologies Cause Great Firms to Fail (Management of Innovation and Change) Harvard Business Review Press; Illustrated edition (2016)



## **Shobhit University, Gangoh**

**(Established by UP Shobhit University Act No. 3, 2012)**

### **School of Business Studies & Entrepreneurship**

#### **Ordinances, Regulations & Syllabus**

**For**

**Masters of Business Administration (MBA) Two Year**

**Programme Semester Pattern**

**(w.e.f. session 2013-14)**

**Approved and adopted in the year 2013 (1<sup>st</sup> meeting, Board of  
Studies)**

**( SYLLABUS FROM 2013 to 2019)**

**OLD SYLLABUS**

## **Master of Business Administration**

**(WEF Academic Session 2019-21)**

### **Vision**

NICE School of Business aims to become a Centre of Excellence through research and continuous innovation to nurture global managers, leaders and entrepreneurs for sustainable development by synthesizing Indian ethics with modern technology.

### **Mission**

*The Mission of NICE School of Business Studies is:*

- To nurture global talent and develop Industry ready professionals and socially responsible leaders / to face the challenges of fast changing business environment.
- To achieve academic excellence in research, consulting, training and teaching by adopting best practices and cutting edge technologies.
- To promote continuous innovation and entrepreneurship.
- To encourage collaborations, cooperation and partnerships with all stake holders to meet sustainable development goals.

### **Program Educational Objectives (PEOs)**

PEO1: Possess wide spectrum of managerial skills along with competency building qualities in specific areas of management and business studies.

PEO2: Select and apply appropriate tools for decision making required for ill structured managerial problems.

PEO3: Students will be able to independently conduct theoretical as well as applied research.

PEO4: To practice sound knowledge of the entrepreneurial process and inculcate creativity and innovation among students.

PEO5: Analyze ethical implications of business practices using advanced levels of ethical reasoning

### **Program Specific Objectives (PSOs)**

PSO1: To enrich communication, ethical values, team work, professional and leadership skill sets of students.

PSO2: To integrate knowledge, skill and attitude that will sustain an environment of learning and creativity among the students with an assurance for good careers.

PSO3: Analyze the economic, social and environmental issues related to business.

PSO4: Ability to identify, explore and harness opportunities presented by emerging trends and changing business environment.

PSO5: Understand the leadership skills through internship training.

### **Program Outcomes Objectives (POOs)**

- PO1: Demonstrate the knowledge of management science to solve complex corporate problems using limited resources.
- PO2: Apply ethical principles for making judicious management decisions.
- PO3: To develop proactive thinking so as to perform effectively in the dynamic socio-economic and business ecosystem.
- PO4: Identify business opportunities, entrepreneurship approach and skill sets.
- PO5: Communicate effectively with various stakeholders.

### **MASTER OF BUSINESS ADMINISTRATION (MBA):**

The M.B.A. course aims at providing inputs to the students relevant to the business industry and trade so that they can function in different organizations and face the challenges arising there from. The course not only aims at providing knowledge and skills in different areas of management, but also provides inputs necessary for the overall development of the personality of the students.

The structure of the Course is designed in a way that students have to study the core courses from different functional areas of management that are made compulsory. Later on, specializations are offered in functional areas where the students can opt for any one specialization out of the seven offered: Marketing, Finance, International Business, Operations Management, HRM, Pharma Business Management and Agri-Business Management. Right from the beginning of the course, the focus is on providing relevant inputs through case discussion/ analysis, simulation games, role-plays etc. keeping in mind the current business scenario.

Broadly, the course is of two years divided into four semesters, each semester having eight compulsory papers of 40 sessions each of one-hour duration. The students will have to opt for one functional areas for their specialization, each having five papers (three in third semester and two in the fourth semester from Specialization Papers).

Summer Training for 8/10 weeks is compulsory for every student pursuing the course, which they have to undergo at the end of second semester examination. Comprehensive viva and Research project are part of the course.

### **SUMMER TRAINING PROJECT REPORT:**

1. At the end of second semester examination, every student of MBA will undergo on-the-job practical training in any manufacturing, service or financial organization. The training will be of 8 to 10 weeks duration. The College/Institute will facilitate this compulsory training for students.
2. During the training, the student is expected to learn about the organization and analyze and suggest solutions of a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions.
3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.
4. The student, after the completion of training will submit a report to the College/Institute, which will form part of third semester examination. However, the report must be submitted by the end of August during third semester so that it is evaluated well in time and third semester results are not delayed.
5. The report (based on training and the problem/project studied) prepared by the student will be known as Summer Training Project Report. The report should ordinarily be based on primary data. It should reflect in depth study of micro problem, ordinarily assigned by the organization where student undergoes training. Relevant tables and bibliography should support it.

One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problems faced. This chapter will form part I of the Report. Part II of the Report will contain the study of micro research problem.

The average size of Report ordinarily will be 100 to 150 typed pages in standard font size (12) and double spacing. Three neatly typed and soft bound (paperback) copies of the report will be submitted to the College/Institute. The report will be typed in A-4 size paper.

6. The Report will have two certificates. One by the Head of the Institute/College and the other by the Reporting Officer of the organization where the student has undergone training. These two certificates should be attached in the beginning of the report.
7. The report will be evaluated by two external examiners. It will carry total of 100 marks divided into written report of 50 marks and presentation of 50 marks. There will be no internal examiner.  
Only such persons will evaluate the project report who has minimum 3 years of experience of teaching MBA classes in a College/University. Experience of teaching MBA classes as guest faculty shall not be counted.

SCHOOL OF BUSINESS STUDIES & ENTREPRENEURSHIP, SHOBHIT UNIVERSITY, GANGOH

8. It is mandatory that the student will make presentation in the presence of teachers and students. The student is expected to answer to the queries and questions raised in such a meeting.

**RESEARCH PROJECT REPORT:**

In fourth semester, candidates will have to submit a Research Project Report on a problem/topic to be assigned by the School of Business Studies under the supervision of a core faculty member of the department. The research project report will carry 100 marks. The evaluation of the project report will be done by two external examiners. The average of the marks awarded by the two examiners will be taken into account for the results.

The report will contain the objectives and scope of the study. Research methodology, use, importance of the study, analysis of data collected, conclusions and recommendations. It will contain relevant charts, diagrams and bibliography. A certificate of the Supervisor and the Head of the MBA program certifying the authenticity of the report shall be attached therewith. The student will submit three copies of the report to the Head of the MBA program. The number of pages in the report will be 75 or more. The report should be typed in A-4 size paper.

**COMPREHENSIVE VIVA:**

The comprehensive viva voce is scheduled at the end of II & IV Semester in order to judge the understanding as well as application of the knowledge gained by the students by the end of 2<sup>nd</sup> & 4<sup>th</sup> Semester of the course. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to understand what is being taught in two full year and see their relevance not only in the practical field but also their inter relationship. The viva voce is of 100 marks to be conducted by the external examiner appointed by the University.

**Master of Business Administration (MBA)**

PAPER CODE	COURSE STRUCTURE	LOAD ALLOCATION/PER WEEK			CREDIT
	SEMESTER I	L	T	P	
BS611	Management Principles and Practice	4	0	0	4
BS612	Managerial Economics	4	0	0	4
BS613	Financial Accounting and Analysis	3	1	0	4
BS614	Statistics for Management	3	1	0	4
BS615	Legal Aspects of Business	4	0	0	4
BS616	Business Environment	4	0	0	4
BS616-A	Nutrition & Well being				
BS616-B	Disaster Management				
BS616-C	Environmental Policy				
BS617	Business Communication	4	0	0	4
BS617-A	Personality Development				
BS617-B	Speaking skills & Leadership				
BS617-C	Effective Writing Skills				
BS618	Computer Applications in Management	3	0	2	4
	<b>TOTAL</b>	<b>29</b>	<b>2</b>	<b>2</b>	<b>32</b>

PAPER CODE	SEMESTER II	L	T	P	CREDIT
BS621	Organizational Behaviour	4	0	0	4
BS622	Management Accounting	3	1	0	4
BS622-A/ BS622B/BS622 C	Analysis & Interpret Data/Fundamentals of Statistics/ Statistics, Computation and Applications				
BS623	Operations Research	3	1	0	4
BS624	Marketing Management	3	1	0	4
BS625	Financial Management	4	0	0	4
BS626	Human Resource Management	4	0	0	4
BS627	Production and Operations Management	4	0	0	4
BS628	Management Information System	2	0	2	4
	<b>TOTAL</b>	<b>27</b>	<b>3</b>	<b>2</b>	<b>32</b>

<b>PAPER CODE</b>	<b>SEMESTER III</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>CREDIT</b>
BS631	Strategic Management	4	0	0	4
BS632	International Business	4	0	0	4
BS633/ BS633A/ BS633B	Research Methodology/ Publication Ethics / Emerging Trends in Research	4	0	0	4
BS634	Supply Chain Management	3	1	0	4
BS6H1/M1/F1	Elective I	4	0	0	4
BS6H2/M2/F2	Elective II	4	0	0	4
BS6H3/M3/F3	Elective III	4	0	0	4
BS635	Summer Training Report and Viva Voce				4
	<b>Specialization Group:A Marketing</b>				
BS6M1	Consumer Behaviour				
BS6M2	Sales Management				
BS6M3	Advertising Management				
	<b>Specialization Group:B Finance</b>				
BS6F1	Security Analysis and Portfolio Mngement				
BS6F2	Financial Market and Institutions				
BS6F3	International Financial Mngement				
	<b>Specialization Group:C Human Resource Management</b>				
BS6H1	Industrial Relation and Labour Laws				
BS6H2	Human Resource Planning and Strategic Management				
BS6H3	Training and Development of Human Resoure Management				
	<b>Specialization Group:D Operations Management</b>				
BS6OM1	Facilities Management				
BS6OM2	Production Planning and Control				
BS6OM3	Project Management				
	<b>Specialization Group:E International Business</b>				
BS6IB1	International Business Environment				
BS6IB2	International Marketing				
BS6IB3	Financing Of International Trade				
	<b>Specialization Group:F Agri-Business Management</b>				
BS6AG1	Principles of management in Agri Business				
BS6AG2	Agricultural Marketing				



BS6AG3	Agricultural Export Management				
	<b>Specialization Group:G Agri Pharma Business Management</b>				
BS6PH1	Pharmaceutical Marketing				
BS6PH2	RegulatoryFramework of Pharmaceutical Business				
BS6PH3	Sales Promotion and Brand Management Pharmaceutical Business				
	<b>TOTAL</b>	<b>27</b>	<b>1</b>	<b>0</b>	<b>32</b>

PAPER CODE	SEMESTER IV	L	T	P	CREDIT
BS641	Entrepreneurship Development	4	0	0	4
BS642	Corporate Social Responsibility and Corporate Governance	4	0	0	4
BS643	E-Business	4	0	0	4
BS644	Research Project Report and Viva	2	0	0	2
BS645	Comprehensive Viva	2	0	0	2
BS6H4/M4/F4/OM4/IB4	Elective IV	4	0	0	4
BS6H5/M5/F5/OM5/IB5	Elective V	4	0	0	4
BS6H6/H7, BS6M6/M7, BS6F6/F7	Elective Open Specialization	4	0	0	4
	<b>Specialization Group:A Marketing</b>				
BS6M4	International Marketing				
BS6M5	Services Marketing				
	<b>Open Specialization</b>				
BS6M6	Retail Management				
	<b>Specialization Group:B Finance</b>				
BS6F4	Project Planning and Evaluation				
BS6F5	Corporate Tax Planning				
	<b>Open Specialization</b>				
BS6F7	Management of Banking and Financial Services				
	<b>Specialization Group:C Human Resource Management</b>				
BS6H4	Compensation management				
BS6H5	Negotiation and Counseling				
	<b>Open Specialization</b>				
BS6H7	Organization development & change management				
	<b>TOTAL</b>	<b>28</b>	<b>0</b>	<b>0</b>	<b>28</b>

**MBA**  
**Semester –I**  
**BS-611: Management Principles and Practices**

**Objectives of the Course** - The objective of this course is to achieve organizational goals, optimize resource utilization, improve efficiency, foster communication, encourage innovation, enhance employee development, promote ethical behavior, support effective leadership, facilitate decision-making, and establish accountability. These principles guide managers in creating productive, sustainable, and adaptable organizations.

**Unit 1: Introduction**

- a) Management:** Nature, purpose, and functions; Managerial functions at different levels of organization; Managerial skills and organizational hierarchy; Goals of managers and organization
- b) Evolution of Management Thoughts:** Taylor and scientific management, Fayol's contribution; Hawthorne studies: Recent contributions to management thought System Approach to Management Process: Managerial Transformation Process; Communication system; External variables, Outputs
- C) Functions of Manager:** Planning, Organizing, Staffing, Leading, Controlling: An overview; Coordination: The Essence of Managership

**Unit 2: Planning**

**Types of Plans:** Mission or purposes, Objectives or goals; Strategies, Procedures, Rules, Programme, Budgets Policies; Planning process; Nature of objectives; Setting the objectives; management by Objectives (MBA): Concept, strengths, and weaknesses; Nature and purpose of strategies and policies; Planning process: Inputs to organization, industry analysis, enterprise profile; External and internal environment; Medium and short-range planning and implementation; TOWS Matrix; Alternative strategies; Time dimension and the TOWS Matrix; The Portfolio Matrix; Major kinds of strategies and policies: Porter's generic competitive strategies, planning premises.

**Unit 3: Organising**

Concept; Formal and informal organizations; Organisational division: The department; Span of Management: Concept and issues; Entrepreneurship and intrapreneuring, re-engineering the organization, Rationale of organizing; Territorial departmentation; Customer-group departmentation; Concepts of power and authority, empowerment; Scalar Principle; Line authority and staff relationship; Functional authority and decentralization; Different kinds of decentralization; Delegation of authority; Personal attitudes towards delegation; making delegation effective; Re-centralisation; Concept of organization charts.

**Unit 4: Staffing**

Concept of staffing; The System Approach to human resource management; Factors affecting the number and kinds of managers required; The management inventory; Analysis of the need for managers; An overview of the situational factors affecting staffing: External environment and internal environment factors; An overview of systems approach to selection, recruitment, and promotion; The Peter Principle.

## **Unit 5: Leading and Controlling**

**a) Leading:** Human factors in managing; The importance of personal dignity and the •;,, consideration of their whole person; Overview of Motivation concept and Theory X and Theory Y of the Concept of leadership: Motivation ingredients; Principles of leadership; Leadership styles: Autocratic, democratic, and free-reign.

**b) Controlling:** Concept and process, establishment of standards; Measurement of performance, correction of deviations; Critical Control Points: Concept and types; Control as a Feedback System; Real-time Information and control; Feed-forward control; Feed-forward versus feedback systems; Feed-forward in management; Control of overall performance; Profit and loss control: Concept, nature, purpose and limitations; Control through Return on Investment; Bureaucratic and Clan Control.

### **Suggested Readings:**

1. Heinz, Weihrich, Mark V. Cannice, and Harold Koontz, Management: A Global and Entrepreneurial Perspective, 13th ed., Tata McGraw-Hill, 2010
2. SP Robbins and MA. Coulter, Management, 11th ed., Prentice-Hall of India, 2012
3. Newman, Summer, and Gilbert, Jr., Management, 6th ed., Prentice-Hall of India, 2006
4. Stoner, Freman, and Gilbert, Jr., Management, 7th ed., Prentice-Hall of India
5. Harold Koontz and Heinz Weihrich, Essentials of Management, 8th ed., Tata McGraw-Hill, Noida, 2009
6. Stephen P. Robbins, David A. DeCenzo, Sanghamitra Bhattacharya, and Madhushree Nanda Agrawal, Fundamentals of Management: Essential Concepts and Applications, 6th ed., Pearson Education, 2008

**MBA**  
**Semester –I**  
**BS-612: Managerial Economics**

**Objectives of the Course** - The objectives of managerial economics are to apply economic theory to business decision-making, optimize resource allocation, analyze market trends, evaluate costs and benefits, forecast demand, maximize profitability, and guide managerial strategies. It aims to improve decision-making efficiency, enhance competitive advantage, and ensure sustainable business growth.

**Unit 1: Introduction**

Nature and scope of managerial economics and its relationship with other disciplines; Its role and significance in decision-making; Basic concepts; Positive Vs normative analysis.

**Unit 2: Market Forces: Demand and Supply**

- a) **Demand analysis:** Theory of demand; Objectives of demand analysis and determinants of demand; Theory of consumer behaviour; Elasticity of demand and its measurement methods; Importance in decision-making
- b) **Supply analysis:** Objective of supply analysis; Determinants of supply.

**Unit 3: Production Function and Cost Analysis**

Theory of production and cost analysis; Production function and its managerial uses ; Laws of production and analysis; Empirical estimates of production and cost; Short-run and long-run average cost curves and their analysis; Economies and diseconomies of scale.

**Unit 4: Organisation of the Firm**

Pricing decision; Pricing under different market structure; Perfect and imperfect (monopoly, monopolistic, and oligopoly markets); Pricing strategies; Collusive and non-collusive oligopoly; Baumol's Marries; and 0. Williamsons' models.

**Unit 5: Factor Pricing**

Determination of factor pricing; Marginal productivity theory; Richardiaii and modern theories of rent; quasi-rent; Modern theory of wage rate determination; Classical, neo-classical, and Keynesian theory of interest; Modern theory of profit; Welfare economics; Pareto optimality conditions; Social welfare function.

**Suggested Readings:**

1. Crag W. Peterson, W. Cris Lewis, and Sudhir K. Jain, Managerial Economics, Prentice-Hall of India/ Pearson, New Delhi, 2004
2. H.L. Ahuja, Managerial Economics, S. Chand, 2004 Ath
3. DN Dwivedi, Managerial Economics, 4 ed., .Vikas Publishing House, New Delhi, 2006
4. GS Gupta, Managerial Economics, Tata McGraw-Hill Publishing Co. Ltd., New Delhi
5. Joel Dean, Managerial Economics, Prentice-Hall of India, New Delhi
6. Dpminique Salvatore, Managerial Economics in a Global Economy, 4th ed., Thomson Southwestern, Bangalore, 2006
7. Pindyck and Rubinfeld, Micro Economics, Prentice-Hall of India, 6th ed., 2006
8. Koutsoyiannis A., Modern Micro Economics, MacMillan, 2000
9. Paul Samuelson and Nordhaus, Economics, 1 9th ed.Tata McGraw-Hill, New Delhi, 2005

**MBA**  
**Semester –I**  
**BS-613: Financial Accounting and Analysis**

**Objectives**

The objective of this paper is to help students to acquire conceptual knowledge of the financial accounting and to impart skills for recording various kinds of business transactions.

**Course Contents**

**Unit 1: Theoretical Framework**

- a) Accounting:** An introduction, Accounting as an information system. The users of financial accounting information and their needs, Qualitative characteristics of accounting information, Functions, advantages, and limitations of accounting, Branches of accounting.
- b) Nature of Financial Accounting Principles:** Basic concepts and conventions: entity, money measurement, going-concern, cost, realization, accruals, periodicity, consistency, prudence (conservatism), materiality and full disclosure.
- c) Financial Accounting Standards:** Concept, benefits, procedure for issuing accounting standards in India. Salient features of accounting standard: 1 (ICAI)

**Unit 2**

- a) Accounting Process:** The journal, the ledger, and trial balance: Meaning, need, preparation
- b) Business Income:** Measurement of business income-net income: The accounting period, the continuity doctrine and matching concept, Objectives of measurement, Depreciation policy, and Inventory valuation.
- c) Preparation of Final Accounts:**  
Difference between Capital and Revenue Expenditure, Trading Account, Profit and Loss Account, Balance Sheet: Meaning, Need, Finance accounts for non-profit organization: An overview.

**Unit 3**

**Royalty Accounts:** Meaning, characteristics, types of royalty, journal entries and its accounting procedure, Hire Purchase System.

**Unit 4: Analysis of financial statements:**

Meaning, need, Ratio Analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios; common size statement.

**Unit 5**

- a) Funds Flow Statement:** Meaning, concept of gross and net working capital, preparation of schedule of changes in working capital, preparation of funds flow statement and its analysis.
- b) Cash Flow Statement:** Various cash and non-cash transactions, flow of cash, preparation of Cash Flow Statement and its analysis.

**Suggested Readings:**

1. Anthony, R.N., David F. Hawkins, and Kenneth A. Merchant, Accounting: Text and Cases, 12th ed., Richard D. Irwin, Inc.
2. Monga, IR., Financial Accounting: Concepts and Applications, Mayoor Paper Backs, New Delhi
3. Shukla, M.C., T.S. Grewal, and S.C. Gupta, Advanced Accounts, Vol. 1, S. Chand & Co., New Delhi
4. Gupta, R.L., and V.K. Gupta, Financial Accounting, Vol. 1, Sultan Chand & Sons, New Delhi, 2006

5. The Institute of Chartered Accountants of India, Compendium of Statements and Standards of Accounting, New Delhi.
6. Bhattacharya, Ashish K., Essentials of Financial Accounting, PHI, New Delhi
7. N. Ramachandran and Ram Kumar Kakani, Financial Accounting for Management, Tata McGraw-Hill Publishing Co., New Delhi, 2011

**MBA**  
**Semester –I**  
**BS-614: Statistics for Management**

**Objectives of the Course** - The objectives of statistics for management are to aid in decision-making through data analysis, identify trends and patterns, improve forecasting accuracy, measure performance, optimize processes, and support risk management. It helps managers make informed, data-driven decisions to enhance operational efficiency, profitability, and strategic planning.

**Unit 1: Introduction**

Definition of Statistics, scope of Statistics; Applications in decision-making in Business, Measures of Central Tendency and Dispersion: Grouped Data, Drawing a Histogram; Unequal Class Intervals; Mean; Median; Mode; Quartiles; Standard and Quartile Deviation; Significance of Measures of Location and Dispersion; Coefficient of Variation. Index Numbers; Index of Retail Prices and Industrial Production.

**Unit 2: Data Collection**

Types of data, primary and secondary data, Census and survey and their relative advantages and limitations; development of questionnaire; Advantages and limitations of interview and postal questionnaire design; Problems of non-response measures.

**Unit 3: Time Series Analysis**

Time series, Moving average to calculate the trend, Plot trend on time series graph, calculate the seasonal factors for either the additive or multiplicative model, Forecasting methods.

**Unit 4: Correlation and Regression**

Definition of correlation and regression, Scatter diagram, Least squares method, Use of regression analysis, Forecasting and its precision, Concept of product moment correlation coefficient, Spearman's rank correlation coefficient and Coefficient of determination.

**Unit 5: Probability and Probability Distribution**

**a) Probability:** Definition, Mutually exclusive events, Addition and multiplication rules of probability, Venn diagram and tree diagram to solve probability problems.

**b) Chi-square distribution, Student's t distribution, F distribution** - its significance and simple problems

**c) Probability Distribution:** Concept of probability distribution, continuous probability distribution, Poisson distribution, Binomial distribution.

**d) Sampling and Sampling Distribution:** Various sampling methods, simple random sampling, stratified random sampling and Cluster sampling.

**Suggested Books:**

1. Richard I., Levin and David S. Rubin, Statistics for Management, 7th ed., Prentice-Hall of India, Pearson Education, 2007
2. T.N.Srivastava and SheljaRego, Statistics for Management, Tata McGraw-Hill Publishing Co., New Delhi, 2008
3. Mark L., Berenson and David M. Levine, Basic Business Statistics: Concepts and Application, Prentice-Hall of India
4. GC Beri, Business Statistics, 2nd ed., Tata McGraw-Hill, 2008

**MBA**  
**Semester –I**  
**BS-615: Legal Aspects of Business**

**Objectives of the Course** - The objectives of the legal aspect of business are to ensure compliance with laws, protect intellectual property, manage contracts effectively, minimize legal risks, and resolve disputes. It helps businesses operate within legal frameworks, avoid legal penalties, safeguard organizational interests, and promote ethical practices for long-term sustainability.

**Unit I: The Indian Contract Act, 1872**

Concept of Contract, offer and acceptance; valid contracts and its essential elements; void agreements; classification of contracts; Quasi contract; performance of contract; discharge of contract; remedies for breach of contract. Special Contracts: Indemnity, Guarantee, Bailment, pledge, and agency.

**(8 Sessions)**

**Unit 2: a) The Sale of Goods Act, 1930:** Nature of Contract of Sale; Formation of Contract of sale, agreement to sell, conditions and warranties, transfer of property in goods, performance of the contract of sale, remedies for breach, unpaid seller and his rights, rights of buyers, sale by auction.

**b) The Partnership Act, 1932:** Nature of Partnership, Formulation of Partnership; rights, duties, and liabilities of partners; Dissolution of Partnership Term

**(8 Sessions)**

**Unit 3: The Negotiable Instruments Act, 1881**

Definition, Features and types of negotiable instruments; Methods of negotiation of instruments; holder and holder in due Course; Endorsement and delivery of a negotiable instrument; Presentation of Negotiable Instrument. Banker and Customer: An introduction; Crossing of a cheque; Types of crossing; Bouncing of cheques, Obligations of banker and customer; Dishonour and discharge of negotiable instruments

**(8 Sessions)**

**Unit 4:a) The Consumer Protection Act, 1986:** Basic Concepts: Complaint, Complainant, Consumer, Rights of consumer, Consumer forums, their role, powers and functions, Procedure for consumer grievance redressal, Major decided Cases.

**b) The Competition Act, 2002:** Basic concepts, Powers of Central Government under the Competition Act, Major Provisions of the Competition Act: Role and working of Competition Commission of India.

**(8 Sessions)**

**Unit 5: The Companies Act**

An overview; Nature and kinds of Companies; Formation of a company; Company Management; Company Meetings

**(8 Sessions)**

**Suggested Books:**

- 1) Avtar Singh, Principles of Mercantile Law, 10th ed., Eastern Book Company, Lucknow
- 2) M.C. Kuchhal, Vivek Kuchhal, Business Law, 7th ed., Vikas Publishing House, New Delhi
- 3) Ravindra Kumar, Legal Aspects of Business, Cengage Learning, New Delhi, 2016
- 4) Avtar Singh, Consumer Protection Law, Eastern Book Co., Lucknow, 2006.
- 5) MC Kuchhal, Indian Company Law, Shree Mahabir Book Depot, Delhi, 2008
- 6) The bare acts of relevant legislations.



**MBA**  
**Semester –I**  
**BS-616: Business Environment**

**Objective**

To enable students to learn the concepts of economic environment of business, changes in policies and latest developments in India and abroad.

**Allocation of Periods: 45** (30 Lectures, 5 Tutorials, 10 Practicals)

**Unit 1: Introduction**

Concept, Significance and Nature of Business Environment. Types of environment, Interaction between Internal and External environments, Nature and Structure of Economy, Techniques for Environmental Analysis, Approaches and Significance of Environmental Forecasting.

**(Periods: 6 -1 - 2)**

**Unit 2: Economic Environment**

History of Economic Systems, Market, Planned and Mixed Economy, Planning in India: Emergence and Objective; Planning Monetary Policy, Fiscal Policy. Union Budget as instrument of growth and its Impact on Business, Industrial Policy: Meaning Objective and Recent Developments in New Economic Policy and its Impact on Business.

**(Periods: 7 -1 - 3)**

**Unit 3: Politico-Legal Environment**

Relationship between Business and Government, Economic, Planning, Regulatory, Promotional and Entrepreneurial Roles of Government, Constitutional provisions affecting Business. An overview of major laws affecting business, Consumerism, Social Responsibility of Business.

**(Periods: 6 -1 - 1)**

**Unit 4: a) Technological Environment:** Factors Influencing Technological Environment, Role and Impact of Technology on Business. Transfer of Technology - Channels, Methods and Limitations.

**b) Demographic and Socio-cultural Environment:** Population size, falling birth rate, Changing age structure and its impact on business, Business and Society, Business and Culture, Culture and Organisational Behaviour.

**(Periods: 5 -1 - 1)**

**Unit 5 : WTO:** Salient features and Current Developments; Globalisation: Meaning and dimensions, Features of Current Globalisation, Stages of Globalisation, Multinational Corporation (MNCs) and Transnational Corporations (TNCs), Disinvestments of PSUs, Foreign Direct Investments (FDI) and Regulation of Foreign Trade.

**(Periods: 5 -1 - 3)**

**Suggested Readings:**

1. Francis Cherunilam, Business Environment, Himalaya Publishing House, Mumbai.
2. S K Mishra, and V K Puri, Economic Environment of -Business, 3rd Edition, Himalaya Publishing House, Mumbai.
3. Justin Paul, Business Environment Text and Cases, Tata McGraw Hill, New Delhi.
4. Suresh Bedi, Business Environment, Excel Books, New Delhi, 2004.
5. I. C Dhingra, India Economy: Environment and Policy, 23rd ed., Sultan Chand & Sons, New Delhi, 2009.

**SYLLABUS**  
**MBA-1<sup>st</sup> SEMESTER**  
**COURSE TITLE: NUTRITION AND WELL BEING**  
**COURSE CODE: MBA-616-A**

**Objectives of the Course** - The objectives of nutrition and well-being are to promote healthy eating habits, improve overall physical health, enhance mental well-being, prevent nutritional deficiencies, and support long-term wellness. It aims to educate individuals about balanced diets, healthy lifestyles, and the importance of proper nutrition in maintaining vitality and preventing diseases.

**Unit 1: Introduction to Nutrition:** 10 Hours

Definition and scope of nutrition, Macronutrients and micronutrients their functions and sources. Overview of the digestive system, Digestion and absorption of nutrients, Age-specific nutritional needs (infants, children, adults, and elderly)

**Unit 2: Dietary Guidelines and Eating Patterns:** 10 Hours

Overview of global dietary guidelines (e.g., MyPlate, Food Pyramid, Mediterranean diet), Key principles for healthy eating, Portion control and balanced meals, Plant-based diets, intermittent fasting, ketogenic diets, and their health impacts, Strategies for planning nutritious meals, Cooking methods that preserve nutrients and reduce fat.

**Unit 3: Nutrition and Lifestyle Diseases:** 10 Hours

Causes and health risks of obesity, Effective weight loss strategies (caloric deficit, exercise, behavioral changes), Role of exercise and physical activity in weight management, Nutrition and heart disease prevention (impact of fats, cholesterol, sodium, and fiber), Relationship between diet and type 2 diabetes.

**Unit 4: Nutrition for Optimal Well-Being:** 10 Hours

Nutrients that affect mood, cognition, and mental health (e.g., Omega-3s, B vitamins), The role of diet in stress management and mental well-being, Nutrition for athletes and physical performance, The impact of food choices on the environment, Sustainable diets and their role in promoting global health.

**RECOMMENDED READINGS**

- Mudambi, S.R and Rajagopal, M. V. Fundamentals of Foods, Nutrition and Diet Therapy; Fifth Ed; 2012; New Age International Publishers
- Mudambi, S. R, Rao, S.M and Rajagopal, M.V. Food Science; Second Ed; 2006; New Age International Publishers
- Srilakshmi, B. Nutrition Science; 2012; New Age International (P) Ltd
- Lakra, P., Singh, M.D. Textbook of Nutrition and Health; First Ed; 2008; Academic Excellence.
- Manay, M.S, Shadaksharaswamy. Food – Facts and Principles; 2004; New Age International (P) Ltd.

**SYLLABUS**  
**MBA-1<sup>st</sup> SEMESTER**  
**COURSE TITLE- DISASTER MANAGEMENT**  
**SUBJECT CODE-MBA-616-B**

**Objective of the Course**

1. To provide basic conceptual understanding of disasters.
2. To understand approaches of Disaster Management
3. To build skills to respond to disaster

**Unit: I -Definition and types of disaster**

Hazards and Disasters, Risk and Vulnerability in Disasters, Natural and Man-made disasters, earthquakes, floods drought, landside, land subsidence, cyclones, volcanoes, tsunامي, avalanches, global climate extremes. Man-made disasters: Terrorism, gas and radiations leaks, toxic waste disposal, oil spills, forest fires.

**Unit: II Study of Important disasters**

Earthquakes and its types, magnitude and intensity, seismic zones of India, major fault systems of India plate, flood types and its management, drought types and its management, landside and its managements case studies of disasters in Sikkim (e.g) Earthquakes, Landside). Social Economics and Environmental impact of disasters.

**Unit: III Mitigation and Management techniques of Disaster**

Basic principles of disasters management, Disaster Management cycle, Disaster management policy, National and State Bodies for Disaster Management, Early Warning Systems, Building design and construction in highly seismic zones, retrofitting of buildings.

**Unit IV Training, awareness program and project on disaster management**

Training and drills for disaster preparedness, Awareness generation program, Usages of GIS and Remote sensing techniques in disaster management, Mini project on disaster risk assessment and preparedness for disasters with reference to disasters in Sikkim and its surrounding areas.

**Text Books:**

1. Disaster Management Guidelines, GOI-UND Disaster Risk Program (2009-2012)
2. Damon, P. Copola, (2006) Introduction to International Disaster Management, Butterworth Heineman.
3. Gupta A.K., Niar S.S and Chatterjee S. (2013) Disaster management and Risk Reduction, Role of Environmental Knowledge, Narosa Publishing House, Delhi.
4. Murthy D.B.N. (2012) Disaster Management, Deep and Deep Publication PVT. Ltd. New Delhi.

## **SYLLABUS**

### **MBA-1 Semester**

**Course Title: Environmental Policy**

**Course Code: BS-616-C**

**Objectives of the Course** - The objectives of environmental policy are to protect natural resources, reduce pollution, promote sustainability, and ensure responsible resource management. It aims to mitigate environmental impact, enhance biodiversity, comply with environmental regulations, and encourage eco-friendly practices to safeguard the environment for future generations while supporting economic growth.

#### **UNIT-1: INTRODUCTION**

**10 Hours**

Introduction to environment, Environment and society, Composition of healthy environment, Climate change, Biodiversity and climate change, Natural resource conservation and management. Over Population and its impact on environment.

#### **UNIT-2: WASTE MANAGEMENT**

**8 Hours**

Introduction of waste management, Solid and Liquid waste management. Environmental policy and evolution, Environmental policy and laws in India. National environmental policy.

#### **UNIT-3: ENVIRONMENTAL HAZARD AND NGT**

**10 Hours**

Environmental hazard and risk management, Ministry of environment, forest and climate change, CPCB (Central pollution control board, SPCB (State pollution control board) Roles and their functions. National Green tribunal and key environmental issues.

#### **UNIT-4: AN OVERVIEW OF ENVIRONMENTAL MODELING**

**10 Hours**

**RIO earth summit 1992**, Kyoto Protocol 1997, Sustainable development and Green technology, The Environment (Protection) Act, 1986, Laws concerning wildlife in India, Biological diversity act, 2002, The Air (Prevention and Control of Pollution) Act, 1981, The Water (Prevention and Control Pollution) Act, 1974

#### **Books and references**

Bhatt, M S; Ashraf, S; and Illiyan, A (Eds.) (2008). *Problems and Prospects of Environment Policy: Indian Perspective*. Aakar Books: Delhi

Divan, S and Rosencranz, A (2001). *Environmental Law and Policy in India* (18<sup>th</sup> Ed.). Oxford University Press: New Delhi.

Dwivedi, O P (1997). *India's Environmental Policies, Programmes and Stewardship*. Palgrave Macmillan: London, UK.

Jaswal, P. S., and Jaswal, N. (2023). *Environmental Law* (2023 Ed.). Allahabad Law Agency.

Krishnamoorthy, B. (2017). *Environmental Management: Text and Cases* (3<sup>rd</sup> Ed.). PHI Learning: New Delhi.

Kulkarni, V and Ramachandra, T V (2006). *Environmental Management*. TERI Press: New Delhi.

**MBA**  
**Semester –I**  
**BS-617: Business Communication**

**Objectives of the Course** - The objectives of business communication are to facilitate clear, effective information exchange, enhance decision-making, foster collaboration, and build strong relationships with stakeholders. It aims to improve organizational efficiency, resolve conflicts, promote transparency, and ensure accurate dissemination of information, ultimately contributing to business growth and success.

**Unit 1: Introduction**

Nature of communication; Myths about communication; Communication process and stages in communication cycle; Barriers to effective communication; Formal and informal communication; Communication channels; Choosing the means of communication, like Letters, memos, reports, fax, e-mail, presentation, telephone, and multimedia; Improving the communication skills and projecting professionalism through various channels of communication; Verbal and non-verbal communication; Organisational culture; Communication and ethics.

**Unit 2: Communication for Managers**

Importance of communication to managers; Internal and external audiences in the organisation; Planning and creating business managers; Analysing the problem and defining the purpose; Analysing business communication situations; Adapting the message to the audience.

**Unit 3: Written Communication**

Planning, writing, and revising business document; Designing documents, slides, and screens; Polishing the writing; Editing for grammar and punctuation; Choosing the right word; Revising sentences and paragraphs, letters, memos; e-mails, and web writing, informative and positive messages, negative messages, persuasive messages; Reports: Types, characteristics of business reports, purposes of reports; Planning and techniques of writing a report.

**Unit 4: Recruitment and Employment Correspondence**

Researching job; Job application letter; Curriculum vitae/ resumes; Employment; Interview; References; Offer of employment; Job description; Letter of acceptance; Letter of resignation.

**Unit 5: Interpersonal Communication**

Listening, working, and writing in teams; Planning, conducting, and recording; Meetings; making effective oral presentations; Overcoming stage fright; Telephonic communication; Conversation and discussion; Public speaking; Seminar presentation; Conference; Group discussion.

**Suggested Readings:**

1. Locker, K.O., and Kaczmarek, S.K., Business Communication: Building Critical Skill, 2nd ed., Tata McGraw-Hill, 2002
2. Bovee, C.L., et al., Business Communication Today, Pearson Education, 2002
3. Taylor, Shirley, Communication for Business, Pearson Education, 2002
4. Lesikar, R.V., and Pettit, Jr., J.D., Business Communication: Theory and Application, Tata McGraw-Hill, 2002
5. James, S.O' Rourke IV, Management Communication: A Case Analysis Approach, 2nd ed., Pearson Education, 2005

## **Course Title: Personality Development**

Course Code: BS617-A

Program & Semester: MBA I

**Objectives of the Course** - The objectives of personality development are to enhance self-awareness, improve communication skills, boost confidence, foster emotional intelligence, and promote positive behavior. It aims to cultivate leadership qualities, strengthen interpersonal relationships, and help individuals achieve personal and professional success by developing a well-rounded and resilient character.

### **Course contents:**

#### **UNIT I**

Introduction to Personality Development The concept of personality - Dimensions of personality – Theories of Freud & Erickson-Significance of personality development. The concept of success and failure: What is success? - Hurdles in achieving success - Overcoming hurdles - Factors responsible for success – What is failure - Causes of failure. SWOT analysis.

#### **UNIT II**

Attitude & Motivation Attitude - Concept - Significance - Factors affecting attitudes - Positive attitude – Advantages –Negative attitude- Disadvantages - Ways to develop positive attitude - Differences between personalities having positive and negative attitude. Concept of motivation - Significance – Internal and external motives - Importance of self- motivation- Factors leading to de-motivation

#### **UNIT III**

Self-esteem Term self-esteem - Symptoms - Advantages - Do's and Don'ts to develop positive self-esteem – Low self-esteem - Symptoms - Personality having low self-esteem - Positive and negative self-esteem. Interpersonal Relationships – Defining the difference between aggressive, submissive and assertive behaviours - Lateral thinking.

#### **UNIT IV**

Other Aspects of Personality Development Body language - Problem-solving - Conflict and Stress Management - Decision-making skills - Leadership and qualities of a successful leader – Character building -Team-work – Time management - Work ethics –Good manners and etiquette.

#### **UNIT V**

Employability Quotient Resume building- The art of participating in Group Discussion – Facing the Personal (HR & Technical) Interview -Frequently Asked Questions - Psychometric Analysis - Mock Interview Sessions.

Total: 45 Periods

### **Text Books:**

1. Hurlock, E.B (2006). Personality Development, 28th Reprint. New Delhi: Tata McGraw Hill.
2. Stephen P. Robbins and Timothy A. Judge (2014), Organizational Behavior 16th Edition: Prentice Hall.

### **Reference Books:**

1. Andrews, Sudhir. How to Succeed at Interviews. 21st (rep.) New Delhi. Tata McGraw-Hill 1988.
2. Heller, Robert. Effective leadership. Essential Manager series. D K Publishing, 2002
3. Hindle, Tim. Reducing Stress. Essential Manager series. D K Publishing, 2003
4. Lucas, Stephen. Art of Public Speaking. New Delhi. Tata - Mc-Graw Hill. 2001
5. Mile, D.J Power of positive thinking. Delhi. Rohan Book Company, (2004).
6. Pravesh Kumar. All about Self- Motivation. New Delhi. Goodwill Publishing House. 2005.
7. Smith, B . Body Language. Delhi: Rohan Book Company. 2004

**Course Title: Speaking skills & Leadership**  
**Course Code: BS617-B**  
**Program & Semester: MBA I**

**Objectives of the Course** - The objectives of speaking skills and leadership are to enhance effective communication, inspire and motivate others, build confidence, and foster collaboration. It aims to improve public speaking, persuasion, and active listening, while developing leadership qualities that empower individuals to lead teams, make decisions, and drive organizational success.

Course contents:

**UNIT – I**

07 Hours

Speaking Skills: Introduction, Definition, The Importance of Communication, The Communication Process – Source, Message, Encoding, Channel, Decoding, Receiver, Feedback, Context Barriers to communication: Physiological Barriers, Physical Barriers, Cultural Barriers, Language Barriers, Gender Barriers, Interpersonal Barriers, Psychological Barriers, Emotional barriers Perspectives in Communication: Introduction, Visual Perception, Language, Other factors affecting our perspective - Past Experiences, Prejudices, Feelings, Environment

**UNIT – II**

07 Hours

Elements of Communication: Introduction, Face to Face Communication – Tone of voice, Body Language (Non-Verbal Communication), Verbal Communication Physical Communication. Communication Styles: Introduction, The Communication styles Matrix with example for each Direct Communication style, Spirited Communication style, Systematic Communication style, Considerate Communication style.

**UNIT – III**

07 Hours

Basic Listening Skills: Introduction, Self-Awareness, Active Listening, Becoming an Active Listener, Listening in Difficult Situations. Effective Written Communication: Introduction, When and When Not to Use Written Communication - Complexity of the Topic, Amount of Discussion Required, Shades of Meaning, Formal Communication.

**UNIT – IV**

05 Hours

Leadership Skills: Purpose of an interview, Do's and Don'ts of an interview Giving Presentations: Dealing with Fears, Planning your Presentation, Structuring Your Presentation, Delivering Your Presentation, Techniques of Delivery

**UNIT – V**

04 Hours

Group Discussion: Introduction, Communication skills in group discussion, Do's and Don'ts of group discussion

**Recommended Books: (Latest Edition)**

1. Basic communication skills for Technology, Andreja. J. Rutherford, 2nd Edition, Pearson Education, 2011
2. Communication skills, Sanjay Kumar, Pushpalata, 1st Edition, Oxford Press, 2011
3. Organizational Behaviour, Stephen .P. Robbins, 1st Edition, Pearson, 2013
4. Brilliant- Communication skills, Gill Hasson, 1st Edition, Pearson Life, 2011
5. The Ace of Soft Skills: Attitude, Communication and Etiquette for success, GopalaSwamy Ramesh, 5th Edition, Pearson, 2013
6. Developing your influencing skills, Deborah Dalley, Lois Burton, Margaret, Greenhall, 1st Edition Universe of Learning LTD, 2010
7. Communication skills for professionals, Konar nira, 2nd Edition, New arrivals –PHI, 2011
8. Personality development and soft skills, Barun K Mitra, 1st Edition, Oxford Press, 2011
9. Soft skill for everyone, Butter Field, 1st Edition, Cengage Learning india pvt.ltd, 2011
10. Soft skills and professional communication, Francis Peters SJ, 1st Edition, McGraw Hill Education, 2011
11. Effective communication, John Adair, 4th Edition, Pan Mac Millan, 2009
12. Bringing out the best in people, Aubrey Daniels, 2nd Edition, McGraw Hill, 1999

**Course Title: Effective Writing Skills**

**Course Code: BS617-C**  
**Program & Semester: MBA I**

**Objectives of the Course** - The objectives of effective writing skills are to convey ideas clearly and concisely, enhance communication, engage the reader, and ensure accuracy. It aims to improve grammar, structure, and style, enabling individuals to write persuasively, professionally, and creatively. Effective writing supports successful business, academic, and personal communication.

**Course contents:**

Effective Writing Skills

- (i) Diary Writing
- (ii) Paragraph Writing
- (iii) Summary/Note making
- (iv) Formal and Informal Letter Writing
- (v) CV/ Resume Writing
- (vi) Report Writing
- (vii) Interview/Feature Article
- (viii) Notice Writing

**Classroom Activity:** Speaking Skills, Listening Skills, Mock Interview, Speech Making Project Work

**Suggested Projects:** Sports Writing, Poetry about Women/Men, Poetry in Translation, Translating a Poem, Telling a Story, Fantasy Writing, Chat Shows, The Menace of Dowry, A Success Story, Creative Writing, Theatre Groups, Interviewing a Celebrity, Writing a Newspaper Article on a Current Topic, Today's Youth and Youth Icons, Leadership and Politics, Examination System and Benefits of Reform, the Epics, Communalism, Gender Discrimination, Social Activism.

**Recommended Reading:** 1. English Communication Skills: AECC under CBCS, HPU. Meenakshi F. Paul and Madhumita Chakraborty. Macmillan, 2017.

**Suggested Readings:**

- 1. Fluency in English. Part I. Macmillan, 2005.
- 2. Fluency in English. Part II. OUP, 2006. Unit 1-15.
- 3. El Dorado: A Textbook of Communication Skills. Orient Blackswan, 2014. Units 1-5.
- 4. Interchange. Workbook III. Fourth Edition. Cambridge University Press, 2015. Units 1-8.
- 5. New Headway. Intermediate Student's Book. 3rd Edition. Oxford University Press, 2012. Units 1-6.
- 6. Write to be Read: Reading, Reflecting & Writing. First South Asian edition. Cambridge University Press, 2014. Units 1-4.
- 7. Business English. Pearson, 2008. Units 4-6.



**MBA**  
**Semester –I**  
**BS-618: Computer Applications in Management**

**Objectives of the Course** - The objectives of computer applications in management are to enhance data processing, improve decision-making, streamline operations, and automate tasks. It aims to optimize resource management, facilitate real-time communication, support data analysis, and improve efficiency, enabling managers to make informed decisions and drive business growth through technology integration.

**Unit I Conceptual Framework**

**(06 hours)**

Hardware: (a) Input devices - keyboard, printing devices, voice speech devices, scanner, MICR, OMR, Bar code reader, digital camera etc. (b) Output devices - Visual Display Unit, printers, plotters (c) Storage Devices – Magnetic storage devices, Optical storage devices, Flash Memory.

**Unit II: Operating System and Software**

**(06 hours)**

Software: Types of software with examples; Introduction to languages, compiler, interpreter and Assembler, Operating System Functions, Types and Classification, Elements of GUI based operating system.

**Unit III: Communication Technology**

**(08 hours)**

Network and Internet: Types of computer networks (LAN, WAN and MAN), Network topologies, EDI. Internet: Netiquettes, Architecture & Functioning of Internet, Basic services over Internet like WWW, FTP, Telnet, Gopher, IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail.

**Unit IV: Office tools for Business**

**(12 hours)**

Use of MS-Office: Word: Paragraph formatting, Page formatting, Header and footer, Bullets and numbering, Finding and replacing text, Mail merge, Macros. Cell referencing, Ranges.  
Excel: Formulae, Functions, Auto sum, Copying formula, Formatting data, creating charts, creating Database, sorting data, filtering.  
Power Point: Formatting text on slides, Inserting charts, adding tables, Clipping, Slide animation, Slide shows.

**Unit-5 Security and Ethical Challenges of IT**

**(8 hours)**

Concept of Business Ethics, Technology Ethics; Security and Ethical Challenges of IT, Cyber Crime and Privacy Issues, Cyber Laws, IT Act 2000.

**Suggested Readings**

1. Shrivastava-Fundamental of Computer& Information Systems (Wiley Dreamtech)
2. Leon A and Leon M - Introduction to Computers ( Vikas, 1st Edition).
3. ITL ESL – Introduction to Information Technology (Pearson, 2nd Edition).
1. 4 ITL ESL – Introduction to Computer science (Pearson, 2nd Edition).
4. Introduction to Computers, Norton P. (TATA McGraw Hill)
5. Leon - Fundamentals of Information Technology, (Vikas)

**MBA**  
**Semester –II**  
**BS-621: Organisational Behaviour**

**Objectives of the Course** - The objectives of organizational behavior are to understand and improve individual and group dynamics, enhance employee motivation, foster effective communication, and promote teamwork. It aims to improve leadership, increase job satisfaction, manage conflict, and create a positive organizational culture, ultimately improving productivity and organizational performance.

**Unit 1: Introduction**

Conceptual foundations of organizational behaviour; Nature and characteristics; Determinants; Contributing disciplines; Challenges and opportunities for Organisational Behaviour

**Unit 2**

- a) Perception, Attitudes, and Values: Nature, process, importance of perception; Factors influencing perception; Attribution theory of perception; Issues involved in perception: Selective - perception, Halo effect, Contrast effect, Projection, Stereotyping; Applications of perception theories in organization; Concept of Pygmalion effect; An overview of emotions values, beliefs and attitudes with emphasis on their managerial implications.
- b) Learning: Concept; Theories of learning: Classical conditioning, Operant conditioning, Social learning, Methods of shaping the behaviour, Managerial implication of learning theories.
- c) Motivation: Why people work? Concept, major theories and process of motivation: Maslow's need-hierarchy theory; Herzberg's motivation-hygiene theory; McGregor's Theory X and Theory Y; Cognitive evaluation theory; Goal-setting theory; Reinforcement theory; ERG theory; Vroom's expectancy theory; Job design theory; Equity theory; Integrating contemporary theories of motivation; Culture-156uridednesS of motivation theories: Managerial implications of various theories; Linking MBO with goal-setting theory; Linking recognition programmes and reinforcement theory; Linking employee involvement programmes and motivation theories.

**Unit 3**

- a) Personality: Concept and determinants; Personality traits; Major personality attributes influencing Organisational Behaviour; Locus of control; Machiavellianism; Self-esteem; Self-monitoring; Risk-taking; Type A and Type B personality; Proactive personality; Personality and national culture; Holland's typology of personality and congruent occupations.
- b) Leadership: Concept and functions; Style and theories of leadership: Traits, behavioural and situational/ contingency groups of theories; Inspirational approaches to leadership: Charismatic leadership, Transformational leadership, and transactional leadership, Contemporary leadership roles; Challenges to the leadership construct; Substitutes and neutralizers to leadership.
- c) Stress: Concept; Consequences and sources; Stress Management: Individual approaches and organisational approaches.

**Unit 4**

- a) Group Behaviour: Groups: Concept and classification; Stages of group development; Group structure; Roles and group norms; Premises and issues; Group decision-making: Group vs individual; Groupthink and groups shift; Group decision • making techniques and process
- b) Interpersonal Relationships: Understanding self and others; Developing interpersonal relationships; Transactional analysis; Johari window.
- c) Conflict Management: Concept; Causes of conflict; Types of conflicts; Stages of conflicts; Effects of conflicts; Managing conflicts.

## Unit 5

- a) Organisation power and politics: Concept; Sources and classification; Power tactics; Coalitions; Organisational politics: Concept and people's response to organisational politics, The concept of impression management.
- b) Organisational culture and change: Concept; Dominant culture; Strong vs weak cultures; Creating and sustaining culture; Employees learning of the culture; Creating a customer-responsive culture
- c) Organisational change: Concept and forces for change; Managing planned changes; Resistance to change; Approaches to manage organisational' change; Organisational development; The concept of learning organization; Culture-boundedness of managing the change.

### **Suggested Readings:**

1. Robbins, SP, Stephen P., Timothy Judge, 'and SeemaSanghi, OrganisationalBehaviour, 15th ed., Pearson Education, 2012
2. W. Newstrom, John, OrganisationalBehaviour, 14th ed., Tata McGraw-Hill, 2014
3. Fred Luthans, OrganisationalBehaviour, 12<sup>th</sup>ed., McGraw-Hill, 2013
4. Heresy, Paul, Kenneth H. Blanchard, and Dewey E. Johnson, Management of OrganisationalBehaviour, 10th ed., Prentice-Hall of India, Eastern Economy Edition, 2013
5. SS Khanka, OrganisationalBehaviour, S. Chand & Co., New Delhi, 2013, 4<sup>th</sup> Edition

**MBA**  
**Semester –II**  
**BS-622: Management Accounting**

**Objective**

To provide the students the knowledge about the use of accounting information for planning, control and decision-making in organizations.

**Course Contents**

**Unit 1: Introduction**

Nature, scope, and importance of management accounting; difference between financial accounting and management accounting; difference between cost accounting and management accounting; cost control, cost reduction, and cost management.

**Unit 2: Budget and Budgetary Control**

Concept of budget and budgetary control; objectives, merits, and limitations of budget administration; types of budgets: fixed and flexible budgets, zero-base budget, programme and performance budget.

**Unit 3: Standard Costing**

Concept of standard cost and standard costing; advantages, limitations, and application; variance analysis: calculation of material variances, labour variances, and overhead variances, disposition of variances.

**Unit 4: Marginal Costing and Decision-making**

Concept of marginal costing, differential costing and absorption costing, break-even analysis, use of above costs in decision-making; make or buy, change of product-mix, pricing and determination of shut-down point.

**Unit 5: Responsibility Accounting**

Concept and approaches to responsibility accounting. Steps involved in responsibility centres and their types; Divisional performance measurement — financial measures.

**Suggested Readings:**

1. Charles C. Horngren, Gary L. Sundem, and William O. Stratton, Introduction to Management Accounting, 15th ed., Prentice—Hall of India/Pearson Education, Delhi, 2009
2. Khan, M.Y., and P.K. Jain, Management Accounting, 6th ed., Tata McGraw-Hill, New Delhi, 2013
3. Richard M. Lynch and Robert W. Williams, Accounting and Management: Planning and Control, 3rd ed., Tata McGraw-Hill, New Delhi, 2005
4. Anthony, Robert N., David F. Hawkins, and Kenneth A. Merchant, Accounting: Text and Cases, 13th ed., Tata McGraw-Hill, New Delhi, 2013

**BS-622A: Analysis and Interpretation of Data**

**Objective of the Course:**

To equip students with the fundamental techniques used in data analysis and interpretation, enabling them to effectively analyze business data for informed decision-making.

**Course Contents**

**Unit 1: Introduction to Data Analysis and Descriptive Statistics**

**Periods:** 8-1-2

**Topics Covered:**

- **Nature and Importance of Data Analysis:** Role of data in decision-making, types of data (qualitative vs. quantitative).
- **Types of Data:** Cross-sectional data, time-series data, panel data.
- **Descriptive Statistics:** Measures of central tendency (mean, median, mode), measures of dispersion (range, variance, standard deviation), and measures of shape (skewness and kurtosis).
- **Graphical Representation of Data:** Bar charts, histograms, pie charts, and frequency distributions.

**Unit 2: Probability and Probability Distributions**

**Periods:** 7-1-2

**Topics Covered:**

- **Basic Probability Concepts:** Definition of probability, events, sample spaces, conditional probability.
- **Probability Rules:** Addition rule, multiplication rule, Bayes' theorem.
- **Probability Distributions:**
  - **Discrete Probability Distributions:** Binomial distribution, Poisson distribution.
  - **Continuous Probability Distributions:** Normal distribution, exponential distribution.
- **Applications of Probability Distributions** in business decision-making.

**Unit 3: Inferential Statistics**

**Periods:** 8-1-2

**Topics Covered:**

- **Sampling and Sampling Distribution:** Sampling techniques, Central Limit Theorem, sampling distribution of the sample mean.
- **Estimation:** Point estimation and interval estimation, confidence intervals for population parameters (mean, proportion, variance).
- **Hypothesis Testing:** Formulation of null and alternative hypotheses, types of errors (Type I and Type II), p-value approach, and confidence intervals.
- **Tests of Significance:** z-test, t-test, chi-square test, and F-test.

## Unit 4: Regression and Correlation Analysis

**Periods:** 7-1-2

**Topics Covered:**

- **Correlation Analysis:** Types of correlation (positive, negative, and zero correlation), Pearson's correlation coefficient, Spearman's rank correlation.
- **Simple Linear Regression:** Model formulation, least squares method, interpretation of regression coefficients, assumptions, and limitations.
- **Multiple Linear Regression:** Introduction, model formulation, multicollinearity, interpretation of coefficients, R-squared, and adjusted R-squared.
- **Applications in business:** Predicting sales, forecasting demand, and risk analysis.

## Unit 5: Multivariate Analysis and Time Series Analysis

**Periods:** 8-1-2

**Topics Covered:**

- **Multivariate Analysis:** Introduction to multivariate data, principal component analysis (PCA), factor analysis, cluster analysis.
- **Time Series Analysis:** Components of time series (trend, seasonality, cyclical variations, irregular variations), moving averages, exponential smoothing, and ARIMA models.
- **Forecasting:** Techniques for forecasting in business, time series forecasting, and applications in demand forecasting and sales prediction.

### Suggested Readings:

1. **"Statistics for Business and Economics"** by Paul Newbold, William L. Carre, and Betty Thorne – Pearson Education, 9th ed., 2013
  2. **"Business Statistics: A Decision-Making Approach"** by David F. Groebner, Patrick W. Shannon, Philip C. Fry – Pearson Education, 8th ed., 2010
  3. **"Business Analytics: Data Analysis and Decision Making"** by S. Christian Albright and Wayne L. Winston – Cengage Learning, 7th ed., 2019
  4. **"Quantitative Methods for Business"** by David R. Anderson, Dennis J. Sweeney, and Thomas A. Williams – Cengage Learning, 12th ed., 2014
  5. **"Applied Multivariate Statistical Analysis"** by Richard A. Johnson and Dean W. Wichern – Pearson, 6th ed., 2013
  6. **"Statistics for Management"** by Levin, Rubin, and Stinson – Pearson Education, 7th ed., 2014
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**MBA**  
**Semester – II**  
**BS-622B: Analysis and Interpretation of Data**

**Objectives of the Course** - The objectives of data analysis and interpretation are to extract meaningful insights, identify trends, make informed decisions, and solve business problems. It aims to improve accuracy, support forecasting, and enhance strategic planning.

**Unit 1: Introduction to Statistics and Data Collection**

- **Introduction to Statistics**
  - Definition and importance of statistics
  - Types of statistics: Descriptive and Inferential
  - Applications of statistics in various fields (e.g., business, social sciences, healthcare, etc.)
- **Types of Data**
  - Qualitative vs Quantitative data
  - Discrete vs Continuous data
  - Levels of measurement: Nominal, Ordinal, Interval, and Ratio scales
- **Data Collection and Sampling**
  - Types of data collection methods (surveys, experiments, observational studies)
  - Sampling techniques: Simple Random Sampling, Stratified Sampling, Systematic Sampling, Cluster Sampling
  - Errors in sampling: Sampling bias, Non-sampling errors
- **Introduction to Data Representation**
  - Frequency distribution tables
  - Graphical representation of data: Bar charts, Histograms, Pie charts, and Line graphs

**Unit 2: Descriptive Statistics**

- **Measures of Central Tendency**
  - Mean: Arithmetic and weighted
  - Median: Calculation and interpretation
  - Mode: Unimodal, bimodal, and multimodal distributions
- **Measures of Dispersion (Spread)**
  - Range: Definition and limitations
  - Variance and Standard Deviation: Calculation for population and sample
  - Coefficient of Variation: Interpretation in comparison
  - Interquartile Range (IQR) and Box Plots
- **Shape of the Distribution**
  - Skewness: Positive, negative, and symmetrical skewness
  - Kurtosis: Leptokurtic, platykurtic, and mesokurtic distributions
- **Exploratory Data Analysis (EDA)**
  - Use of graphical tools (Histograms, Box Plots, Stem-and-leaf displays) to summarize data

**Unit 3: Probability and Probability Distributions**

- **Basic Probability Concepts**

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- Experiment, Sample space, Events, and Outcomes
- Probability of events: Classical, Relative frequency, and Subjective methods
- Addition and multiplication rules of probability
- Conditional probability and the concept of independence
- **Random Variables and Probability Distributions**
  - Discrete Random Variables: Probability mass functions (PMF)
  - Continuous Random Variables: Probability density functions (PDF)
  - Cumulative Distribution Function (CDF)
- **Common Probability Distributions**
  - **Discrete Distributions:**
    - Binomial distribution
    - Poisson distribution
  - **Continuous Distributions:**
    - Normal distribution
    - Exponential distribution
- **The Central Limit Theorem**
  - Importance of the Central Limit Theorem
  - Sampling distributions of sample means and their properties
  - Standard Error

#### Unit 4: Inferential Statistics

- **Sampling and Sampling Distributions**
  - Concept of a sample and population
  - Sampling distribution of the sample mean
  - Standard error and sample size considerations
- **Estimation and Confidence Intervals**
  - Point estimation and interval estimation
  - Confidence intervals for population mean, proportion, and variance
  - Interpretation of Confidence Intervals (e.g., 95% confidence level)
- **Hypothesis Testing**
  - Hypothesis testing framework: Null hypothesis ( $H_0$ ) vs Alternative hypothesis ( $H_1$ )
  - Type I and Type II errors
  - p-value, significance level ( $\alpha$ ), and decision-making
  - One-tailed and two-tailed tests
  - Tests for population mean (Z-test, t-test) and population proportion (Z-test)
- **Chi-Square Test**
  - Chi-square test for goodness of fit
  - Chi-square test for independence
  - Contingency tables

#### Unit 5: Regression, Correlation, and Statistical Analysis

- **Correlation**
  - Definition and types of correlation (positive, negative, no correlation)
  - Pearson correlation coefficient (r): Calculation and interpretation
  - Spearman rank correlation coefficient
- **Simple Linear Regression**
  - Linear regression model:  $Y = \beta_0 + \beta_1 X$
  - Estimation of coefficients (Least squares method)
  - Interpretation of regression coefficients
  - Coefficient of determination ( $R^2$ ): Goodness of fit



- Assumptions in linear regression
  - **Multiple Linear Regression**
    - Model with multiple predictors:  $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_n X_n$
    - Estimation of coefficients and interpretation
    - Multicollinearity and its effects
  - **Analysis of Variance (ANOVA)**
    - Concept of variance between and within groups
    - One-way ANOVA: Assumptions and application
    - Post-hoc tests: Tukey's HSD
    - F-statistic interpretation
- 

### Course Summary:

This syllabus provides a comprehensive foundation in both **descriptive** and **inferential statistics**, covering key concepts such as data collection, measures of central tendency, probability distributions, hypothesis testing, regression, and correlation. Practical skills in using statistical tools and methods are developed throughout the course, preparing students for real-world data analysis.

By the end of the course, students should be able to:

1. Collect, organize, and summarize data.
2. Perform basic probability calculations and understand common distributions.
3. Use statistical techniques to make inferences about populations from samples.
4. Conduct hypothesis tests and estimate population parameters.
5. Analyze relationships between variables using correlation and regression.

### Suggestive Readings:

- "Data Science for Business" by Foster Provost
- "The Art of Data Science" by Roger D. Peng
- "Data Analysis for Business Decisions" by Duane J. Ireland.

**MBA**  
**Semester – II**  
**BS-622C: Statistics, Computation and application**

**Objectives of the Course** - The objectives of statistics, computation, and application are to analyze data, model relationships, and make data-driven decisions. It aims to improve problem-solving, forecast trends, optimize processes, and enhance decision-making through statistical methods and computational tools applied in various fields like business, economics, and engineering.

## **Unit 1: Introduction to Statistics and Computational Tools**

### **1.1 Introduction to Statistics**

- Definition and scope of statistics
- Role of statistics in decision making and problem-solving
- Descriptive vs. Inferential statistics
- Applications of statistics in various fields (business, healthcare, engineering, etc.)

### **1.2 Types of Data and Variables**

- Qualitative vs. Quantitative data
- Discrete vs. Continuous data
- Nominal, Ordinal, Interval, and Ratio scales of measurement
- Cross-sectional vs. time-series data

### **1.3 Introduction to Statistical Software**

- Overview of statistical computation tools (e.g., **R**, **Python**, **SAS**, **SPSS**)
- Installation and basic setup of **R** and **Python**
- Introduction to key libraries: numpy, pandas, matplotlib in Python; ggplot2, dplyr in R
- Data input, cleaning, and exploration using computational tools
- Importing datasets and performing basic operations (mean, median, mode, etc.)

### **1.4 Computational Tools for Data Visualization**

- Creating histograms, bar charts, scatter plots, and box plots
  - Customizing plots (titles, labels, colors, etc.)
  - Visualizing distributions and summary statistics
- 

## **Unit 2: Descriptive Statistics and Exploratory Data Analysis (EDA)**

### **2.1 Measures of Central Tendency**

- Mean, median, and mode: Definition, calculation, and interpretation
- Weighted mean and trimmed mean

### **2.2 Measures of Dispersion**

- Range, variance, and standard deviation
- Interquartile range (IQR) and boxplots
- Coefficient of variation and its application in comparisons

## **2.3 Data Distribution and Shape**

- Skewness and kurtosis
- Normal distribution and its properties
- Empirical rule for normal distribution
- Outliers: Detection using IQR and Z-scores

## **2.4 Exploratory Data Analysis (EDA)**

- Visual and computational methods for exploring data
- Summarizing data with tables and graphical methods
- Identifying patterns, trends, and relationships in data using plots and summary statistics

## **2.5 Data Cleaning and Preprocessing**

- Handling missing data (imputation, deletion, etc.)
- Outlier detection and treatment
- Transforming variables (log transformation, normalization)

# **Unit 3: Probability Theory and Probability Distributions**

## **3.1 Basic Probability Concepts**

- Sample space, events, and outcomes
- Conditional probability and Bayes' theorem
- Probability rules: Addition, multiplication, and complement

## **3.2 Random Variables and Probability Distributions**

- Definition of random variables: Discrete and continuous
- Probability mass function (PMF) for discrete variables
- Probability density function (PDF) for continuous variables

## **3.3 Common Probability Distributions**

- **Discrete Distributions:**
  - Binomial distribution: Properties and applications
  - Poisson distribution: Applications in rare events
- **Continuous Distributions:**
  - Normal distribution: Standard normal and Z-scores
  - Exponential distribution: Memoryless property
  - Uniform distribution: Properties and applications

## **3.4 The Central Limit Theorem (CLT)**

- Understanding the importance of CLT
- Sampling distributions of the sample mean and sample proportion
- Practical implications of CLT for inferential statistics

### **3.5 Simulation and Monte Carlo Methods**

- Generating random numbers and simulating random processes
  - Using Monte Carlo simulations to approximate probability distributions
  - Applications of simulation in risk analysis and forecasting
- 

## **Unit 4: Inferential Statistics and Hypothesis Testing**

### **4.1 Introduction to Inferential Statistics**

- Estimation and confidence intervals (for means, proportions, and variances)
- Point estimates vs. interval estimates
- Confidence interval for population mean (with known and unknown variance)

### **4.2 Hypothesis Testing**

- Framework of hypothesis testing: Null vs. Alternative hypothesis
- Type I and Type II errors, significance level ( $\alpha$ )
- One-tailed vs. two-tailed tests
- p-value and its interpretation

### **4.3 Parametric Tests**

- Z-test and t-test for means (one-sample, two-sample, paired)
- Hypothesis testing for population proportions (Z-test)
- Analysis of variance (ANOVA) for comparing multiple means

### **4.4 Non-Parametric Tests**

- Chi-square test for goodness of fit and independence
- Mann-Whitney U test, Kruskal-Wallis test for comparing ranks
- Wilcoxon signed-rank test

### **4.5 Practical Computation of Hypothesis Tests**

- Performing hypothesis tests using statistical software (R, Python)
  - Interpreting results and drawing conclusions
  - Application of hypothesis testing to real-world datasets
- 

## **Unit 5: Regression Analysis, Time Series, and Applications**

### **5.1 Simple and Multiple Linear Regression**

- Simple linear regression: Model, assumptions, and interpretation
- Multiple linear regression: Multiple predictors and the regression equation
- Least squares method: Fitting the model and estimating coefficients
- Model diagnostics: Residual analysis, R-squared, and multicollinearity

## **5.2 Logistic Regression**

- Introduction to logistic regression for binary outcomes
- Estimating the odds ratio and interpretation of coefficients
- Model fit and evaluation: ROC curve, AUC

## **5.3 Time Series Analysis and Forecasting**

- Components of time series: Trend, seasonality, and noise
- Autocorrelation and lag plots
- Time series decomposition: Additive and multiplicative models
- Forecasting models: Moving averages, exponential smoothing, and ARIMA models

## **5.4 Applications in Data Science and Machine Learning**

- Data preprocessing and feature engineering
- Introduction to machine learning models: Supervised vs. unsupervised learning
- Introduction to algorithms: Decision trees, k-means clustering, SVM, etc.
- Evaluating models: Accuracy, precision, recall, and F1-score

## **5.5 Case Studies and Applications**

- Applying statistical models to real-world data
- Case studies in business, healthcare, economics, or environmental science
- Using statistical computation tools (e.g., R, Python) for solving practical problems

## **Suggestive Readings:**

- "Statistics for Business and Economics" by Paul Newbold
- "Applied Multivariate Statistical Analysis" by Richard A. Johnson
- "Introduction to Computational Statistics" by James E. Gentle
- "The Elements of Statistical Learning" by Trevor Hastie, Robert Tibshirani, and Jerome Friedman.

**MBA**  
**Semester –II**  
**BS-623: Operations Research**

**Objective of the Course**

To equip the students with the basic understanding of techniques used in operations research, so as to apply them in business decision-making.

**Allocation of Periods: 45 (Lectures-50, Tutorials-5, Practicals-10)**

**Course Contents**

**Unit 1**

**a) Operations Research:** Nature, scope, and applications

**b) Linear Programming:** Mathematical formulation, Graphical Method and Simplex Method of solving LP problem; Special cases: Infeasible Solution, Degeneracy, Unboundedness, and Multiple 'Optimal Solutions'; Sensitivity analysis; Duality; Business applications of linear programming.

**(Periods-8-1-2)**

**Unit 2**

**a) Transportation Technique:** Major methods of finding initial basic feasible solution, Stepping-stone and MODI methods for finding optimal solution; Special cases of transportation problem.

**b) Assignment Problem:** Algorithm, Special cases.

**(Periods-6-1-**

**2)**

**Unit 3: Inventory Control**

Concept, functions, and significance of inventory; major decisions; Relevant costs; Classical EOQ model: limitations, extensions of the classical EOQ model; gradual receipt; application of EOQ model in production process; quantity discount; Planned stock-out; Re-order level; ABC analysis.

**(Periods-5-1-**

**2)**

**Unit 4**

**a) Project Management:** PERT and CPM and their applications, PERT/Cost; Resource leveling.

**b) Queuing Theory:** Introduction; Structure of queuing system; characteristics of M/M/I queuing model; Applications of queuing theory.

**(Periods-5-1-2)**

**Unit 5**

**a) Game Theory:** Concept of game; 'two-person', 'zero-sum' games; pure and mixed-strategy games; rule of dominance; major methods of solving game theory problems; Limitations and applications of game theory.

**b) Simulation:** Definition; Types; Advantages and limitations; Phases of simulation model; Applications to PERT problems, investment problem, and inventory problems.

**(Periods-6-1-**

**2)**

**Suggested Readings:**

- 1) Anderson, David R., Dennis J. Sweeney, and Thomas A. Williams, Quantitative Methods for Business, Thomas South-Western, New Delhi, 12th ed., 2004
- 2) Hillier, F.S., and G.J. Lieberman, Introduction to Operations Research, McGraw-Hill Book Co., New Delhi, 10th ed., 2015
- 3) Vohra, N.D., Quantitative Techniques in Management, Tata McGraw-Hill, New Delhi, 4<sup>th</sup> ed., 2011.
- 4) Levin, R.I., D.S. Rubin, J.P. Stinson, and E.S. Gardner, Jr., Quantitative Approaches to Management, McGraw-Hill Book Co., New Delhi, 5th ed., 2005
- 5) Hamdy, A. Taha, Operations Research: An Introduction, Prentice-Hall, New Delhi, 8th ed., 2016.

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**MBA**  
**Semester –II**  
**BS-624: Marketing Management**

**Objectives**

To acquaint the students with the principles and practices of marketing

**Unit 1: a) Marketing Concept** - Marketing management; Nature and scope; Evolution of marketing; Selling vs marketing; Emerging role of marketing; Marketing mix.

**b) Marketing Environment** - Concept; Need for study; Major elements and their impact on marketing decisions.

**Unit 2: a) Consumer Behaviour** - Consumer vs. organisational/ industrial buyer; Their characteristics; Importance of understanding consumer behaviour; Determinants of consumer behaviour; Theories of consumer behaviour; Various buying roles in family; Types of buying behaviour; Consumer decision-making process in buying.

**b) Market Segmentation** - Nature and importance of segmentation; Pre-requisites for effective segmentation; Bases of segmenting consumer markets; Market selection strategies; Positioning.

**Unit 3: Product Decisions**

Concept of product; Classification of products; Product line and Product mix; Branding, packaging, and labeling; Customer services; Development of new product; Product Life-cycle; The new product (Consumer); Adoption process.

**Unit 4: a) Price Decisions** - Pricing as a marketing variable-its role and importance; Price vs. non-price competition; Factors influencing price determination; Price setting in practice; Price policies and strategies.

**b) Distribution Channels and Physical Distribution Decisions** - Why are marketing intermediaries used? Marketing channel functions; Selecting channels of distribution; Determining the intensity of distribution; Channel management decisions-selection, motivation and evaluation of individual middlemen; Manufacturer-distribution relationship; Retailing and wholesaling; Logistics of distribution.

**Unit 5: a) Promotion Decisions** - Nature; Objectives and importance of promotion; Communication process; Promotion mix and methods; Advertising; Personal Selling; Public Relations; and Sales Promotion.

**b) Legal, Ethical, and Social Aspects of Marketing** - Consumerism; Consumer protection measures in India; Recent developments in consumer protection in India.

**Suggested Readings:**

1. Philip Kotler, • Levin Lane Keller, Abraham Koshy, and MithleshwarJha, *Marketing Management: South Asian Perspective*, 13<sup>th</sup> ed., Pearson Education, New Delhi, 2012
2. Michale J. Etzel, Bruce J. Walker, William J. Stanton, and Ajay Pandit, *Marketing: Indian Adaptation*, 14<sup>th</sup> ed., Tata McGraw-Hill, New Delhi, 2009
3. E. Jerome McCarthy and William B. Perreale, *Basic Marketing: A Managerial Approach*, 15<sup>th</sup> ed., Tata McGraw-Hill, New Delhi, 2009
4. Philip Kotler and Gary Armstrong, *Principle of Marketing*, 14<sup>th</sup> ed., Prentice-Hall of India, New Delhi, 2014
5. *The Consumer Protection Act, 1986*

**MBA**  
**Semester –II**  
**BS-625: Financial Management**

**Objectives of the Course**

This course seeks to help the students in developing their skills for financial decision-making.

**Course Contents**

**Unit 1: Introduction to Financial Management**

Nature, scope, and objectives of financial management; Time-value of money; Concept of risk and return; Valuation of securities: Bonds and Equities; Functions of Finance Management in modern age.

**Unit 2: Long-term Investment Decisions**

Concept and Principles of Capital Budgeting; Methods of capital Budgeting: Payback Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index; Capital budgeting under risk; Certainty-Equivalent Approach and Risk-adjusted Discount Rate

**Unit 3 : Working Capital Management**

Concept of working capital; Planning for working capital, The risk-return trade-off; Management of cash and near-cash assets; Payables management; Management of accounts receivable; Inventory management; Sources, of short-term finance.

**Unit 4 : Long-term Financing Decisions and Cost of Capital**

Capitalisation; Capital structure; Factors affecting the pattern of capital structure; Basic assumptions and theory of capital structure; Estimation of components of cost of capital; Equity capital and external and internal retained earnings; Debt and preference capital; Weighted-Average Cost of Capital (WACC) and marginal cost of capital; Sources of long-term financing: Capital structure; Operating and financial leverage; Determinants of capital structure; Corporate securities.

**Unit 5 : Dividend Decisions**

Concept of dividend; Significance of dividend decision in business; Forms of dividend; Factors affecting dividend policy; Dividend policy theories: Walter's Model; Modigliani-Miller approach; Gordon's Model; Dividend policy in practice.

**Suggested Readings:**

1. James C Van home, Financial Management and Policy, 13th ed., Prentice-Hall of India, New Delhi
2. I.M. Pandey, Financial Management, Vikas Publication, 11 ed., 2015
3. M.Y. Khan and P.K. Jain, Financial Management, Tata McGraw-Hill, 7th ed., 2014
4. V. Sharan, Essentials of Financial Management, Prentice-Hall of India, New Delhi, 6<sup>th</sup> ed., 2010
5. Van Horne and Wachowicz, Jr., Fundamentals of Financial Management, 13th ed., 2015
1. Prentice-Hall of India,
6. Eugene F. Brigham and Joel F. Houston, Fundamentals of Financial Management, concise 9<sup>th</sup> ed. (Indian Edition), Thomson South-western (now Cengage Learning), New Delhi, 2016
7. Ravi M. Kishor, Financial Management, 5th ed., 2018, Taxmann, New Delhi
8. R.P. Rustagi, Financial Management, Galgotia Publishers, New Delhi, 11<sup>th</sup> edition, 2016
9. Lawrence J. Gitman, Principles of Managerial Finance, Pearson Education, 14<sup>th</sup> ed., New Delhi
10. Prasanna Chandra, Fundamentals of Financial Management, Tata McGraw-Hill, 6<sup>th</sup> ed., 2014



**MBA**  
**Semester –II**  
**BS-626: Human Resource Management**

**Objective of the Course**

To enable students to understand procedures, processes and techniques applied in the management of Human Resource in an organisation.

**Allocation of Periods: 45 (Lectures-30, Tutorials-5, Practicals-10)**

**Course Contents**

**Unit 1 : Introduction to Human Resource Management**

Evolution of FIRM (b) Objectives and functions of HRM (c) Role and responsibilities of HR manager (d) Relevance of HRM (e) Systems approach to HRM.

**(Period-6-1-2)**

**Unit 2 : Acquisition of Human Resource Management**

Human Resource Planning: Purpose and process (b) Recruitment and Selection: Sources of Recruitment, Stages in Selection Process (c) Placement, goals analysis: Job description and job specification.

**(Period-7-1-4)**

**Unit 3 : Developing Human Resources**

(a) Training and Development: Training needs, training methods, application of computers in training, developing effective training programmes (b) Concept of HRD (c) Management development programmes

**(Period-4-1-2)**

**Unit 4 : Performance Appraisal**

(a) Concept and objectives of performance appraisal (b) Process of performance appraisal (c) Criteria for performance appraisal (d) Benefits of performance appraisal (d) Limitations and constraints (f) 360 degree performance appraisal (g) Promotion-degree, transfer and separation: Promotion, purpose, principles and types; Transfer: Reasons, principles and types; Separation: Lay-off, resignation, dismissal, retrenchment, voluntary, retirement scheme.

**(Period-4-1-1)**

**Unit 5 : Motivating Human Resources**

(a) Motivation at Work, Major Motivation Theory: An Overview (b) Participative Management (c) Compensation Management, Major Elements of Compensation Management (d) Incentives: Concepts, types of incentives; Incentives schemes in Indian industries; Fringe benefits (e) Discipline and employees' grievance redressal

**(Period-5-1-0)**

**Suggested Readings:**

1. Dessler, Gary, and Biju Varkkey, Human Resource Management, 14<sup>th</sup> ed. Pearson Education, New Delhi, 2015.
2. Gomez-Mejia, et al., Managing Human Resources, 7<sup>th</sup> ed., Pearson Education
3. Ivancevich, Human Resource Management, Tata McGraw-Hill, 8<sup>th</sup> ed., 2000
4. David S. Decenzo and Stephen P. Robbins, Personal/Human Resource Management, 8<sup>th</sup> ed., Prentice-Hall of India, New Delhi, 2015
5. Biswajeet Pattanayak, Human Resource Management, 4<sup>th</sup> ed., Prentice-Hall of India, New Delhi
6. K. Aswathappa, Human Resource and Personnel Management, Tata McGraw-Hill, 6<sup>th</sup> ed.
7. RS Dwivedi, Managing Human Resources in Indian Enterprises, Galgotia Publishing Co., New Delhi, 5<sup>th</sup> ed.

**MBA**  
**Semester –II**  
**BS-627: Production and Operations Management**

**Objective of the Course**

To enable students to understand the techniques of Production and Operations Management, and be able to apply those effectively in the business.

**Allocation of Periods: 45 (Lectures-30, Tutorials-5, Practicals-10) Course Contents**

**Unit 1 : Introduction to Production and Operations Management (P&OM)**

(a) Nature, Objectives and Scope of P&OM (b) Evolution of P&OM (c) Transformation System (d) Functions and Responsibilities of Operations Manager (e) Difference between Goods and Services (f) New product development

**(Periods- 4-1-2)**

**Unit 2 : Facilities Management**

(a) Types of Processes (b) Process Selection (c) Importance of Facilities Location (d) Factors Affecting Facilities Location (e) Location Evaluation (f) Facility's Layout: Criteria for Good Layout, Benefits of good layout, Symptoms of Poor Layout, Types of Facility's Layout, Layout planning

**(Periods- 6-1-2)**

**Unit 3 : Production Planning**

(a) Introduction to Production Planning (b) Production Planning Strategies (c) Introduction to Capacity Planning (d) Aggregate Planning (e) Master Production Scheduling (f) Material Requirement Planning (g) Production Scheduling

**(Periods- 6-1-2)**

**Unit 4 : Production Control**

(a) Elements of Production Control (b) Purchase Process (c) Receiving (d) Inventory Management: Graphical, Tabular and EOQ Models of Inventory Control; Economic Production Lot Size (EPLS) (e) Just-In-Time Inventory (f) Selective Control Tools of Inventory.

**(Periods- 6-1-2)**

**Unit 5 :**

**a) Quality Management:** Concepts of Total Quality Management (TQM)

**b) Tools for Lean and Six Sigma:** Value stream map; 7 wastes; Pure and replenishment types; Standardised work; Total Productivity Management (TPM); Just-in-time (JIT)

**(Periods- 8-1-2)**

**Suggested Readings:**

1. Chase, Jacob, Aquilano, and Agarwal, *Production and Operations Management*, 13<sup>th</sup> ed. (TMH, New Delhi), 2009
2. Lee J. Krajwski, *Operations Management: Strategy and Analysis*, 6<sup>th</sup> ed., Pearson Education, N. Delhi
3. Jeffery K. Liver, *Toyota Production Way*
4. Adam Ebert, *Production and Operations Management*, 6<sup>th</sup> ed., Pearson Education, N. Delhi
5. S.N. Chary, *Production and Operations Management*, TMH, New Delhi, 5<sup>th</sup> edition
6. William J. Stevenson, *Operations Management*, 13<sup>th</sup> ed., 2017, McGraw-Hill, New Delhi
7. Muhlemann, Oakland, Lockyer, Sudhir, and Katyayani, *Production and Operations Management*, 6<sup>th</sup> ed., Pearson Education, 2007
8. Elwoods S. Buffa and Rakesh K. Sarin, *Modern Production/ Operations Management*, 8<sup>th</sup> ed., Wiley Student Edition, 2009
9. Joseph S. Martinich, *Production and Operations Management*, 10<sup>th</sup> Reprint, Tata McGraw-Hill, New Delhi/Nbida, 2005
10. Norman Gaither, *Operations Management*, Cengage Learning
11. Ritzman, et al., *Operations Management*, Pearson, 11<sup>th</sup> ed., 2015

**MBA**  
**Semester –II**  
**BS-628: Management Information System**

**Objective of the Course**

To enable students to understand and apply Information Technology and e-commerce in the business decision-making

**Allocation of Periods: 45 (Lectures-30, Tutorials-5, Practicals-10)**

**Course Contents**

**Unit 1 : Information Systems in Business**

- a) Information Technology, Information System, Information versus data.
- b) Transaction processing system, Process control system.
- c) Electronic Business (e-business), Electronic Commerce (e-commerce), Legacy system
- d) Competitive Advantage, Competitive Strategies, .Strategic Information Systems, Reengineering Business Processes, Total Quality Management (TQM), Porter's Competitive Model.

**Unit 2 : Computer Hardware, Software, and Network**

- a) Central Processing Unit (CPU), Primary storage (memory), Secondary storage, Minicomputer (midrange), Automated input devices, Storage devices' Microprocessor' Peripheral devices.
- b) Application-specific programs, general-purpose application software, end-user software, system software, system development software, general purpose vs application specific programming language, machine language.
- c) Digital versus analog network, modem, network topology, Local Area Network (LAN), and Wide Area Network (WAN), fiber optic cable.

**Unit 3 : E-Business Systems**

- a) Batch Processing, On-line (real-time) Systems, Inventory Control.
- b) Cross-Functional Enterprise Applications, Enterprise Application Integration,
- c) Collaboration Systems, Direct Business Model.
- d) Supply Chain Management (SCM), Challenges of SCM, Enterprise Resource Planning (ERP), Challenges of ERP, Customer Relationship Management (CRM), Challenges of CRM, Outsourcing.
- e) Internet, Intranet, and Extranet, B2B e-Commerce, B2C e-Commerce, C2C e-Commerce, Electronic Payment Systems, Electronic Funds Transfer, Access Control and Security.

**Unit 4 : Decision Support System**

- a) Decision Structure, Decision Support system versus management reporting, Reporting alternatives, Data mining, On-line Analytical Processing (OLAP)
- b) Expert System, Level of Management Decision Making, Artificial Intelligence, Neural Network, Virtual Reality.

**Unit 5 : Developing Business/ IT Solutions**

- a) Feasibility Study, Cost/benefit analysis, Functional requirements, Organisational Analysis, Prototype, Systems development life-cycle, Conversion Methods, Tangible versus Intangible Benefits, Post-implementation review, Documentation.
- b) Water-fall Model, Incremental Model, Spiral Model
- c) Data flow diagram, Entity-relationship model

**Suggested Readings:**

1. O'Brien, James, and Marakas, George, Management Information Systems, Tata McGraw-Hill, 2009, 10<sup>th</sup>ed.
2. Abhijit Chaudhury, Abhijit and Jean-Pierre KUILBOER, e-Business and e-Commerce Infrastructure: Technologies Supporting the e-Business Initiative, Mc-Graw-Hill Companies, 2002
3. Jawadekar, W.S, Management information System, Tata McGraw-Hill, 6<sup>th</sup>ed.
4. Bajaj, K.K., and Nag, Debjani, e-Commerce, Tata McGraw-Hill, 2<sup>nd</sup> edition
5. Davis, Olan, Management Information System, Tata McGraw-Hill, New Delhi, 8<sup>th</sup> ed., 2006
6. Loudan and Loudan, Management Information System, 13<sup>th</sup>ed.

**MBA**  
**Semester –III**  
**BS-631: Strategic Management**

**Objective of the Course**

To acquaint the students with the essentials of formulation, implementation, decision-making, and control strategies in the management of a corporate business organization, in 3. achieving social impact of public and not for profit organizations, global value chain strategies, managing and evaluating entrepreneurship opportunities and start ups, change management, challenges of global businesses, emerging technologies and fostering innovation

**Allocation of Periods: 45 (Lectures-30, Tutorials-5, Practicals-10)**

**Course Contents**

**Unit 1 : Introduction:** Concept of Strategic Management; Strategic management process; Business policy; Corporate strategy; Mission, vision, objectives; Basic model of strategic management; Strategic decision-making; Role of strategic management in marketing, finance, HRM, and global competitiveness.

**(Periods-2-0-0)**

**Unit 2 : Formulation of Strategy**

- a) Defining the Organisational Mission Triple Bottom-line and Social Responsibility.
- b) External Environment (Analysis and Implications).
- c) The Global Environment: Strategic Considerations for Multinational Firms.
- d) Internal Analysis.
- e) Formulating Long-Term Objectives and Grand Strategies

**(Periods-10-1-2)**

**Unit 3 : Strategic Analysis**

- a) Strategic Analysis and Choice in Single or Dominant Product Business: Building Sustainable Comparative Advantages.
- b) Strategic Analysis and Choice in the Multibusiness Company: Rationalising Diversification and Building Shareholder Value

**(Periods-6-1-2)**

**Unit 4 : Implementation of Strategy**

- a) Implementing Strategy through Short-Term Objectives, Functional Tactics, Reward System and Employee Empowerment, Leadership, and Culture
- b) Managing and Evaluating Entrepreneurship
- c) Change Management and Continuous Improvement.

**(Periods-2-1-2)**

**Unit 5**

- a) Global Value Chain Strategies
- b) Contemporary Issues: Management of Emerging Technologies; Innovations (Research, Development and Applications); Management of Non-Profit Organizations; Business in Volatile Global Environment.

**(Periods-8-2-4)**

**Suggested Readings:**

1. John A Pearce II, Richard B Robinson. Jr., Strategic Management, 11th ed., Tata McGraw Hill, 2015
2. Lawrence R. Gaunce & William F. Glueck, Business Policy and Strategic Management, McGraw Hill, 2<sup>nd</sup> edition
3. AzharKazmi, Business Policy of Strategic Management, Tata McGraw Hill, 4<sup>th</sup> edition, 2008.
4. Thomson, Strategic Management: Concept and Cases, Tata McGraw-Hill, New Delhi, 13<sup>th</sup> International edition
5. Gregory G. Dess, GT (Tom) Lumpkin, Alan Eisner, Strategic Management, Tata McGraw-Hill, Noida, 2015
6. Wheeler David and K. Rangarajan, Concepts of Strategic Management and Business Policy, Pearson Education, New Delhi, 13<sup>th</sup> edition
7. Cliff Broman, Business Policy and Strategic Management, PHI, New Delhi, 2014
8. Ohmae, K., The Mind of the Strategist, McGraw-Hill, New York, 1<sup>st</sup> edition
9. Chandler, Alfred, Strategy and Structure, Doubleday, New York
10. Drucker, Peter, The Practice of Management,

**MBA**  
**Semester –III**  
**BS-632: International Business**

**Objective of the Course**

To expose students to the concept, importance, and dynamics of international business and India's involvement with global business operations.

**Allocation of Periods: 45 (Lectures-35, Tutorials-5, Practicals-5) Course Contents**

**Unit 1**

**a) Introduction:** Nature and scope of International business; Rationale of International business; Concept of globalization and its importance; Impact of globalization; International business Vs domestic business.

**b) International business environment:** Economic, Socio-cultural and politic-legal environment; Complexities of International business; Modes of entry into International business; Global trading environment-recent trends in world trade in goods and services; Trends in India's foreign trade.

**Unit 2**

**a) Theories of International Trade:** An overview; Commercial Policy Instruments-tariff and non-tariff measures; Balance of payment account and its components.

**b) International Organisations and Arrangements:** WTO - Its objectives, principles, organisational structure and functioning; An overview of other organizations — UNCTAD, World Bank and IMF; Commodity and other trading agreements.

**Unit 3**

**a) Regional Economic Co-operation:** Forms of regional groupings; Integration efforts among countries in Europe, North America, and Asia.

**b) International Financial Environment:** International financial system and institutions; Foreign exchange markets and risk management; Foreign investments-types and flows; Foreign investment in Indian perspective.

**Unit 4**

**a) Organisational structure for international business operations:** Key issues involved in making international production, finance, marketing and human resource decisions; International business negotiations.

**b) Developments and issues in International business:** Outsourcing and its ' potentials for India; Strategic alliances, mergers and acquisitions; Role of IT in International business; International business and ecological considerations.

**Unit 5**

**a) Foreign Trade promotion measures and organizations in India;** Special economic zones (SEZs) and 100% export oriented units (EOUs); Measures for promoting foreign investments into and from India; Indian joint ventures and acquisitions abroad.

**b) Financing of foreign trade and payment terms.**

**Suggested Readings:**

1. Charles, W.L. Hill and Arun K. Jain, International Business, Tata McGraw-Hill, New Delhi, 2011, 6<sup>th</sup> edition
2. Johnson, Derbe, and Colin Turner, International Business — Themes and Issues in the Modern Global Economy, London: Routledge, 2010, 2<sup>nd</sup> edition
3. Cherunilam, Francis, International Business: Text and Cases, Prentice-Hall of India Ltd., 2009, 6<sup>th</sup> edition.
4. John, H. Daniels and Lee H. Radenbaugh, International Business Environments and Operations, Pearson, Delhi, 2009, 12<sup>th</sup> edition
5. Justin, Paul, International Business, Prentice-Hall of India Ltd., 2008, 5<sup>th</sup> edition
6. Michael R. Czinkota, et al., International Business, The Dryden Press, Fortforth, 2002
7. RBI, Report on Currency and Finance, Various issues.
8. Griffin, Ricky, and Michael W. Pustay, International Business — A Managerial Perspective, Prentice-Hall, Upper Saddle River, New Jersey, 2003
9. Bennett, Roger, International Business, Pearson, Delhi, 1999, 2<sup>nd</sup> edition
10. UNCTAD Reports
11. WTO, Annual Report, Various Issue

**MBA**  
**Semester –III**  
**BS-633: Research Methodology**

**Objectives of the Course** - The objectives of research methodology are to provide systematic methods for data collection, analysis, and interpretation. It aims to ensure accuracy, reliability, and validity in research findings, guide researchers in problem-solving, and enable them to draw meaningful conclusions that contribute to knowledge advancement and informed decision-making.

**Unit 1 Concept of Research:** Definition, Meaning, Importance types and Qualities of Research; Research applications in functional areas of Business, Emerging trends in Business research.

Research & the Scientific Method: Characteristics of scientific method. Steps in Research Process

Research Proposal – Elements of a Research Proposal, Drafting a Research Proposal, evaluating a research proposal.

**Unit 2 Research design:** Concept, Features of a good research design, Use of a good research design; Exploratory Research Design: Concept, Types: Qualitative techniques – Projective Techniques, Depth Interview, Experience Survey, Focus Groups, OBS-ervation.

Descriptive Research Designs: Concept, types and uses. Concept of Cross-sectional and Longitudinal Research

Experimental Design: Concept of Cause, Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group.

**Unit 3 Scaling & measurement techniques:** Concept of Measurement: Need of Measurement; Problems in measurement in management research – Validity and Reliability. Levels of measurement – Nominal, Ordinal, Interval, Ratio.

Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired comparison & Forced Ranking – Concept and Application.

**Unit 4 Sampling:** Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame (practical approach for determining the sample frame expected), Sampling errors, Non Sampling errors, Methods to reduce the errors, Sample Size constraints, Non Response.

Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling.

Non Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods.

**Unit 5 Data Analysis:** Editing, Coding, Tabular representation of data, frequency tables, Construction of frequency distributions, Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Histogram, Leaf and stem, Candle stick, Box plots.

Bi-variate Analysis: Linear Regression Analysis: Meaning and two lines of regression; relationship between correlation and regression co-efficient, Cross tabulations, Chi-square test;

Hypothesis: Qualities of a good Hypothesis –Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing – Logic & Importance.

Test of Significance: Small sample tests: t (Mean, proportion) and F tests, Z test, on-parametric tests: Binomial test of proportion, Randomness test; Analysis of Variance: One way and two-way Classifications, Interpretation of the given data and scenario analysis is expected for appropriate managerial decision inferences to be drawn.

**Suggested Readings:**

1. Business Research Methods, Naval Bajpai, Pearson Education, 2015
2. Research Methodology, C R Kothari, New Age International, 2<sup>nd</sup> edition, 2013
3. Research Methodology, Deepak Chawla, NeenaSondhi, Vikas Publication, 1<sup>st</sup> edition, 2011
4. Business Research Methods by Donald Cooper & Pamela Schindler, TMGH, 12<sup>th</sup> Edition (2013)
5. Business Research Methods by Alan Bryman & Emma Bell, Oxford University Press, 4<sup>th</sup> Edition. (2015)

**MBA**  
**Semester –III**  
**BS-633A: PUBLICATION ETHICS**

**Objectives of the Course** - The objectives of publication ethics are to ensure integrity, transparency, and fairness in the publishing process. It aims to prevent plagiarism, authorship disputes, and data manipulation. Ethical publishing fosters credibility, promotes accurate knowledge dissemination, and upholds academic standards, ensuring research is shared responsibly and contributes to the scientific community.

**Unit 1: Introduction to Publication Ethics**

- **1.1 Definition and Scope of Publication Ethics**
  - What is publication ethics?
  - Importance of ethics in academic publishing and research dissemination
  - Ethical issues in publication: Plagiarism, authorship, conflicts of interest, duplicate publication
- **1.2 The Role of Integrity in Research and Publication**
  - The importance of honesty, transparency, and accountability
  - Ethical principles guiding research and publication
  - Key guidelines from professional bodies: COPE (Committee on Publication Ethics), ICMJE (International Committee of Medical Journal Editors), Elsevier, Springer
- **1.3 Ethical Issues in Scholarly Publishing**
  - Plagiarism: Definition, types, and how to avoid it
  - Fabrication and falsification of data
  - Redundant or duplicate publication
  - Conflicts of interest and how to manage them
- **1.4 Introduction to Ethical Guidelines for Authors**
  - Guidelines on authorship, contribution, and order of authorship
  - The concept of "Ghostwriting" and "Guest Authorship"
  - Ethical responsibility of authors in reporting research findings

**Unit 2: Ethical Standards in the Research Process**

- **2.1 Ethical Issues in Research Design**
  - Importance of ethical considerations in research design
  - Obtaining informed consent and the role of Institutional Review Boards (IRBs) or Ethics Committees
  - Ethical considerations for vulnerable populations in research
- **2.2 Data Management and Ethics**
  - Responsible data collection, storage, and sharing practices
  - Ensuring data accuracy and integrity
  - Avoiding data manipulation or selective reporting
- **2.3 Authorship and Accountability**
  - Criteria for authorship: Who qualifies as an author?
  - Determining the order of authorship
  - Responsibilities of authors, co-authors, and corresponding authors
- **2.4 Ethical Issues in Peer Review**
  - The peer review process and its role in ensuring publication quality
  - Types of peer review: Single-blind, double-blind, open peer review
  - Ethical concerns in peer review: Confidentiality, bias, and conflict of interest
  - Handling reviewer reports and revising manuscripts ethically

### Unit 3: Ethical Publishing Practices

- **3.1 The Publication Process**
  - Steps involved in submitting a manuscript to a journal: Initial submission, revision, acceptance
  - Ethical responsibilities of the editor and the publisher
  - Publisher's role in enforcing ethical publishing standards
- **3.2 Avoiding Publication Malpractices**
  - Plagiarism detection and prevention techniques
  - Self-plagiarism and recycling content across multiple publications
  - Dealing with simultaneous submissions to multiple journals
  - Ethical issues related to the manipulation of impact factors or citation counts
- **3.3 Case Studies of Publication Ethics Violations**
  - Real-life examples of ethical violations in publishing (e.g., retracted papers, fabricated data)
  - The consequences of unethical practices in research and publishing
  - Case studies of journals and researchers who have faced ethical issues
- **3.4 Copyright and Intellectual Property**
  - Copyright laws and their application in academic publishing
  - Licensing agreements and open access publishing
  - The role of Creative Commons in sharing academic work responsibly

### Unit 4: Ethical Challenges in Open Access and Self-Publishing

- **4.1 Open Access Publishing: Ethical Considerations**
  - Definition and models of open access publishing
  - Advantages and ethical concerns in open access publishing
  - Predatory publishers: Characteristics and how to identify them
  - Ethical implications of publishing in paid vs. free access journals
- **4.2 Ethical Challenges in Self-Publishing and Preprints**
  - Risks of self-publishing and ethical issues surrounding it
  - Preprint servers: Benefits and ethical concerns (e.g., early dissemination of unreviewed research)
  - Maintaining academic rigor and transparency in self-publishing platforms
- **4.3 Ethical Issues in Citation Practices**
  - Proper citation practices: Avoiding citation manipulation and inappropriate referencing
  - Citation cartels and the unethical practice of forced citation
  - Ethical implications of citing non-existent or misleading sources
- **4.4 Addressing Unethical Practices in Research**
  - Dealing with research misconduct: Steps for investigation and reporting
  - Reporting ethical violations to journals, publishers, and institutions
  - Whistleblowing ethics and the protection of whistleblowers

### Unit 5: Ethical Decision-Making in Publishing

- **5.1 Ethical Decision-Making Models**
  - Ethical theories and their application in research and publication ethics
  - Utilitarianism, deontology, virtue ethics, and the application in publishing decisions
  - Ethical dilemmas in publishing and how to resolve them
- **5.2 Institutional and Legal Aspects of Publication Ethics**
  - Role of universities, research institutions, and professional organizations in promoting ethical publishing
  - The role of ethics committees in research misconduct investigations
  - Legal frameworks surrounding academic publishing: Libel, defamation, and plagiarism laws



- **5.3 Research Misconduct and Handling Ethical Violations**
  - Types of research misconduct: Plagiarism, falsification, fabrication
  - Procedures for handling allegations of misconduct
  - Consequences of research misconduct for authors and institutions
  - Ethical implications of retraction and correction of published work
- **5.4 Promoting Ethical Publishing in Academia**
  - Training researchers and authors on ethical publishing practices
  - Institutional responsibility for upholding ethical standards
  - Promoting transparency and accountability in academic research
  - Initiatives to support ethical publication practices (e.g., open science, open peer review)

### **Course Summary:**

This course on **Publication Ethics** provides a comprehensive understanding of the ethical standards, practices, and responsibilities involved in academic publishing. It covers everything from the research process to the publication process, peer review, and the ethical challenges posed by emerging trends such as open access publishing. The course also emphasizes how researchers, authors, and publishers can uphold integrity, transparency, and accountability in disseminating research.

### **Learning Outcomes:**

By the end of this course, students should be able to:

1. Understand and apply key principles of publication ethics.
2. Recognize ethical issues in the research and publishing process and handle them appropriately.
3. Maintain research integrity through responsible data management and authorship practices.
4. Navigate the challenges of open access, copyright, and self-publishing in the context of ethical publishing.
5. Address and resolve ethical dilemmas in academic publishing with integrity and professionalism.

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### **Suggested Readings:**

1. **Publication Ethics** by Barbara J. Troup (Springer)
2. **Ethical Guidelines for Publication in Scholarly Journals** by COPE (Committee on Publication Ethics)
3. **Research Ethics: A Philosophical Guide to the Responsible Conduct of Research** by Gary Comstock
4. **Research Misconduct in the Health Sciences** by John I. Gallin & Frederick P. Ognibene
5. **Publication Ethics: The Role of Authors and Editors** by H. U. Kambhampati & J. P. Johnso

**MBA**  
**Semester –III**  
**BS-633B: Emerging trends in Research**

**Objectives of the Course** - The objectives of emerging trends in research are to explore innovative methodologies, incorporate advanced technologies, and address contemporary challenges. It aims to foster interdisciplinary collaboration, enhance data-driven insights, and promote sustainable, impactful solutions. These trends drive scientific discovery, improve research efficiency, and contribute to addressing global issues.

**Unit 1: Introduction to Emerging Trends in Research**

- **1.1 Defining Emerging Trends in Research**
  - What constitutes an emerging trend?
  - Importance of staying updated with research trends
  - Factors influencing changes in research practices (technology, globalization, etc.)
- **1.2 Evolution of Research Methodologies**
  - Traditional vs. modern research methods
  - Technological advancements that are transforming research (e.g., big data, artificial intelligence, machine learning)
  - The impact of interdisciplinary research
- **1.3 Role of Digital Tools in Research**
  - Introduction to digital tools for data collection and analysis
  - Research software: Data management systems, qualitative analysis tools, and modeling software
  - The role of cloud computing in research collaboration
- **1.4 Globalization and Its Influence on Research Trends**
  - Cross-border collaboration in research
  - Global research funding trends and priorities
  - International standards and guidelines in research practices

**Unit 2: Big Data and Artificial Intelligence in Research**

- **2.1 Understanding Big Data**
  - Definition and characteristics of big data (Volume, Variety, Velocity, Veracity)
  - Sources of big data in business research (e.g., social media, consumer behavior, sensors, etc.)
  - Big data analytics techniques: Descriptive, Predictive, and Prescriptive Analytics
- **2.2 Role of Artificial Intelligence and Machine Learning in Research**
  - Machine learning algorithms in data analysis (supervised, unsupervised, reinforcement learning)
  - AI-driven research tools for automation of repetitive tasks (data cleaning, summarizing literature, etc.)
  - Case studies of AI applications in business research (predictive modeling, sentiment analysis)
- **2.3 Data Visualization Techniques for Big Data**
  - Visualizing large datasets: Heatmaps, cluster maps, time series, and geospatial visualization
  - Tools for data visualization (e.g., Tableau, PowerBI, D3.js, R, Python libraries)
  - Creating interactive dashboards for business decision-making
- **2.4 Ethical Considerations in Big Data and AI Research**
  - Privacy concerns and data security issues in big data research
  - Bias in machine learning algorithms and ethical implications
  - Responsible AI and fair use of data

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## Unit 3: Digital and Social Media Research

- **3.1 Introduction to Digital and Social Media Research**
  - Impact of digital platforms on research practices
  - Types of data available from digital platforms (social media, blogs, forums, online reviews)
  - Ethical and privacy considerations in digital and social media research
- **3.2 Social Media Analytics**
  - Social media as a research tool: Sentiment analysis, trend analysis, influencer analysis
  - Tools for social media research (e.g., Hootsuite, Brandwatch, Sprout Social, Twitter API)
  - Measuring social media impact and engagement
- **3.3 Text Mining and Natural Language Processing (NLP)**
  - Techniques in text mining: Information retrieval, topic modeling, sentiment analysis
  - Applications of NLP in business research (e.g., analyzing customer feedback, market research)
  - Case studies of successful text mining applications in marketing and customer service
- **3.4 Digital Surveys and Crowdsourcing**
  - Designing and implementing digital surveys using platforms like Google Forms, SurveyMonkey, Qualtrics
  - Crowdsourcing as a method for gathering large-scale research data
  - Ethical concerns in digital surveys and crowdsourcing

## Unit 4: Sustainability and Social Impact Research

- **4.1 Research on Sustainability and Corporate Social Responsibility (CSR)**
  - Importance of sustainability in business research
  - Measuring environmental, social, and governance (ESG) factors
  - Integrating sustainability metrics into business decision-making
- **4.2 Green and Sustainable Business Practices**
  - Emerging trends in eco-friendly business models and practices
  - Research on renewable energy, sustainable supply chains, and waste reduction
  - Role of technology in promoting sustainability in businesses
- **4.3 Social Impact and Social Entrepreneurship Research**
  - The role of social entrepreneurship in addressing global challenges
  - Research methodologies in social impact measurement (e.g., social return on investment, impact assessment)
  - Case studies of businesses with a strong social impact focus
- **4.4 Trends in Corporate Governance and Ethics**
  - New approaches in corporate governance research
  - Ethical considerations and transparency in business research
  - Regulatory changes and their impact on business practice

## Unit 5: The Future of Research: Collaborative and Open Research Practices

- **5.1 Open Science and Open Access Publishing**
  - Definition and benefits of open science: Open data, open methodology, open access journals
  - The rise of open access publishing: Impact on research dissemination
  - Platforms for open access research (e.g., arXiv, Open Science Framework)
- **5.2 Collaborative Research Networks**
  - Benefits of interdisciplinary and international research collaboration
  - Research consortia and academic-business partnerships
  - Platforms for collaborative research (e.g., ResearchGate, Mendeley, Google Scholar)

- **5.3 The Role of Crowdsourcing in Innovation and Research**
  - Crowdsourcing as a method for innovation and problem-solving in research
  - Crowdsourcing in product development, idea generation, and market research
  - Examples of successful crowdsourcing initiatives in business research
- **5.4 Emerging Technologies in Research: Blockchain, IoT, and 3D Printing**
  - The role of blockchain technology in ensuring research data integrity and transparency
  - Internet of Things (IoT) and its potential for gathering real-time business data
  - 3D printing technology in business research and prototyping.

### **Learning Outcomes:**

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

1. Identify and evaluate emerging research trends and their impact on business research.
2. Apply advanced data analytics techniques, including AI and machine learning, to business problems.
3. Understand and leverage digital and social media platforms for research.
4. Explore and conduct research on sustainability, CSR, and social impact.
5. Understand the future of research, including open science, crowdsourcing, and collaborative practices.

### **Suggested Readings:**

1. **Big Data and Business Analytics** by Jay Liebowitz
2. **Research Methods for Business Students** by Mark Saunders, Philip Lewis, Adrian Thornhill (7th Edition, Pearson)
3. **Artificial Intelligence in Business: Research and Applications** by Andreas Kaplan and Michael Haenlein
4. **Digital Research Methods** by Sue McKemmish and Melissa Adler
5. **The Open Access Movement in Research** by Tim Gowers

**MBA**  
**Semester –III**  
**BS-634: Supply Chain Management**

**Objective of the Course**

The objective of the course is to familiarize the students with the mechanism of supply chain planning, design, and operations in the firms. This will help to manage Facilities, inventory, transportation, and information the key drivers of supply chain management

**Allocation of Periods: 45 (Lectures-30, Tutorials-5, Practicals-10)**

**Contents of the Course**

**Unit 1 : Introduction to Supply Chain Management (SCM)**

(a) Basic Concepts, Scope And Philosophy Of Supply Chain Management, (b) Importance Of Supply Chain Management, (c) Supply Chain Decision, (d) Evolution Of Supply Chain Management.

**(Periods-4-1-2)**

**Unit 2 : Designing the Supply Chain**

(a) Role Of Distribution In Supply Chain, (b) Factors Influencing Distribution Network, (c) Process Of Supply Network Design, (d) Distribution Strategy, (e) Models For Facilities Location And Capacity Allocation, (f) Impact Of Uncertainty On Supply Chain Design, (g) Evaluation Of Supply Chain Design, (h) Demand Chain Management, (i) Strategic Alliances.

**(Periods- 6-1-2)**

**Unit 3 : Performance Measurement and Control**

(a) Concept, Dimensions Of Performance Measurement, (b) Tools For Performance Improvement: Benchmarking: Introduction, Forms Of Benchmarking, GAP Analysis, Benchmarking Study Report; (c) Achieving Strategic Integration, (d) Supply Chain Operations Reference (SCOR) Modeling, SCOR Analysis, (e) Value Chain, (f) Concept Of Configurability, (g) Evaluation Of Supply Chain Performance (Supply Chain Cost Analysis), (h) Impediments To Improved Performance.

**(Periods- 7-1-2)**

**Unit 4 : Logistics Management**

(a) Concept of LOGISTICS, Inbound And Outbound Logistics, (b) Key Activities of Logistics, (c) Managing The Costs Of Logistics, (d) Application Of Logistics Management, (e) Trade-Offs In Logistics Management, (f) Bull-Whip Effect In Logistics, (g) Third And Fourth Party Logistics, (h) Emergence Of IT In Logistics, (i) International Issues In Logistics, (j) Warehousing, Types Of Warehouses, Site Selection, Layout And Design Of Warehouses.

**(Periods- 7-1-2)**

**Unit 5 : Emerging Trends in Supply Chain Management**

(a) Role Of Information Technology (IT) In Supply Chain Management: Electronic Data Interchange (EDI), E-Customer Relationship Management, Use Of Data Mining Tools, E-Business Framework, (b) Customer Profitability Analysis (CPA), (c) International Issues In Supply Chain Management.

**(Periods- 6-1-2)**

**Suggested Readings:**

1. Chopra, Meindl; Supply Chain Management: Strategic Planning and Operation, 7th ed., Pearson Education, New Delhi, 2016
2. Altekhar, Supply Chain Management: Concepts and Cases, Prentice-Hall of India, New Delhi, 10<sup>th</sup> print, 2015
3. BS-Sahay, Supply Chain Management, Macmillan, New Delhi, 2007
4. G. Raghuram, Logistics and Supply Chain Management, Macmillan, New Delhi, 2000
5. Balou, Supply Chain Management, Pearson Education, 5<sup>th</sup> edition, 200

**MBA**  
**Semester –IV**  
**BS-641: Entrepreneurship Development**  
**Allocation of Periods: 45 (Lectures-30, Tutorials-5, Practicals-10)**

**Objectives of the Course** - The objectives of entrepreneurship development are to foster innovation, create job opportunities, and promote economic growth. It aims to equip individuals with the necessary skills, knowledge, and resources to start and manage successful ventures. The goal is to enhance entrepreneurial spirit, encourage risk-taking, and drive sustainable business development.

**Course Contents**

**Unit 1 : Foundations of Entrepreneurship Development**

Concept and need of entrepreneurship; Definition of entrepreneur, entrepreneurship, innovation, invention, creativity, business idea; Entrepreneurship as a career; Entrepreneurship as a style of management; The changing role of the entrepreneur; Entrepreneurial traits.

**(Periods-6-1-2)**

**Unit 2 : Theories of Entrepreneurship**

Influences on entrepreneurship development; External influences on entrepreneurship development; Socio-cultural, political, economical, personal entrepreneurial success and failure: reasons and remedies; Women entrepreneurs; Challenge to women entrepreneurs; achievements of women entrepreneurs.

**(Periods-4-1-2)**

**Unit 3 : Business Planning Process**

The business plan as an entrepreneurial tool; Elements of business plan; Objectives; Market analysis; Development of product/idea; Marketing, finance, organization and management; Ownership; Critical risk contingencies of the proposal; Scheduling and milestones

**(Periods-7-1-2)**

**Unit 4 : Project Management**

Technical, financial, marketing personnel, and management feasibility reports; Financial schemes offered by various financial institution, like Commercial Banks, IDBI, ICICI, SIDBI, SFCs.

**(Periods-7-1-2)**

**Unit 5 : Entrepreneurship Development and Government**

Role of Central Government and State Government in promoting entrepreneurship with various incentives, subsidies, grants, etc.

**(Periods-5-3)**

**Suggested Readings:**

1. Khanka, S.S., Entrepreneurial Development, S. Chand, New Delhi
2. Hisrich D. Robert, Michael P. Peters, Dean A. Shepherd, Entrepreneurship, McGraw-Hill, 6th ed.
3. Zimmerer W. Thomas, Norman M. Scarborough, Essentials of Entrepreneurship and Small Business Management, PHI, 4th ed.
4. Holt H. David, Entrepreneurship: New Venture Creation, Prentice-Hall of India, New Delhi, Latest edition.
5. Kuratko, F. Donald, Richard M. Hodgetts, Entrepreneurship: Theory, Process, Practice, Thomson, 7th ed.
6. Desai, Vasant, Dynamics of Entrepreneurial Development and Management, Mumbai, Himalaya Publishing House, Latest edition.
7. Dollinger, Mare J., Entrepreneurship: New Venture Creation, Prentice-Hall of India, New Delhi, Latest edition.
8. Patel, V.G., The Seven Business Crises and how to Beat them, Tata McGraw-Hill, New Delhi, 1995.
9. Roberts, Edward B. (ed.), Innovation: Driving Product, Process; and Market Change, Jossey Bass, 2002.
10. SIDBI Report on Small Scale Industries Sector, Latest edition.

**MBA**  
**Semester –IV**

**BS-642: Corporate Social Responsibility & Corporate Governance**

**Objective:** The course aims to develop student's general theoretical knowledge of corporate social responsibility in contemporary economies and to reflect upon and analysis CSR as an evolving management practice and to gain basic knowledge on Corporate Governance Principles and purpose of good corporate governance

**Allocation of Periods: 45 (Lectures-30, Tutorials-5, Practicals-10)**

**Unit 1 : Introduction to Corporate Social Responsibility**

**(Periods-6-1-2)**

Definition, Necessity, Demands and Implications of CSR, Global Perspective, Trends and Generation of CSR, Social and ecological responsibility, Forces causing social and ecological responsibility, Corporate Responsibility, Accountability and Sustainability, Integrating Bottom Line Measures in CSR, Indian Approach to' CSR.

**Unit 2 : Corporate Sustainability**

**(Periods-6-0-2)**

Concept of corporate sustainability, Drivers for corporate sustainability, External drivers: Governments, community activists, consumers, customers, market expectations, other corporations, industry associations and non-government organisations. Internal drivers: Corporate leaders and change agents within the company.

**Unit 3 : Corporate Governance**

**(Periods-8-2-3)**

Evolution of Corporate Governance, Narasimhao Committee and other Committee Recommendations on Corporate Governance, Effective Board of Directors and its role, Independent Directors and Audit Committee, Remuneration Committee, Nomination Committee; Corporate and Capital Structures

**Unit 4 : Evaluation of effectiveness of Internal Control**

**(Periods-10-2-3)**

Management Accounting applications and Directors' Responsibility Statement; Going Concern status-financial and other indicators, role of management audit, evaluation of going concern uncertainties; Related party transactions and disclosures; Project management audit and corporate governance; Relevance of Risk Evaluation and Risk management; Evaluation of key financial decisions and disclosures; Management Audit for investors' protection in the context of Corporate Governance, Corporate Governance Norms as prescribed by SEBI,

**Suggested Readings:**

1. May, Steve, George Cheney, and Juliet Roper (eds.) (2006), The Debate over Corporate Social Responsibility, Oxford University Press.
2. Baxi CV, and Prasad Ajit, Corporate Social Responsibility: Concept and Cases, Excel Books, 2006.
3. Dunphy, D., A. Griffiths, and S. Benn, Organisational Change for Corporate Sustainability, London: Routledge, 2003.
4. Laura P. Hartman and Abha Chatterjee, Perspectives in Business Ethics, Tata McGraw Hill, 3rd ed., 2007.
5. John L. Colley, Jacqueline L. Doyle, George W. Logan, and Wallace Stettinius, Corporate Governance, McGraw-Hill, 2003.

**MBA**  
**Semester –IV**  
**BS-643: E- Business**

**Objectives of the Course** - The objectives of e-business are to enhance efficiency, expand market reach, and streamline operations through digital platforms. It aims to improve customer experience, reduce costs, and enable real-time communication. E-business fosters innovation, supports global transactions, and helps businesses gain a competitive edge in a rapidly evolving digital marketplace.

**Unit I**

**(8 Sessions)**

Introduction to E-Business: Overview of E-Business; Information Services; Interpersonal Communication; Shopping Services; Virtual Enterprises

E-Commerce: Origin and Need of E-Commerce; Factors affecting E-Commerce; Business dimension and technological dimension of E-Commerce; E-Commerce frame work; Internet as an E-Commerce enabler handling business transactions;

Handling payments: Electronic Fund Transfer System, Digital Token an notational based electronic payment system, smart card, credit card and emerging financial instruments

**Unit II**

**(8 Sessions)**

B2B E-Commerce: B2B E-Commerce models: supply oriented, buyer oriented, intermediary oriented; Just-in-time for B2B commerce

Mobile Commerce: Introduction to mobile commerce; Frame required for mobile computing; Challenges emerging in mobile commerce security considerations

**Unit III**

**(8 Sessions)**

E-Commerce and Banking: changing dynamics in banking industry; Home banking and its implementation; Management issues in on-line banking

E-Commerce and retailing: On-line retail industry dynamics; On-line mercantile models from customer perspective; Management challenges in on-line retailing

**Unit IV**

**(8 Sessions)**

E-Commerce and on-line publishing: On-line publishing approach from customer prospective; Supply chain management fundamentals; Intranets and Supply Chain Management; Managing retail supply chains, Supply chain Application Software

EDI: EDI application in business development; EDI technology; EDI as a re-engineering tool; Financial EDI

**Unit V**

**(8 Sessions)**

Indian Perspective: Benefits of E-Commerce; Drawbacks and limitations of E-Commerce; Major requirements in E-Business; Emerging trends and technologies in E-Business; From E-Commerce to E-Business, Web security: Introduction; Firewalls and transaction security.

**Suggested Readings**

1. Bhaskar- E-Commerce (Tata McGraw-Hill)
2. Krishnamurthy- E-Commerce Management: Text and Cases (Vikas)
3. Laudon and Traver- E-Commerce: Business, Technology, Society (Pearson Education)
4. Michel D et al- Business-to-Business Marketing (Palgrave, 2003)
5. Greenstein and Feinman- Internet securities
6. Kalakota and Whinston- Frontiers of electronic commerce (Pearson Education),
7. Kalakota R- Electronic Commerce: A manager's guide (Pearson Education) 2000



**MBA**  
**Semester –IV**  
**MARKETING GROUP**  
**(Electives)**

**Group A**

**BS-6M1: Consumer Behaviour**

**Objective of the Course**

To enable students to understand the Concepts and Strategies of Management of Consumer Behaviour and Branding.

**Allocation of Periods: 45 (Lectures-30, Tutorials-5, Practicals-10)**

**Unit 1 : Introduction**

Defining consumer behaviour; Reasons for studying consumer behaviour, applying consumer behaviour knowledge; Scope of consumer behaviour; Market segmentation; Bases of segmentation, Criteria for effective targeting of market segments

**(Periods-6-1 -2)**

**Unit 2 Consumer as an Individual**

Consumer Motivation; Consumer involvement, Personality and Self Concept; Perception; Consumer Learning and memory; Information processing, Attitudes and Changing Attitudes

**(Periods-7-1-2)**

**Unit 3 Consumers in Social and Cultural Settings**

Reference Groups and Family Influences; Social class, Cultural; Sub cultural and Cross cultural Influences on Consumer Behaviour; Personal influences and Diffusion of Innovations; Impact of Media and Globalization.

**(Periods-7-1-2)**

**Unit 4 : Consumer Decision Process**

Problem Recognition; Search and Evaluating; Purchasing processes; Post-purchase Behaviour; Consumer Behaviour Models; Consumerism; Organisational Buying Behaviour.

**(Periods-4-1-2)**

**Unit 5 : Branding**

(a) Concept of Brand (b) Types of Brand (c) Branding Challenges (d) Products & Brands (e) Brand Image & Personality (f) Brand Equity (g) Association (h) Brand Positioning, Core values, & Brand Mantra (i) Brand Extension (j) Managing Brands (k) Branding in Services. (1) Global Branding.

**(Periods-6-1-2)**

**Suggested Readings:**

1. Schiffman and Kanuk, Consumer Behaviour, Prentice-Hall of India, 2007.
2. H.V. Verma, Brand Management Excel Books -2007
3. Desmond J, Consumer Behaviour, Palgrave, 2007
4. Loudon, D L, Consumer Behaviour, Tata McGraw-Hill, 2007 edition)
5. Blackwell, et al, Consumer Behaviour, Vikas, 9th edition (Blackwell) 2007.

**MBA**  
**Semester –IV**

**BS-6M2: Sales Management**

**Course Objective**

To enable a students to understand the Processes, Planning and Strategies of Sales and Distribution Management.

**Allocation of Periods: 45 (Lectures-30, Tutorials-5, Practicals-10)**

**Unit 1 : Introduction**

(a)Selling as a part of marketing, Sales management process (b) Role of sales manager, Concept of personal selling, Sales management and salesmanship (c) Theories of personal selling; Process of personal selling.

**(Periods-6-1-2)**

**Unit 2 : Goals in Sales Management**

(a) Goal setting process in sales amangement, Analysing market demand and sales potential (b) Techniques of sales forecasting; Preparation of sales budget (c) Formulating selling strategies (d) Designing sales territories and allocating sales effort, objectives and Quota for sales personnel.

**Periods-(6-1-2)**

**Unit 3 : Sales Force Management**

(a)Organising the sales force, Designing the structure and size of sales force (b) Recruitment and selection of sales personnel, Leading alid motivating the sales force (c)Training the sales personnel, Designing and administering Compensation Plan, Sales contest; Evaluation Programme (d) Sales analysis, Cost analysis.

**Periods-(6-1-2)**

**Unit 4 : Introduction to Distribution Management**

(a)Concept of distribution channel (b) Importance of a channel, Types of channel, Primary and specialized distributors and participants (c) Distributors policies and strategies.

**Periods-(6-1-2)**

**Unit 5 : Channel Management**

(a)Forces of distributing systems (b) Distributor's selections and appointment (c) Channel conflicts and resolutions, Training the distributor's sales team (d) Developing linkages with various teams.

**Periods-(6-1-2)**

**Suggested Readings:**

1. Spiro, Management of the Salesforce, Tata McGraw-Hill, 2007
2. Still,Cundiff and Govoni, Sales Management : Decisions, Strategies and Cases Prentice-Hall of India,5 ed., 2007
3. Coughlan, Anne T , et al.; Marketing Channels ,Prentice—Hall of India, 2007
4. Donaldson B, Sales Management: Theory and Practice, Palgrave, 2007
5. Sahu, P K and Raut K C, Salesmanship and Sales Management, Vikas, 2007
6. Nair & Nair-Sales and Distribution Management, Himalaya Pub. House, 2007

**MBA**  
**Semester –IV**  
**BS-6M3: Advertising Management**

**Objective of the Course**

The purpose of this course is to enable a student gain understanding of the concepts, strategies and issues involved in advertising of products and services.

**Allocation of Periods: 45 (Lectures-30, Tutorials-5, Practicals-10)**

**Unit 1 : Nature and scope of Advertising**

Role of Advertising within Marketing Programme; Role of advertising in communication mix; Process of Advertising

**(Periods-4-1-2)**

**Unit 2 : Determination of Target Audience**

Cultural, Demographic, Social class, Attitudes. Segmentation; Targeting and Positioning strategy; Setting Advertising goals and objectives, DAGMAR approach; Controlled experiments in the field of Advertising Research.

**(Periods-6-1-2)**

**Unit 3 : Developing Advertising Programmes**

Attention and Comprehension; Mean-Ends and Laddering \_analysis; Associations of feelings with Brand; Brand Equity, Image and Personality; Group influence and Word of Mouth Advertising, Creative approaches, Copywriting, Message, Theme, Headline, Layout, Copy, Logo, Appeals; Production process.

**(Periods-8-1-2)**

**Unit 4 : Media Planning and Strategy**

Determining Advertising Budget; Allocation of Media Budgets; Media Class, Vehicle, Scheduling and Timing decisions; Media Buying; Determining Advertising Effectiveness, Opinion and Attitude Tests; Concepts of Recognition and Recall as influencing variables.

**(Periods-8-1-2)**

**Unit 5 : Advertising Organization**

Advertising Agency, Advertising department; Choosing Agency; Ethical, legal and Social Issues in Advertising; Global Marketing and Advertising

**(Periods-4-1-2)**

**Suggested Readings:**

1. Batra, Myers and Aaker, Advertising Management, Prentice-Hall, 5th Ed
2. Belch M A and Belch G E- Advertising and Promotion — An Integrated Marketing Communication Perspective, Tata McGraw-Hill, 2003. 6th ed.
3. David Ogilvy, Ogilvy on Advertising, Longman, London
4. Boarden, William H, Advertising, John Wiley, New York

**MBA**  
**Semester –IV**  
**BS-6M4 International Marketing**

**Objective of the Course**

To enable the students to understand the concept, implications and procedures of. International Marketing and be able to apply those in management of International Business.

**Allocation of Periods: 45 (Lecturer -35, Tutorials- 5, Practicals- 5)**

**Course Contents**

**Unit I**

**a) Introduction to International Marketing:** Meaning, nature, and scope of international marketing; International marketing distinguished from domestic marketing, Exporting, International trade and International business; International marketing management process- an overview.

**b) International Marketing Environment:** Geographic, demographic, economic, political, legal, socio cultural environments- their nature and effects on international marketing operations, Tariff and non tariff barriers; WTO, UNCTAD, Generalized system of preferences (GSP), Regional economic groupings- European Union (EU), NAFTA, ASEAN, etc., Facilities and incentives schemes for exporters.

**Unit 2**

**a) International Product/ market Selection and Entry Modes:** Selecting products, Selecting Market, Various modes of entry into international markets and their evaluation, Export licensing/ franchising, contracting, Joint Venture, setting up wholly owned subsidiary.

**b) International Product Planning:** Product in international context, standardization vs. adoption decision, other considerations; Packaging, Branding, after Sales Services, ISO 9001: 2000 quality system standard

**Unit 3**

**a) International Pricing:** Factors influencing price, pricing methods, Decisions and Pricing process, Price quotations and related considerations.

**b) International Distribution:** Types and Functions of Foreign Distribution Channels, Selection of middlemen, Distribution logistics- transportation and warehousing decisions

**Unit 4 : International Promotion**

International advertising- Standardization vs. Adaptation, Selection of Media, Selection of Agency, Measuring Advertising Effectiveness.

**Unit 5 : Import and Export Procedures**

(a) ICD's, Dry Port, Wet Port (b) Domestic Procedures (c) International Procedures (d) Procedures Specific of other country.

**Suggested Readings:**

1. Vern Terpstra, *International Marketing*, Southwest publication, 2005
2. Varshney RL and B, Bhattacharya, *International Marketing- Indian Perspective*, Sultan chand Publication 2006
3. Fayerweather, J, *International Marketing Management*, Sage Publication, 2006
4. Cateroa, R, Phylip, *International Marketing*, Tata McGraw Hill, 2006
5. Jain Subash, *International Marketing Management*, Southwest Publication, 2005

**MBA**  
**Semester –IV**  
**BS-6M5: Services Marketing**

**Objective of the Course**

To enable students to understand the Conceptual Aspects of Services Marketing

**Allocation of Periods: 45 (Lectures-30, Tutorials-5, Practicals-10)**

**Unit 1 : Introduction to Services Marketing**

**(Periods-3-1-2)**

Service as a Marketing Concept; Factors for the growth of service sector; Characteristics of Services; Dimensions of services; Classification of services; Managing customer expectations: Levels of expectations; Zone of tolerance; Segmentation, targeting, and positioning of service.

**Unit 2 : Services Marketing-Mix**

**(Periods-7-1-2)**

Product: Service package, core, ,end supplementary Services; Product levels, service levels, and delivery; Price: Pricing concepts and issues in pricing, pricing policy, pricing approaches, price and customer values; Promotion: Internal and external communication, issues in services promotion; Place: Service distribution, channel options, service distribution strategy; People: Types, role, staff selection and training and motivation; Process: Use of technology and way of delivery of service; Physical Evidence: Importance and role, physical evidence strategy.

**Unit 3 : Service Design**

**(Periods-4-1-2)**

Essentials of a service system; Components of services; Designing the service package; Front office interface; Back office interface; Operations system; Service delivery system; Customer satisfaction and conflicts; Service recovery system; Service Quality: Concept of service quality, Measuring service quality; SERVQUAL system; Concept of CRM: CRM objectives, technology impact on services, concept of e-CRM.

**Unit 4 :Globalisation of Services**

**(Periods-4-1-2)**

Stages of globalization; International marketing of services; Emerging trends; Principal driving forces in global marketing of services; Key decisions in global marketing; Services strategy and organizing for global marketing.

**Unit 5 : Marketing of Financial and Hospitality Services**

**(Periods-4-1-2)**

Financial Services: Deciding the service quality; Understanding the customer expectations; Segmenting, targeting and positioning of financial services; Marketing mix strategies with reference to credit cards; Home loans; Insurance policies and Banking services; Marketing of hospitality products; Factors affecting hospitality experience; Classification of hospitality products; Types of tourism; Factors affecting demand tourism; Functional framework of tourism; Segmentation in tourism market; Marketing strategies for tourism marketing

**Suggested Readings:**

1. Zeithaml, Gremler, Bitner, and Ajay Pandit, Services Marketing, Tata McGraw-Hill, 4th ed., 2008.
2. Lovelock, Services Marketing: People, Technology and Strategy, Pearson Education, 511' edition, 2007.
3. Baron S and Harris K, Services Marketing: Text and Cases., Palgrave, 2003
4. RajendraNargundkar, Services Marketing: Text and Cases, Tata McGraw-Hill, 2nd ed., 2007 5. Harsh V Verma, Services Marketing: Text and Cases , Pearson Education, 2008
5. Rama MohanaRao, Services Marketing, Pearson Education 7. GovindApte, Services Marketing ,Oxford Univ. Press

**MBA**  
**Semester –IV**  
**Open Specialization**  
**(Marketing)**  
**BS-6M6: Retail Management**

**Objective of the Course**

The purpose of this course is to enable students gain understanding of the conceptual framework and issues like economics, competitive interaction and business models in retailing industry.

**Allocation of Periods: 45 (Lectures-30, Tutorials-5, Practicals-10)**

**Course Contents**

**Unit I : Introduction to retailing**

Functions of retailing; Drivers of growth; Building and sustaining relationships; Strategic planning.

**(Periods-6-1-2)**

**Unit 2 : Identifying and understanding customers:**

Information gathering and processing in retailing; Retail institutions classification; Store and non-store based retailing

**(Periods-6-1-2)**

**Unit 3 : Trading area analysis**

Site selection; Retail organization and HRM; Financial dimension; Operations management

**(Periods-6-1-2)**

**Unit 4 : Developing merchandise plans**

Category management; Implementing merchandise plans; Logistics; Inventory management; Retail pricing

**(Periods-6-1-2)**

**Unit 5 : Retailers' image; Visual merchandising**

Retail store atmospherics; Retail promotion; Integrating and controlling retail strategy

**(Periods-6-1-2)**

**Suggested Readings:**

1. Barry Berman and Joel R. Evans, Retail Management: A Strategic Approach, Pearson, 10th Edition.
2. Michael Levy and Barton AWeitz, Retailing Management, Tata McGraw-Hill, 2006 edition.
3. Pradhan, Swapna, Retailing Management-Text & Cases, Tata McGraw-Hill, 2006 edition.
4. Bajaj, Chetan, SrivastavaNidhi V, Tuli Rajesh, Retail Management, Oxford, 2005.

**MBA**  
**Semester –IV**  
**BS-6M7: Rural Marketing**

**Objective of the Course**

To enable students to understand the Conceptual Aspects of Rural Marketing.

**Allocation of Periods: 45 (Lectures-30, Tutorials-5, Practicals-10)**

**Contents of Course**

**Unit 1**

- a) Introduction to Rural Marketing: Concept; Importance; Nature of Market; Peculiarities, Opportunities and Constraints of Rural Marketing, (Infrastructure, Culture, Needs, Myths, Preferences and Practices: and Their Effects on Marketing)
- b) Environment Scanning of Rural Marketing: Demographic; Economic; Socio-Cultural; Government Policy; Communications.

**Unit 2**

- a) Strategy for Rural Marketing: Product; Pricing; Advertisement; Sales Distribution; Financial Investment and Recovery
- b) Rural Consumer Behaviour: Rural Consumer Behaviour, Influencing Factors and their effect on marketing; Management of influence factors of consumer behaviour; Techniques and processes of management of consumer behaviour in rural marketing.

**Unit 3**

- a) Segmentation of Rural Markets: Rural Market Segmentation; Targeting of Rural Market Product; Positioning of Rural Market Product
- b) Product Planning and Pricing for Rural. Markets: Product Planning for Rural Products; Branding and Packaging of Rural Products; Pricing Methods and Strategies for Rural Products

**Unit 4 : Marketing Communication in Rural Markets**

- (a) Role of Advertising and Sales Promotion in Rural markets (b) Challenges in Media Planning (b) Evaluation and Selection of Media Mix for Promotion (d) Sales Force Management in Rural Markets.

**Unit 5 : Distribution in Rural Markets:**

- (a) Types of Rural Channels (b) Special Characteristics of Rural Channels (c) Selection and Management of Channels (d) Factors Influencing Channel Decisions (e) Managing Physical Distribution in Rural Markets - Storage, Warehousing and Transportation.

**Suggested Readings:**

1. Balram Dogra, Karminder Ghuman, Rural Marketing, 4 ed., TMH, New Delhi.

**MBA  
Semester –IV  
FINANCE GROUP  
(Electives)**

**Group B**

**BS-6F1 Security Analysis and Portfolio Management**

**Objective of the Course**

To enable the students to gain an insight of different Investment Alternatives, Structure of Indian Securities Market and Valuation of Risk and Return of various Corporate Securities.

**Allocation of Periods- 45 (Theory- 30, Tutorial-5, Practical-10)**

**Course Contents**

**Unit 1 : Introduction of Investment**

(a) Meaning and Objective of Investment (b) Investment Decision Process (c) Categories of Investment (d) Phases of Security Analysis

**(Periods-6-0-1)**

**Unit 2 : Introduction of Capital Market**

(a) Meaning and Nature of Capital Market (Primary Market and Secondary Market) (b) Functions and limitations of Capital Market (c) Trading of securities (d) SEBI guidelines

**(Periods-6-0-2)**

**Unit 3 : Introduction to fundamental Analysis**

(a) Technical Analysis and Efficient Market Hypothesis (b) Dividend Capitalization Model (c) Price-Earning Multiplier Approach

**(Periods-8-3-3)**

**Unit 4 : Portfolio Analysis**

(a) Portfolio Analysis and Selection (b) Risk and Return Analysis (c) Beta (d) Markowitz Model (e) Capital Asset Pricing Model (f) Arbitrage Pricing Theory

**(Periods-5-2-3)**

**Unit 5 : Portfolio Revision and Evaluation**

(a) Portfolio Revision and Portfolio Evaluation (b) Constant Rupee Value Plan (c) Constant Ratio Plan (d) Sharpe and Treynor Measures (e) Mutual Fund Industry

**(Periods-5-1-1)**

**Suggested Readings:**

1. Fischer, Donald, E. and Ronald J. Jordan, Security Analysis and Portfolio Management, Prentice Hall India, New Delhi, 6th ed.
2. Chandra, Prasanna, Investment Management, Tata McGraw Hill, New Delhi.
3. Sharpe, William, F. Alexander, and Bailey, Investment, Prentice Hall Of India, 5th Edition.
4. Kevin, S. Portfolio Management, Prentice Hall India, New Delhi.
5. Avadhani, V.A, Investment and Security Market In India, Himalaya Publishing House, 3rd Edition.



**MBA**  
**Semester –IV**  
**BS-6F2 : Financial Markets and Institutions**

**Objectives of the Course**

To acquaint the students with the essentials of Financial System and Services in India

**Allocations of Periods- 45 (Theory -30, Tutorial-6, Practical-9) Course Contents**

**Unit 1 : Financial System**

a) Nature and Role of Financial System; Structure/ organisation of financial system; Functions of financial sector; Indian Financial System- an overview; Globalisation of Financial Markets.

b) Regulatory Framework for Non-banking Financial Institutions; Primary markets; Secondary markets; Money Markets

**(Periods 6-1-1)**

**Unit 2 : Management of Commercial Banks**

An overview, Management of Banking Institutions; negotiable Instruments; Working Capital Management; Project Financing, including Infrastructure Projects; Prudential Norms prescribed by Regulators; Management of Non-Performing Assets; Capital Adequacy Norms; Basel II Framework; Risk-Rating Agencies; Regulatory framework for Banks.

**(Periods 8-1-3)**

**Unit 3 : Risk of Financial Inter-mediation**

Introduction; Interest Rate Risk/Re-financing Risk; Re-investment Risk; Market Risk; Credit Risk; Operational Risk; Liquidity Risk

**(Periods 3-1-0)**

**Unit 4 : Risk Management in Financial Institutions**

Managing credit risk; Liability and Liquidity Management; Managing Interest Risk; Managing Operational Risk; Managing risk through Sale of Assets and Securitisation, Derivatives

**(Periods 7-2-4)**

**Unit 5 : Management of Non-Banking Financial Institutions**

Securitisation: Concept, nature, scope, and their implications; DFIs in India: NABARD, State Level Institutions — PCF, IDFC, REC

**(Periods 6-1-1)**

**Suggested Readings:**

1. Anthony Saunders, Financial Markets and Institutions, 4th ed., McGraw-Hill Publishing Company, New Delhi.
2. K Sasidharan, Financial Services and System (2008), McGraw-Hill Publishing Company, New Delhi.
3. Clifford Gomez, Financial Markets, Institutions and Financial Services, Prentice-Hall of India, 2008.
4. M.Y. Khan, Financial Services, 4th ed., McGraw-Hill Publishing Company, New Delhi, 2008.
5. Anthony Saunders, Financial Institutions Management- A Risk Management Approach, 6th ed., McGraw-Hill Publishing Company, New Delhi.
6. M.Y. Khan, Indian Financial System, 6th ed., McGraw-Hill Publishing Company, New Delhi, 2008.
7. Sharma, Management of Financial Institutions: With Emphasis on Bank and Risk Management, Prentice-Hall of India, New Delhi.
8. L.M. Bhole, Financial Institutions and Markets, 4th ed., McGraw-Hill Co., New Delhi, 2008

**MBA**  
**BS-6F3: International Financial Management**

**Objective of the Course**

To enable the students to understand the working of International Financial Institutions, balance of payment and exchange transactions.

**Allocation of Periods: 45 (Theory-30, Tutorial-5, Practical-10)**

**Course Contents**

**Unit 1 : Introduction**

Nature of international financial functions; Growth of international financial functions in recent decades; International flow of funds; Balance of payments — structure; Adjustments in the balance of payments.

**Unit 2 : IMF**

A brief idea of pre-IMF system of exchange rate; IMF and fixed, parity system; The present exchange rate scenario -fixed, floating, target-zone arrangement, dollarisation, currency board arrangement, crawling peg; IMF and international liquidity; Exchange rate mechanism: quotation of exchange rate; bid and ask spread, cross rate, spot and forward rates; Forward rate differential; Determination of exchange rate in spot market and the factors influencing spot exchange rate; Interest Rate Parity theory and the determination of forward market rates; Covered interest arbitrage.

**Unit 3 : Features of foreign exchange market**

Arbitrage, hedging, and speculation in foreign exchange market; Market for currency derivatives; Currency futures, hedging, and speculation in market for currency futures; Currency options — types of option market, types of options contract, gains, and losses to options buyers and sellers, hedging in option market, speculation in options market spreads, straddles, and strangles; Exchange rate risk: translation, transaction, and real operating exposure; Assessment of the size of exposure; Management of exposure.

**Unit 4 : International capital budgeting**

A brief idea of project evaluation criteria; Computation of cash flow from the view point of parent unit and the subsidiary; Adjusted present value technique; Real options and International capital budgeting; Financial evaluation of international M & As; International portfolio investment: expected return and risk, capital assets pricing model; Benefit and problems of international investment; Optimal international portfolio of assets.

**Unit 5 : International working capital management**

Management of cash in different units — assessment and optimization of cash need, investment of surplus cash; Credit policy — inter-firm and intra-firm sales; Stockpiling and international inventory management; International financial market: A brief review of changing scenario in international financial market; Euro-currency market — financial intermediation and credit creation; international securities market — international bonds, medium term euro notes, euro notes, and euro commercial papers; Financial swaps; Concept of interest rate risk; Management of interest rate risk

**Suggested Readings:**

1. P.G. Apte, International Financial Management, Tata McGraw-Hill, New Delhi, latest ed.
2. J. Madhura, International Financial Management, West View Press Sharan, International Financial Management, Prentice-Hall of India, New Delhi, latest ed.
3. DK Eitemen, Multinational Business Finance, Pearson Education
4. RM Levich, International Financial Markets, McGraw-Hill-Irwin
5. MadhuVij, International Financial Management
6. Alan C. Shapiro, Multinational Financial Management, Prentice-Hall of India, latest ed.
7. Moffett, Stonehill, and Eiteman, Essentials of Global Finance, Pearson/ Addison Wesley, latest ed.
8. RBI Notifications issued from time to time available on its website
9. V. Sharma : International Financial Management, PHS Learning, New Delhi, 2008.

**MBA**  
**BS-6F4 : Project Planning and Evaluation**

**Objective of the Course**

To enable students to understand not only the theoretical aspects of project management but also its applicability in its totality and to develop skill among them to formulate and shape the corporate investment strategies.

**Course Contents**

**Unit 1 : Project Planning and Analysis**

Introduction to concept of project management; An overview of project appraisal and capital budgeting; Resource allocation framework; Generation and screening of project ideas: Market and demand analysis, technical analysis, financial analysis.

**(Periods-7-2-3)**

**Unit 2 : Project Selection and Implementation**

Project cash flows; Cost of capital; Appraisal criteria; Special decision situation; Risk analysis; Social cost benefit analysis; Qualitative factors; Strategic aspects and organisational considerations; Implementations of projects; network techniques for project management; Evaluation of infrastructure projects; Public-private partnership; Types of infrastructure financing; BOT, BOOT, Annuity basis; Escrowing of/Cash profits

**(Periods-8-2-3)**

**Unit 3 : Project Monitoring, Reporting Techniques and/Evaluation**

Management techniques for project • Management; Project monitoring; Management reporting; Management Information System (MIS); Project management self-assessment guide

**(Periods-5-0-1)**

**Unit 4 : Project Review and Administrative Aspects**

Initial review; Performance evaluation; Abandonment analysis; Behavioral issues; Administrative aspects of capital budgeting; Evaluating capital budgeting system

**(Periods-6-1-2)**

**Unit 5 : Management of Public Enterprises**

Organisational issues of public enterprise; Operational issues of public enterprises

**(Periods-4-0-1)**

**Suggested Readings:**

1. Chandra, Prasanna, Projects, Planning, Planning Analysis, Selection, Implementation and Review, Tata McGraw-Hill, 4th ed., 2008
2. Goel, BB, Project Management: Principles and Techniques, Deep and Deep Publications

**MBA**  
**BS-6F5: Corporate Tax Planning**

**Objective**

To provide basic knowledge of India's tax laws and their impact on business decision

**Course Contents**

**Unit 1: Basic Concepts**

Tax planning; Tax management; Tax evasion; Tax avoidance; Money laundering; An overview of taxation in India: Direct and Indirect taxes; Customs Act; Central Excise Act; Service tax; Sales tax; VAT and Goods and Service Tax (GST); Income tax; Wealth tax; Gift tax; and Central gain tax

**Unit 2 : Corporate tax in India**

Types of companies; Residential status of companies and tax incidence; Tax liability; Taxation of Not-for-Profit organisations; Tax on distributed profits.

**Unit 3 : Tax Planning**

Tax planning with reference to setting up of a new business: Location aspect, nature of business, form of organization; Tax planning with reference to financial management decision-capital structure, dividend including deemed dividend and bonus shares; Tax planning with reference to specific management decisions, - Make or buy, own or lease, repair or replace; Tax planning with reference to employees' remuneration; Tax planning with reference to sale of scientific research assets; Tax planning with reference to receipt of insurance compensation; Tax planning with reference to distribution of assets at the time of liquidation

**Unit 4 : Special provisions relating to non-residents**

Double taxation relief; Provisions regulating transfer pricing; Advance ruling Direct Tax Code 2009 and tax planning

**Unit 5 : Tax planning with reference to business restructuring**

Merger, Amalgamation, Acquisition, Demerger, Slump sale, Conversion of sole proprietary concern/partnership firm into company, Transfer of assets between holding and subsidiary companies

**Suggested Readings:**

1. Ahuja, Girish, and Ravi Gupta, Corporate Tax Planning and Management, Bharat Law House, Delhi
2. Singhania, Vinod K., Kapil Singhania, and Monica Singhania, Direct Taxes Planning and Management, Taxmann Publications Pvt. Ltd., New Delhi
3. Pagare, Dinkar, Direct Tax Planning and Management, Sultan Chand and Sons, New Delhi
4. SP Goyal, Direct Tax Planning, Sahitya. Bhawan, Agra
5. Bare Acts of relevant enactments

**MBA**  
**Open Specialization (Finance)**  
**BS-6F6: Management of Banking and Financial Services**

**Objective of the Course**

To enable students to understand the roles, structure, and functioning of Banks and management of the banking services

**Course Contents**

**Unit 1 : Introduction to Banking**

Evolution of Banks; Role and Objectives of Banks; Types of Banks; Reserve Bank of India and its functions; Performance evaluation and monitoring of bank.

**Unit 2 : Money and Capital Market Institutions**

Money Market Institutions (Central Bank, Commercial Banks, Indigenous Financial Agencies, Discounting Houses, Accepting Houses); Capital Market Institutions; Investment Banks; Merchant Banks; Development Banks; and Mutual Funds

**Unit 3: Banking Services**

Concept of Banking Services; Types of Banking Services; Factors and Principles Governing Banking Services\

**Unit 4 :Organisation and Control Structure of Banks**

International Level, National Level; State Level; Co-operative Level; Private Banking Organization, Banking at International Level: IMF, IBRD, ADB, IDA.

**Unit 5**

a) Contemporary Issues in Banking: Analysis of Banking Performance; Banking 3) Risk (Credit Risk, Liquidity Risk, Market risk, Interest rate Risk, Operational Risk); Non-performing Assets (Concept of Non-performing Asset, Asset Classifications, 3) Capital Adequacy Norms, Disinvestment)

b) Recent Developments in Banking Industry: Universal Banking; e-Banking; Mobile Banking

**Suggested Readings:**

1. Khan, M.Y., Indian Financial System, Tata McGraw-Hill.
2. Farman, ML, Banking Law and Practice, Indian Law House.
3. Bhole, L.M., Financial Institutions and Markets, Tata McGraw Hill 4th ed. (2004).
4. Kohn, Meir, Financial Institutions and Markets, Tata McGraw Hill (2000).
1. 5 Mishkim, Frederics, Eakins, Stanley, G, Financial Markets Institutions, Prentice Hall, 5th ed. (2006).

**MBA**  
**BS-6F7: Insurance and Risk Management**

**Objective of the Course**

To develop an understanding among students about identifying analyzing and managing various types of risk and to understand principles of insurance and its usefulness in business.

**Allocation of Periods: (Theory-30, Tutorials-10, Practicals-5)**

**Course Contents**

**Unit 1 : Introduction**

Concept of risk; Objective of risk management; Need for a risk management; Types of risk; Identification and measurement of risk; Risk evaluation and prediction

**(Periods-4-2-2)**

**Unit 2 : Risk Aversion and Risk Management**

Risk aversion and demand for insurance by individual; Business risk management and demand for insurance; Expected utility; Application of statistical techniques in risk avoidance; Disaster risk management; Insurability of risk; Contractual provisions and legal doctrines; Premium loading; Moral hazards; Deductibles and claim processing costs; Aggregated and Disaggregated risk management; Resolving coverage disputes; Risk retention and transfer; Loss exposure; Legal aspects of insurance contract; Principle of indemnity; Estoppels; Endowment; Insurance

**(Periods-4-2-0)**

**Unit 3 : Types of Insurance**

Fire and motor insurance; Health insurance; Social insurance; Home-owners insurance; Life insurance and annuities; Term insurance; Endowment insurance; Whole life insurance; Life insurance pricing; Employees benefits group; Medical coverage; Retirement plans; Marine insurance; Ships and goods policy; Marine risk-institute cargo clauses reinsurance.

**(Periods-6-1-1)**

**Unit 4 : Assessment and Control**

Control of malpractices; Negligence, Loss assessment and loss control; Exclusion of perils, actuaries, computation of insurance premium

**(Periods-4-1-1)**

**Unit 5 : Globalization of Insurance Sector**

Globalisation of insurance sector; Regulation of risk reduction by IRDA; Reinsurance; Coinsurance assignment

**(Periods-6-1-0)**

**Suggested Readings:**

1. Scott Harrington and Gregory Niehaus, Risk Management and Insurance, 2nd ed., Tata McGraw-Hill, 2004
2. Dorfman, Risk Management and Insurance, PHI
3. Gupta, PK, Insurance and Risk Management, Himalya Publishing House, 2004
4. Mishra, MN, Principles and Practices of Insurance, S.Chand and Co., 2004
5. Panda, GS, Principles and Practices of Insurance, Kalyani Publications, 2004
6. Jeevanandam, C., Risk Management, Sultan Chand and Sons, 2005

**MBA**  
**HUMAN RESOURCE GROUP**  
**(Electives)**  
**Group- C**  
**BS-6H1: Industrial Relations and Labour Laws**

**Objective of the Course**

To enable students to learn the concepts of industrial relations including Trade unions, collective bargaining, discipline and various labour enactments.

**Allocation of Periods: 45 (30 Lectures, 5 Tutorials, 10 Practicals)**

**Course Contents**

**Unit I: Industrial Relations**

Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Factors affecting IR in changing Environment, Evolution of IR in India; Role of State; Trade Union; Employers' Organisation; Human Resource Management and IR, Role of I.L.O in Industrial Relations, International Dimensions of IR

**(Periods: 6 -1-1)**

**Unit 2: Trade Union**

Trade Union: Origin and growth, unions after independence, unions in the era of liberalization; Factor Affecting Growth of Trade Unions in India, Multiplicity & Recognition of Trade Unions; Provisions of Trade Union Act 1926.

**(Periods: 5 -1- 2)**

**Unit 3: Collective Bargaining and Workers' Participation in Management**

(a) Collective Bargaining: Meaning, Nature, Types, Process and Importance of CB-prerequisites issues involved. Status of Collective Bargaining in India, Functions and role of Trade Unions in collective bargaining; b) Workers' Participation in Management: Concept- practices in India works committees, Joint management councils. Participative Management and co-ownership; Productive Bargaining and Gain Sharing

**(Periods: 4- 1-2 )**

**Unit 4: Discipline and Grievance Redressal**

Discipline - Causes of Indiscipline - Maintenance of discipline and misconduct, Highlights of Domestic enquiries - Principles of Natural Justice; Labour turnover; ABS-enteeism Grievance - Meaning of Grievance, Grievance redressal machinery in India- Grievance Handling Procedure; Salient features of Industrial Employment (Standing Orders) Act, 1946.

**(Periods: 7 -1- 3)**

**Unit 5**

**a) The Industrial Disputes Act, 1947:** Definitions of Industry, Workman and Industrial Dispute - Authorities under the Act — Procedure, Powers and Duties of Authorities — Strikes and Lock outs — Lay off and Retrenchment — Special Provisions relating to Layoff, Retrenchment and Closure.

**b) The Factories Act, 1948:** Provisions relating to Health, Safety, Welfare facilities, Working hours, Employment of young persons Annual Leave with wages etc.

**(Periods: 8 - 1 - 2)**

**Suggested Readings:**

1. C.S VenkataRatnam — Industrial Relations, Oxford University Press, 2nd Edition, March 2006
2. B.D Singh- Industrial Relations and Labour Laws, Excel Books, New Delhi, 2008
3. K Aswathappa- Human Resource Management, Tata McGraw-Hill, 7th Edition, 2013
4. P.L Malik - Handbook of Labour and Industrial Law (EBC) (12th Edition, 2009)
5. M.V Pylee, Workers Participation in Management, Vikas Publishing House Pvt. Ltd. 2004
6. C.S VenkataRatnam, PravinSinha, Trade Union Challenges at the beginning of 21st Century (Excel Books), 2000

**MBA**  
**BS-6H2: STRATEGIC HUMAN RESOURCES PLANNING**

**Course Objective:**

This course is aimed at providing the students the inputs on how to link the HRM functions to the corporate strategies to understand HR as a strategic resource.

**UNIT- 1**

Introduction: The changing economic, business, technological, socio-cultural and political environment and its implications for managing organisations and human resources; Business and organizational restructuring and its implications for human resource management; Corporate Strategy and human resource management.

**UNIT-2**

The HRM and approaches to HRM; HRM in personnel management; work organisation and systems; social organisation of the work place and its strategic importance; Human resource policies; Integrating Human Resource Strategies with corporate strategies; Human Resource Management as an approach to organisation design and the role of HRM in organisation management

**UNIT-3**

Human Resource Management in other countries; Human Resource Planning and it's linkage to corporate planning; HR planning process, techniques/methods; HR planning in an ongoing organisation; integrating HR plans with other plans and management functions; Future directions of HR planning; Developing HR information system.

**UNIT-4**

Managing Human Resources inflow- Resourcing plans; Recruitment and selection strategies; alternative to recruitment; selection methods and techniques; role of consultants and assessment centers in recruitment and selection and retention policies. Developing Human Resources ñ Concept of HRD; HRD as a strategic approach to employee performance: HRD and TQM; HRD experience in different industries; corporate training and development strategies.

**UNIT-5**

Strategic management of employee relations, HRM approach to employee relations: HRM values and employee relations; change management; creating employee commitment through the HRM Approach; HRM and culture management; employees involvement and participation in decision- making and management of organization; negotiating employee relations: HRM and trade unions: HRM changes in management control systems: HRM accounting.

**Suggested Readings:**

1. Kenneth Andrew, A Concept of Corporate Strategy.
2. HRM by Gary Dessler
3. HRM by Decenzo and Robbins



**MBA**  
**BS-6H3: Training & Development of Human Resources**

**Objective of the Course**

To enable students to understand, the Purpose, Processes and Methodology of Planning and Conduct of Training and Development of Human Resource in an Organisation.

**Allocation of Periods: 45 (Lectures-30, Tutorials-5, Practicals-10)**

**Course Contents**

**Unit 1 : Training and Development in Organisation:**

(a) Relationship between Training and Development (b) Objectives of Training (c) Purpose, (d) Aligning of Training to Organisation needs and Strategies. (e) Budgeting for Training in Organisation (f) Benefits of Training.

**(Periods- 6-1-2)**

**Unit 2 : Process of Training in Organisation**

(a) Identifying and Analyzing Training Needs in Organisation (b) Designing Training and Development Programme (c) Implementation of the Training Programme (d) Evaluation of the Programme.

**(Periods-5-1-1)**

**Unit 3 : How to Conduct Training Effectively in Organisation** (a) Involvement of Top Management (b) Dedication of Trainers (c) Motivation of Trainees (d) Quality Infrastructure for Training (e) Availability of Time (f) Environment for Teaching-Learning.

**1)**

**(Periods-5-1-1)**

**Unit 4 : Trends of Training in Modern Organisations**

(a) Concept of Learning Organisations (b) Training for Team Work (c) Training for Effective Communications (d) Training for Management of Cultural Diversity in Organisations (e) Training for Total Quality Management (f) Training for Management of MNCs.

**(Periods-7-1-3)**

**Unit 5 : Human Resource Development**

(a) Concept and Historical Perspective (b) Objectives of HRD, (c) Aim and Problems in Learning, (d) Challenges and Methods of Adult Learning, (e) Shaping Individual Response to Development (Johari Window, Transactional Analysis), (f) Career Planning (g) Succession Planning (h) Employee Appraisal and Counseling (i) Employee Mentoring

**(Periods-7-1-3)**

**Suggested Readings:**

1. Blanchard, Effective Training, PHI Publications
2. Singh R P, Management of Training Programmes, Anmol Publications, New Delhi, 2000.
3. Lynton R P and Pareek U, Training for Organizations Transformation Sage Publications, New Delhi, 2004.
4. Dessler Gary, Human Resource Management, Prentice-Hall of India, New Delhi, 2005.

**MBA**  
**BS-6H4: Performance and Compensation Management**

**Objective of the Course**

To enable students to learn the strategies & management of wages, salary and compensation in an organisation & the legal provisions involved there in.

**Allocation of Periods: 45 (30 Lectures, 5 Tutorials, 10 Practicals)**

**Unit 1 : Introduction**

**(Periods: 7 - 1 - 2)**

Compensation meaning, Importance, Components & types of compensations, Factors Influencing Compensation, Challenges of Compensation, Theory of wages, Wages - Living wage, Fair wage and Minimum wage. Related Case Laws. Difference between Wages and salary, Wages Plans, Compensation Management: Role of Trade Unions, Government and Other Stake Holders.

**Unit 2 :**

**(Periods: 5 - 1 - 1)**

Internal alignment, Factors influencing internal structure, Strategic choices in defining internal structure, Job analysis: procedure and design. Job evaluation- definition, Purpose of job evaluation, Job based structures, its role in determining the compensation system, categories of job evaluation- analytical, non-analytical and market pricing; developing and maintaining job evaluation schemes.

**Unit 3 : Individual and Team Pay**

**(Periods: 6 - 1 - 2)**

Types of grade and pay structure, developing grade and pay structure, individual contingent pay, performance and competency related pay, contribution related pay; Team rewards- developing team pay, profit sharing, ESOPs, Recognition schemes, Role of performance appraisal in compensation decisions.

**Unit 4 Legal Aspects of Wages & Salary**

**(Periods: 7 - 1 - 3)**

Administration International Labour Standards & Norms for Wage determination, Salient features of Payment of Wages Act 1936, Minimum Wages Act 1948, Employees Provident & Misc. Provisions Act, Latest developments in Govt pension schemes, Equal Remuneration Act.

**Unit 5 : International pay systems**

**(Periods: 5 - 1 - 2)**

Managing variations, The social contract, culture, National systems: Comparative compensations. Future trends in compensation management, case studies.

**Suggested Readings**

1. George T Milkovich, Jerry Newman, C.S VenkataRatnam - Compensation (McGrawHill) Ninth Edition.
2. Michael Armstrong- A Handbook of Employee Reward Management & Practice, Kogan Page 2/e
3. Dipak Kumar Bhattacharyya -Compensation Management — Oxford University Press 2009
4. P.L Malik - Handbook of Labour and Industrial Law (EBC) (12th Edition, 2009)
5. Richard I Henderson, Compensation Management in a Knowledge- Based World, Pearson education, 10/e, 2009
6. K Aswathappa- Human Resource Management- Tata McGraw Hill Fifth Edition. 5/e, 2008

**MBA**  
**BS-6H5: Negotiation and Counseling**

**Objective of the Course:**

To understand the concepts of conflict, negotiation, counselling and their significance for modern business. To enable students to identify the patterns of negotiations and counselling and also the influence of various factors and issues that have bearing on effective negotiations and counselling.

**Course Contents**

**Unit 1 : Conflict**

Concept, sources, types, stages of conflict. Classification of conflict- intra-individual, inter-personal and inter-group; strategies for conflict - individual, organisational. Role of Communication in conflict, stimulating conflicts in organisations.

**Unit 2 : Negotiation**

Concept, resolving conflict through negotiations, critical elements of negotiations, strategy and tactics of distributive bargaining and integrative negotiations. Strategies of negotiations, importance of perception and cognition in negotiation, cognitive biases in negotiations, communication and negotiations, gender and negotiations

**Unit 3**

- a) Important Factors and Emotions in Negotiation: Creativity, BATNA, Role of emotions.
- b) International and Cross Culture Negotiations: Environmental and cultural context. Influence of culture on negotiations.
- c) Role of Third Party in Negotiations: benefit and liability of third party interventions, types of third party interventions, formal intervention methods -mediation, arbitration, process consultation and combination. Latest developments in the field of Alternative dispute resolutions.

**Unit 4**

- a) Counselling: Concept and definition of counselling, emergence and growth of counselling, counselling psychotherapy, instructions and counselling,
- b) Approaches to Counselling- psychoanalytical, behaviouristic and humanistic approach;

**Unit 5**

Goals of counselling, characteristics of counsellor, values in counselling, 5 D model of counselling process, phases of counselling, procedures of counselling, core conditions of counselling, principles and techniques of counselling, Organisational applications of counselling, concepts of mentoring, ethics in counselling

**Suggested Readings:**

1. Roy, J., Levick, David M. Saunders, Bruce Barry Negotiation, Tata McGraw Hill, New Delhi, 5/e, 2008.
2. Kavita Singh, Counselling skills for managers, Pearson Education, New Delhi, 1/e, 2006.
3. Steven Cohen -- Negotiating skills for managers, Tata McGraw Hill, New Delhi, 1/e, 2008.
4. Richard Welson, Jones, Introduction to Counseling skills -- Texts and Activities, Sage Publications, 2000.
5. Barbara A. IJudjac, Corvete, Conflict Management: A Practical Guide to Developing Negotiation Strategies, Pearson Education, New Delhi, 2007.

**MBA**  
**Open Specialization**  
**BS-6H6: Corporate Leadership**

**Objective of the Course**

To enable students to understand Basic Concepts, Values and Implications of Total Quality Leadership.

**Allocation of Periods: 45 (Lecture-30, Tutorials-5, Practicals-10)**

**Contents of the Course**

**Unit 1 : Concept, Implications and Quality of Leadership**

(a) Concept and Roles of Leadership. (b) Leadership and Management. (c) Leader and Controlling Authority. (d) Leader, Organisation and People. (e) Leadership, Competitors, Competence and Performance. (f) Leadership and Self-Care. (g) Leadership Responsibilities. (h) Leadership Dilemma and Priorities. (j) Leadership and Success. (k) Effectiveness of Leadership. (l) Leadership and Quality.

**(Periods-3-0-0)**

**Unit 2 : Academic Thoughts on Leadership Effectiveness**

(a) Trait Approach. (b) Leader- Group — Situation Approach. (c) Behavioural Style Approach. (d) Motivational Approach. (e) Skill Approach. (f) Systems Approach.

**(Periods-6-1-2)**

**Unit 3 : Values, Ethics and Leadership**

(a) Genesis of the Philosophy of Values and Ethics. (b) Definition and Relationship between Values and Ethics. (c) Scope, Implications and Criteria of Ethical Values of the Leadership. (d) Role of Leadership in Cultivation of the Values and Ethics.

**(Periods-2-1-2)**

**Unit 4 : Approach to the Values, Ethical Philosophy and Role Model of Total Quality Leadership**

(a) Prevalent Thoughts on Leadership Values, Ethics and Role Model. (b) Analysis of the Prevalent Thoughts on Leadership Values, Ethical Philosophy and Role Model. (c) Approach to the Selection of the Values and Ethics and of Total Quality Leadership.

**(Periods-2-1-2)**

**Unit 5**

Leadership Values Advocated in the Ancient Scriptures, Values Practised by the Great Leaders, Leadership Values Cherished in the Modern Era, Ethical. Application of the Values of Total Quality Leadership.

**(Periods-6-0-4)**

**Suggested Readings:**

1. Bombay Chamber of Commerce and Industry, Value Based Leadership- A Compendium of Lectures on Leadership (2001-2002), 2001-2002.
2. Chibber, M.L., How to be a successful Leader, Natraj Publishing House, New Delhi, 1986.
3. Chibber, M.L., Sai Baba's Mahavakya on Leadership. Sri Sathya Sai Books and Publications Trust, Prasanthi Nilayam, Anantapur District, (A.P.), India, 1992
4. Dhody, Chandan Lal, (1987) The Gospel of Love, An English Rendering of Tulasi 'sShri Ram Charita Manasa. Sidharth Publications, New Delhi.
5. Growse, F.S. (1983): Eternal Ramayana, the Ramayana of Tulasi Das. Interprint, New Delhi.
6. Gangadharan, N. (1985) The Agni Purana, Parts-I (1984), II (1985), III (1986), IV (1987). Motilal, Banarasi Dass, Delhi.
7. Lal Bahadur Shastri, National Academy of Administration, Mussoorie, India, Publication: Selected Readings, Ethical Issues in Today's Administration (September 18 to 22, 2000), Volumes IV.
8. Puryear, Edgar F. Jr. (2003): Nineteen Stars. A Study in Military Character and Leadership. Lancer International, New Delhi.
9. Posner, Barry Z. and Schmidt, Warren H7 (1991): Values. and the American Managers, An update. In California Management Review, Vol.XXVI, No.3, Spring 1991.
10. J.R. Bhatti, Total Quality Leadership (Concept Values, Ethical Philosophy and Role Model, New Age International Publishers, 2007.

**MBA**  
**BS-6H7: Organisational Development and Change Management**

**Objective of the Course**

To enable students to understand the organisational structure, importance of change, nature of change process, effective handling of change vis-à-vis organisational objectives and key aspects of organisational development.

**Course Contents**

**Unit 1 : Introduction**

- a) Concept of organisational structure, organisational culture, organisational design and change; importance of organisational design and change; organisational environment-specific and general.
- b) Organisational effectiveness- Internal systems approach, external resources approach and technical approach of organisational effectiveness, measuring effectiveness in terms of organisational goals; organisation and ethics; creating an ethical organisation. technology and organisational effectiveness.

**Unit 2**

- a) Challenges of organisational design: organisational roles, functions and divisions, balancing, differentiations and integrations.
- b) Designing organisational structure: functional, divisional (geographic and market), matrix structure; network structure and boundary less organisations, organisational design and strategy in changing global world-environment.

**Unit 3 : Organisational Change**

Concepts and targets of change, planned and unplanned change, stimulating factors for organisational change, resistance to organisational change- organisational and individual, Lewin's force field theory of change, evolutionary and revolutionary change in organisation, concept of Total quality management, developments in revolutionary change - re-engineering, restructuring.

**Unit 4**

- a) Concept of Organisational Development, history of organization development, phases and foundations of organisational development, values, assumptions and beliefs in O.D
- b) Managing changes: Action research - diagnosing the organisation, determination of desired future state, implementing action, evaluating action, institutionalizing action research,

**Unit 5**

- a) Organisational transformation- Birth, growth, decline and death, institutional theory of organisational growth, Greiner's model of organisational growth. O.D techniques to deal with resistance to change, O.D techniques to promote change;
- b) O.D. intervention- human process interventions, structure and technological interventions and strategy interventions - sensitivity training - survey feedback, process consultation - team building - inter-group development - innovations -learning organisations.

**Suggested Readings:**

1. Wendell L. French Cecil H. Bell, Jr.: Organisational Development , McGraw-Hill. 6 Ed, 2009.
2. Barbara Senior, Jocelyne Fleming - Organisational Change, Pearson Education, New Delhi 3Ed, 2009.
3. Gareth R., Mary Mathew - Organisational Theory, Design, and Change, Pearson Education, New Delhi 5 Ed, 2008.
4. Ian Palmer, Richard Dundford, Gib Akin,/Managing Organisational Change: A Multiple Perspectives Approach, McGraw Hill, 2/e, 2009.

**BS-60M1: Facilities Management**

**Objective of the Course**

To enable students to understand the processes and methodology of operational management of facilities.

**Allocation of Periods: 45 (Lectures-30, Tutorials-5, Practicals-10)**

**Contents Course**

**Unit 1 : Product Selection and Design**

(a)Product selection process, (b) development of products (Goods and Services), (c)sources of product innovations, (d) design for customer (quality function deployment), (e)value analysis / value engineering, (f) measuring product development performance.

**(Periods- 6-1-2)**

**Unit 2: Production Process Management**

(a)Introduction, factors affecting process selection, (b) classification of processes: based on materials management and customer order type, (c) process flow design, (d) process analysis, (e) product-process strategy.

**(Periods- 6-1-2)**

**Unit 3:Operations Technology**

(a)Definition of technology, (b)types of technology, (c)factors affecting technology selection decision, (d)misalignments in technology implementation, (e)level of automation, (f)technology development process, (g)Technologies for processes: Computer Integrated Manufacturing (CIM), CNC/ DNC machines, Computer Aided Manufacturing (CAM), Computer Aided Engineering (CAE),Office Automation, Electronic Data Interchange (EDI), and Internet, evaluation of technology investments.

**(Periods- 6-1-2)**

**Unit 4 : Facilities Location**

(a)Importance, factors affecting facilities location, (b)methods for evaluating, (c) facilities location: factor rating system, multiplant location method, locating facility within a network, dimensional analysis, methods for locating service outlet, (d)cost-volume analysis of facilities location.

**(Periods- 6-1-2)**

**Unit 5 : Facilities Layout**

(a)Importance of facility layout, (b)criteria for good layout, (c)symptoms of poor layout, (d) types of facility layout: product layout, process layout, cellular layout, mixed layout, fixed position layout, retail service layout, office layout, (e)flow and activity analysis, (f) layout design procedure: assembly line balancing, designing based on closeness rating, (g) computerized layout planning, (h)evaluating, and implementation of layout design.

**(Periods- 6-1-2)**

**Suggested Readings**

1. Chase, Aquilano, Jacob, Production and Operations Management, 8111 Ed. (TMH, N Delhi). 2. Lee J Krajwski, Operations Management: Strategy & Analysis, 6th Ed. (Pearson Education) Delhi).
2. S.N Chary, Production and Operations Management, (TMH, N Delhi).
3. Adam Ebert, Production and Operations Management, 6th Ed. (Pearson Education, N. Delhi).

**MBA**  
**Semester –IV**

**BS-6OM2: Production Planning and Control**

**Objective of the Course**

Production Planning and Control are the two important components of the management process. The subject will enable the consideration of all input variables to achieve defined output goals and control will help in corrective action taken to meet the planned output.

**Course Contents**

**Unit 1 : Strategic Capacity Planning**

Concept, importance and objectives of capacity planning, (b) Type of capacity, Issues related to capacity planning, (e) Process of capacity planning: demand identification (qualitative and quantitative methods), assessment of capacity, alternative ways of altering capacity (make or buy decision), evaluation of alternatives.

**(Periods-7-1-2)**

**Unit 2 : Aggregate Planning**

(a) Concept of Aggregation, Aggregate Planning Environment, (b) Aggregation Techniques, Planning Product Mix (Simple Application of Linear Programming), Process Of Aggregate Planning, (c) Mixed Strategy, (d) Mathematical Planning Models, (e) Performance Measures.

**(Periods- 4-1-1)**

**Unit 3 : Master Production Schedule and Material Requirement Planning (MRP)**

(a) Concept Of Master Production Schedule (MPS), (b) Importance Of MPS, (c) Process Of Preparing MPS, (d) Rough-Cut Planning, (e) Importance Of Material Requirement Planning (MRP), (f) Process Of Material Requirement Planning (MIP), Elements Of Material Requirement Planning (MRP), Bill of Materials.

**(Periods- 5-1-2)**

**Unit 4 : Job Scheduling and Sequencing**

Introduction To Types Of JoBS- In Organization, (b) Methods Of Job Scheduling: One Machine- N JoBS-, Two Machines- N JoBS-, N Machines- N JoBS-, M Machines- N JoBS-, Project Scheduling , Network Diagrams (PERT And CPM), (c) Job Sequencing, Job Sequencing In Service Organization (Application Of Simulation).

**(Periods- 7-1-3)**

**Unit 5 : Production Control System**

Concept, Function, and importance of production control, (b) centralization and decentralization, (c) documents and procedures used in production control: work order, material requisition, control sheet, internal delivery note, progress note, machine load chart.

**(Periods- 7-1-2)**

**Suggested Reading:**

1. J L Riggs, Production System Planning, Analysis, and Control, John Wiley & Sons, New York
2. Lee J Krajwski, Operations Management: Strategy & Analysis, 6th Ed. (Pearson Education, N. Delhi).
2. Buffa, Sarin, Production and Operations Management, Wiley- Publication, New Delhi.
3. Adam Ebert, Production and Operations Management, 6th Ed. (Pearson Education, New Delhi).

**MBA**  
**BS-6OM3: Project Management**

**Objective of the Course**

This subject will help the students to understand importance of job design and productivity and its role in organizations. The subject will also enable students to learn about various processes of the organization to improve organisation's productivity.

**Course Contents**

**Unit 1 : Productivity**

(a) Concept of productivity, (b) Measures of productivity, (c) Methods for productivity enhancement, (d) Productivity in manufacturing and service organization, (e) Principles of motion economy.

**(Periods-5 -1-2)**

**Unit 2 : Job Design**

(a) Concept of job simplification and job standardization, (b) Specialization and automation, (c) Approaches to job design, (d) Behavioral considerations of job design, (e) Work analysis and work measurement, (f) Time-study methods: work sampling, stop-watch method, man-machine charts, calculation of allowances, normal time, and standard time; (g) Compensation, legal and ethical consideration.

**(Periods- 8-1-2)**

**Unit 3 : Project Management**

(a) Project planning, objective of project management, (b) Classification of projects, (c) Project planning tools, GANTT charts, Milestone Charts, Network Analysis: PERT and CPM, finding critical path, earliest and latest activity time, (d) Time-Cost trade offs, (e) multilevel scheduling system.

**(Periods- 9-2-4)**

**Unit 4 : Maintenance and Safety Management**

(a) Concept, objectives and importance of maintenance, (b) maintenance strategies, (c) maintenance economy, (d) Total productivity maintenance (TPM), (e) Measurements of maintenance performance; (f) Plant Safety: plant and equipments conditions, accidents' costs, approaches for accidents prevention, risk management.

**(Periods- 8-1-2)**

**Suggested Readings:**

1. Lee J Krajwski, Operations Management: Strategy & Analysis, 6th Ed. (Pearson Education, N. Delhi.
2. S.N Chary, Production and Operations Management, 11th Ed., (TMI-I, N Delhi)
3. Adam Ebert, Production and Operations Management, 6th Ed. (Pearson Education, N. Delhi)



**MBA**  
**BS-6OM4: Materials Management**

**Objective of the Course**

To enable the students to maximize materials productivity by well coordinated and integrated approach towards various process involving decision making with respect to materials.

**Allocation of Periods: 45 (Lectures-30, Tutorials-5, Practicals-10)**

**Contents of Course**

**Unit 1 : Purchase Management:**

Concept, objectives, and role of purchase function, (b)Inputs to procurement process, (c)Restrains and functions affecting purchase decision, (d)Procurement decisions: supplier selection, timing of purchase, price, quality and quantity of material, (e)Evaluation of procurement process, (f)Purchasing in government departments.

**(Periods- 8-1-2)**

**Unit 2 : Inventory Management:**

(a)Introduction To Inventory System: Concept, Costs Associated With Inventory, Functions Of Inventory, Types Of Inventory, (b)Splective Control Of Inventory: ABC, VED, FNSD, GOLF, HML, (c)Models Of Inventory Control, Determination Of Economic Order Quantity (EOQ): Graphical , Tabular, And Mathematical Models (For Deterministic And Probabilistic Demand), Safety Stock, Reorder Level, (d)Concept Of Just In Time (JIT) System.

**(Periods- 10-2-3)**

**Unit 3 : Stores Management:**

(a)Introduction, (b)Functions Of Stores, (c)Organization. Of Store, (d)Types Of Stores, (e)Stores System And Procedures, (f)Decentralization V/S Centralization, (g)Control Of Spare Parts, (h)Codification And Classification Of Materials, (i)Stores Audit System, (j)Store's Location And Layouts.

**(Periods- 6-1-1)**

**Unit 4 : Waste Management:**

(a)Concept Of Waste Management, Importance Of Waste Management, (b)Concept Of Productivity And Wastivity, Gross And Net Wastivity, Wastivity As. Performance Measurement, (c)Wastivity V/S Productivity, (d)Classification of Waste Management, (e) Waste Reduction Methods, (f)Treatment of Waste In Cost Accounting.

**(Periods- 6-1-2)**

**Suggested Readings:**

1. JR Tony Arnold, et al, Introduction to Material Management, 5th Ed., Pearson,
2. N K Nayar, Resource Management, Vikas Publication, New Delhi
3. AK Citall et al, Materials Management : Text and Cases, .TMH, N Delhi
4. AK Datta, Materials Management: Procedure, Text and Cases, PHI, 2nd , N Delhi.

**MBA**  
**BS-6OM5: Total Quality Management and Quality Standards**

**Objective of the Course**

To enable students to understand the Concept, Principles and Strategies Applied in Total Quality Management.

**Allocation of Periods: 45 (Lectures-30, Tutorials-5, Practicals-10)**

**Contents of the Course**

**Unit 1 : Total Quality Management (TQM) Concept and Fundamentals**

(a) Definition, Basic Approach, (b) TQM Framework, (c) Principles of TQM, (d) Philosophies Of Quality Gurus: Deming's 14 Points, Crosby's Four Absolutes, Juran's Trilogy, Feigenbaum's Total Quality Control, The Total Quality Triad, (e) Evolution of TQM. **(Periods- 6-1-2)**

**Unit 2 : Human Aspect of Total Quality Management (TQM)**

(a) The human factor: The fundamental prerequisite for success, (b) TQM's human elements, (c) Motivating people for total quality, (d) Resistance to change, (e) Characteristics of quality leaders, (f) Role of quality readers, (g) Teams for TQM, (h) On-the-job satisfaction and quality, (i) Participative management, (j) Compensation system, (k) Ergonomics.

**(Periods- 5-1-1)**

**Unit 3 Strategic Quality Planning**

(a.) Strategic quality management, (b) Quality statement, culture, product quality cycle, (c) TQM planning environment, (d) Role of quality control department, (e) Planning for productivity, (f) Quality and re-engineering, (g) The cost of quality (Direct & Indirect cost), (h) Evaluating the cost of TQM, (i) Quality index, (j) The total quality cost curve, (k) Standardization.

**(Periods- 7-1-3)**

**Unit 4: Total Quality Management (TQM) Practices**

(a) TQM technologies, (b) TQM practices: policy deployment, benchmarking, backtracking, cross-functional teams, QFD, Taguchi Method, failure-mode and effect analysis, the Poka-Yoke concept, concurrent engineering, (c) Malcolm Baldrige award, European Quality award, (d) TQM Implementation Process.

**(Periods- 5-1-2)**

**Unit 5 : Quality Management Standards**

(a) Concept and need of quality standards, (b) National quality standard organizations: Bureau of Indian Standards (BIS), Agmark Grading of agriculture and allied commodities, Quality council of India; (c) International Organisation for standardization (ISO), ISO standards: ISO 9000 and 14000 series, integration of ISO 14000 with ISO 9000, (d) Process of ISO certification, (e) Implementing the system, (f) Post certification.

**(Periods- 7-1-3)**

**Suggested Readings:**

1. Dale, Carol, Glen, Mary, Total Quality Management, 3rd ed., Pearson Education, New Delhi
2. Ross, Total Quality Management: Text, Cases, and Readings, 2nd ed. St. Lucie Press.
3. H Lal, Total Quality Management: A practical approach, New Age International, New Delhi.
4. Hand Book for- ISO certification.

## MBA

### BS-6OM6: Productivity Management

**Objectives of the Course** - The objective of productivity management is to optimize the use of resources, improve efficiency, and maximize output. It focuses on streamlining processes, reducing waste, and enhancing employee performance. The goal is to achieve higher productivity levels, improve profitability, and ensure sustainable growth while maintaining quality standards and customer satisfaction.

#### **Contents of the Course:**

**Unit 1:** Nature, Objectives and Scope of Productivity Management, Evolution of PM, Functions and Responsibilities of Production Manager, New product development

**Unit 2:** Process analysis, design for manufacturing and service operations, capacity planning, facility location and layout.

**Unit 3:** PPC: Job, batch, Mass (assembly) and continuous and Master Production Schedule. Product control systems, Gantt Charts, Bar Charts.

**Unit 4:** Elements of Production Control, Purchase Process, Inventory Management: Graphical, Tabular and EOQ Models of Inventory Control; Just-In-Time Inventory, Selective Control Tools of Inventory.

**Unit 5 :** Concepts of Total Quality Management (TQM), Pure and replenishment types; Standardised work; Total Productivity Management (TPM).

#### **Suggested Readings:**

1. Chase, Jacob, Aquilano, and Agarwal, *Production and Operations Management*, 13<sup>th</sup>ed. (TMH, New Delhi), 2009
2. Lee J. Krajwski, *Operations Management: Strategy and Analysis*, 6<sup>th</sup> ed., Pearson Education, N. Delhi
3. MartandTelsang, "Industrial Engineering and Production Management", S. Chand and Company, First edition, 2000.
4. Jeffery K. Liver, *Toyota Production Way*
5. Adam Ebert, *Production and Operations Management*, 6<sup>th</sup> ed., Pearson Education, N. Delhi
6. S.N. Chary, *Production and Operations Management*, TMH, New Delhi, 5<sup>th</sup> edition
7. William J. Stevenson, *Operations Management*, 13<sup>th</sup> ed., 2017, McGraw-Hill, New Delhi

**BS-6OM7: World Class Manufacturing**

**Objectives of the Course** - The objectives of world-class manufacturing are to achieve superior product quality, operational efficiency, and cost competitiveness. It aims to optimize production processes, reduce waste, enhance customer satisfaction, and foster innovation. The goal is to implement best practices, adopt cutting-edge technologies, and ensure continuous improvement for long-term success.

**Contents of the Course:**

**Unit 1:** Information Age and Global Competitiveness: The Emergence of Information Age; Competition and Business Challenge; Operating Environment; Globalization and International Business; Global Competitiveness and Manufacturing Excellence; World Class Manufacturing and Information Age Competition; Manufacturing Challenges, Problems in Manufacturing Industry

**Unit 2:** Cutting Edge Technology & Philosophy of World Class Manufacturing: Value Added Engineer in - Hall's Framework; Schonberger's Framework of WCM; Gunn's Model; Maskell's Model Evolution of WCM; Ohno's View on WCM; Principles and Practices; Quality in WCM; Deming's & Shingo's Approach to Quality Management; Culmination of WCM, Generic Manufacturing Strategies for Information Age; Planning Methodology and Issues in Strategic Planning of WCM; Performance Measurement - PO-P System, TOPP System and Ambite System.

**Unit 3:** System and Tools for World Class Manufacturing: The Integration Imperative; Overview of Systems and Tools; Information Management Tools - Product and Process Design Tools, Bar Code Systems, Kanban: A Lean Production Tool, Statistical Quality Control (SQC),

**Unit 4:** Material Processing and Handling Tools; Assessment of Manufacturing Systems and Tools. Function of maintenance management, dynamics of maintenance organization/ departments, types of maintenance system, maintenance planning and scheduling, universal maintenance practices, total productivity maintenance.

**Unit 5:** Competitive Indian Manufacturing Performance and Competitiveness – Indian Firms: Manufacturing Objectives and Strategy; Usage of Management Tools and Technologies; Manufacturing Management Practices; IT Infrastructure and Practices; Strategic Intent Framework; Breadth and Integration of IT Infrastructure.

**Suggested Readings:**

1. World Class Manufacturing- A Strategic Perspective by BS-Sahay, KBS-Saxena & Ashish Kumar, Publisher: Rajiv Beri for Macmillan India Ltd.
2. Making Common Sense Common Practice – Models for Manufacturing Excellence by Ron Moore, Publisher: Butter Worth Heinemann
3. The Toyota Way by Jeffrey K. Liker, Publisher: Tata McGraw Hill
4. Managing Technology & Innovation for Competitive Advantage by V. K. Narayanan, Publisher: Prentice Hall
5. World Class Manufacturing - The Lesson of Simplicity by Richard J Schonberger, Publisher: Free Press - A Division of Simon and Schuster

## **MBA**

### **BS-6IB1: International Business Environment**

#### **Objective:**

The purpose of this paper is to enable the students learn nature scope and structure of International Business, and understand the influence of various environmental factors on international business operations

#### **UNIT 1**

Introduction to International Business: Importance nature and scope of International business; modes of entry into International Business internationalization process and managerial Implications. Environmental Context of International Business: Framework for analyzing international business environment

#### **UNIT 2**

Domestic, foreign and global environments and their impact on international business decisions-Global Trading Environment: World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Counter trade.

#### **UNIT 3**

International Financial Environment: Foreign investments -Pattern, Structure and effects; Movements in foreign exchange and interest rates and then impact on trade and investment flows.

#### **UNIT 4**

International Economic Institutions and Agreements: WTO, IMF, World Bank UNCTAD, Agreement on Textiles and Clothing (ATC), GSP, GSTP and other International agreements; International commodity trading and agreements. Emerging Developments and Other Issues: Growing concern for ecology; Counter trade; IT and international business.

#### **Suggested Readings:**

1. Bennet, Roger, International Business, Financial Times, Pitman Publishing, London, 1999.
2. Bhattacharya, B., Going International: Respon se Strategies of the Indian Sector, Wheeler Publishing, New Delhi, 1996.
3. Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth, 1999.
4. Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, 8th ed., Addison Wesley, Readings, 1998.
5. Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Addison Wesley, Readings, 1999.
6. Hill, Charles W. L., International Business, McGraw Hill, New York, 2000.

**MBA**  
**BS-6IB2: International Marketing**

**Objectives:** To understand the principles & concepts in Marketing, to provide the knowledge of marketing management in the international perspective to develop marketing strategies for the dynamic international markets.

**UNIT-1**

The importance and scope of marketing - Evolution of marketing: From transaction-based to relationship marketing- Marketing research and Decision support systems .Market Segmentation, Targeting and Positioning.

**UNIT-2**

Product Mix - Product management decisions, Product Life Cycle strategies - New Product Development - Pricing considerations and approaches, pricing strategies.

**UNIT-3**

Distribution channels and physical distribution. Marketing communication and Promotion mix Strategies. Nature of international marketing: meaning, Framework for International Marketing-Barriers for International Marketing.

**UNIT-4**

International Marketing Decisions: Product Planning, Designing and Development for international markets- Pricing Decisions: Pricing Strategies and Price setting For International Markets.

**UNIT-5**

Distribution: Channel Management and Physical distribution Management in International Marketing. Promotion: International Advertising Programs, Sales Management and Sales Promotion for Foreign Markets.

**Suggested Readings**

1. Philip Kotler, (2010), Marketing Management- The South Asian Perspective, Pearson
2. Warren J. keegan (2010): Global Marketing Management' Pearson Education
3. SvendHollensen (2010): Global Marketing: A Decision-Oriented Approach- 3rd Edition, Pearson Education.
4. Ramasamy, Namakumari (2010) Marketing Management, McMillan Publishers
5. Saxena: Marketing Management (Tata McGraw-Hill)

**BS-6IB3: Financing Of International Trade**

**Objectives:** To familiarize the students with the basic documents required and financing techniques of foreign trade.

**UNIT-1**

Methods of payment- Cash, Open account, Cash against Documents, Documents on acceptance, Advance payment, Bills of exchange and Letter of Credit (LoC), International commercial terms- Contract terms for carriage by sea transport – FAS–FOB–CFR–CIF–DES–DEQ–contract terms for carriage by any mode of transport – EXW-FCA-CPT-CIP-DAF-DDP-DDU. Procedure for drawing various LoC and their operations - Types of Letter of Credit – Discrepancies, Letter of credit - UCP- 600

**UNIT – II**

Pre-shipment Credit: Meaning, Procedure, rates and documents needed, Post Shipment Credit: Definition and features– Various applications of post shipment finance and their procedure, Negotiation of export bills, Bills purchased discounted under limits granted to customers. Advances against claims for export incentives, deferred payment export credits.

**UNIT – III**

Export credit insurance: Role of ECGC – Standard policies – Risks covered: Commercial Banks, Political Risks – Risks not covered, how to obtain a policy and file claim - Maximum liability and credit, Guarantees for covering export finance. Insurance policies and bank Guarantees and Special Schemes. FEMA: Exchange control, regulations and procedure in India

**Unit – IV**

Export, import trade control procedure, Processing of an export order: Customs and Port clearance. Procedure and documents relating to quality control, Export contracts, Basic Principles of Insurance: Marine insurance – types of policies, perils covered, EXIM Banks – Objectives, Organizations Functions of EXIM Bank – Export financing programmes.

**UNIT-5**

Relevant Case studies

**Suggested Readings**

1. Nabhis, 'Export's manual and documentation' Nabhi Publications
2. G.S. Lal, 'Finance of foreign trade and foreign exchange' H.P.J Kapoor Publications
3. S.C. Jain, 'Export Procedure and documents' Nabhi Publications
4. Current Export and import policies
5. Paras Ram, 'Export What, Where, and How' Anupama Publishers

**MBA**  
**BS-6IB4: Export Management And Documentation**

**Objectives:** It gives an understanding on the India's trade Position in the World and the various trade procedures involved in an international business. It gives an insight to the various documents required for trading.

**UNIT-1**

International Trade: Need and importance of International Trade – Recent Trends in World Trade – Leading players – India's Foreign Trade – Commodity composition and Destination – India's position in World merchandise trade and services – India's Foreign Trade Policy.

**UNIT-2**

Export Procedure: Starting an export firm – Selection of an export product – Market selection – Buyer selection - Registration procedure with Sales Tax, Central Exercise and various Boards and councils – Exim code number – Elements of export contract- Incoterms – Terms of payment and Letter of Credit.

**UNIT-3**

Export Documentation: Types of documents – Transport, Negotiation and Insurance documents.

**UNIT-4**

Export Finance: Sources of Finance - Role of commercial bank, EXIM Bank, ECGC and others – Export promotion Schemes – Insurance for Export – Types – export credit insurance – Risk Management – Types of risks – mitigation methods.

**UNIT-5**

Import Procedure and Documentation: Global sourcing – Types of global procurement – Tender – Negotiation – Contract and others – Customs regulations and import clearance formalities – Types of import licenses Export Promotion Capital Goods Scheme (EPCG) license- Duty exemption scheme – Duty Entitlement Pass Book Scheme (DEPBS)- Import formalities for 100% EOUs and SEZs - Import Risk Management.

**Suggested Readings:**

1. Aseem Kumar "Export and Import Management", Excel Books, 2007
2. David Stewart , "International Supply chain Management", Cengage publications, 2008
3. Jeevanandam C "Foreign Exchange : Practices Concepts and control" Sultan chand Publications, 2002.
4. Foreign Trade Policy: Hand book of Export Procedure and Annual of the Ministry of Commerce, Government of India.
5. Export and Import Manual, Nabhi Publications, New Delhi.
6. World Development Indicator, World Bank Publication



**MBA**  
**BS-6IB5: International Logistics Management**

**Objective:** The course provides the analytical framework for understanding the logistic models and supply chain techniques in an international perspective.

**UNIT-1**

Logistics Management: Concepts – Importance – Elements of the logistic System – Marketing and logistic mix – Logistics and marketing interface – Value-chain and production efficiency.

**UNIT-2**

Shipping Industry: Types of ships – Shipping systems: linear, Tramp, conference, chartering, Baltic freight exchange – Shipping intermediaries: agent , forwarder, brokers and others – containerization – types of containers – ICDs – CFS – CONCOR.

**UNIT-3**

Air Transport: Air transport – Air freight – IATA – Cargo handling – Designing the International Information system – system modules – Distribution and Transportation.

**UNIT-4**

**Supply chain:** Definition – scope and importance of supply chain – supply chain drivers and metrics - efficient and responsive supply chain - Designing supply chain network: Distribution network – Factor influencing distribution - Transportation decision in supply chain management.

**UNIT-5**

Forecasting and planning in supply chain management – Pricing in supply chain management- Role of IT in supply chain management - co-ordination in supply chain management.

**Suggested Readings:**

1. David P, “International Logistics” Biztantra, New Delhi , 2006.
2. Donald J BowersoxDavi J Class” Logistics Management, Tata Mc.GrawHill,New Delhi.
3. David Stewart,”International Supply chain Management”, Cengage publications,2008.
4. RejiIsmail,“Logistics Management” Excel Books, 2008.

**MBA**  
**BS-6IB6: International Contract Management**

**Objectives of the Course** - The objectives of international contract management are to ensure compliance with legal and regulatory requirements, mitigate risks, and protect the interests of all parties. It aims to establish clear terms, manage cross-border agreements efficiently, and ensure timely delivery of goods/services, while maintaining strong relationships and resolving disputes effectively.

**Unit-1:**

The Scope, Schedule, Budget, Resources relationship for projects Project delivery systems and International contract management.

**Unit-2:**

Ethics When Dealing with Contractors, why ethics are important to the Contract, Unlawful activity, basic requirements for a contract.

**Unit-3:**

General Conditions of Contract, Special Conditions of Contract, Pricing & Proposal Information, Technical Specifications, Drawings and Amendments.

**Unit-4:**

Contract requirements, Monitoring techniques, S-Curves including baseline, target and actual Earned, Value Analysis.

**Unit-5:**

Due Diligence, Cost of workplace injuries, Daily activity reports, Daily activity report uses, Daily activity report contents, Interface responsibilities of the Contract Manager, Meetings Planning, mediating, interferences, Schedule and procurement coordination, Substantial and Final Completion.

**Suggested Readings:**

1. John Murdoch & Will Hughes, Construction Contracts - Law and Management" Spon Press, Taylor & Francis Group.
2. Gajera, G.T., "Law relating to Building and Engineering Contracts in India" Butterworths.
3. Govt of India, Central Public Works Department, "CPWD Works Manual 2003."
4. Govt of India, Central Public Works Department, "Analysis of Rates for Delhi (Vol 1 & 2)." and "Delhi Schedule of Rates."
5. Govt of India, Central Public Works Department, "CPWD 7/8: General Conditions of Contracts."

**MBA**  
**BS-6IB7: Cross Culture Management**

**Objectives:** To provide a thorough understanding of the impact of an international context on management practices based on culture.

**UNIT-1:** Basic framework of Cross Cultural Management: Factors influencing Decision Making – Using Culture – Cross Cultural and International Management – Implications for the Manager. Comparing Cultures. Shifts in the Culture – Organizational Culture – Culture and Communication – Needs and Incentives – Dispute Resolution and Negotiation.

**UNIT-2:** Structure of Cross Cultural Management: Formal Structures – Functions – Bureaucracy – Culture and Bureaucracy – Implications. Informal Systems – Informal Relationships – Patronage, Society and Culture – Government-Business Patronage – Guanxi – Managing Informal Systems – Implications.

**UNIT-3:** Globalization & Cross Cultural Management: Planning Change: Meaning – Planning for Change – Planning in Different Culture – Planning in an Unstable Environment – Implications. International Strategies – Globalization and Localization – Defining Globalization – Roots – Global Local Contradictions – Implications.

**UNIT-4:** Models of Cross Cultural Management: Family Companies: The Anglo Model: Environment, Culture and Management. The Chinese Model: Environment and Culture. The Chinese Model: Management. Changes in the Chinese model – Implications.

**UNIT-5:** Strategy of Cross Cultural Management: Designing and Implementing Strategy: Formal Strategy Planning – Analyzing Resources and the Competition – Positioning the Company – Implementation – Emergent Strategy – Implications. Head Quarters and Subsidiary: Risk for the Multinational – Control – Implications.

**Suggested Readings**

1. Helen Deresky , International Management: Managing across Borders and Cultures, 5th Edition, Pearson Education, 2009
2. Richard M. Hodgetts & Fred Luthans, (2005), International Management, 3rd Edition, Tata McGraw Hill Publications, New Delhi
3. Hodgetts ,R.,M.,& Luthans F, (2005), International Management , Tata McGraw Hill Publications, New Delhi.
4. Hill, C. (2007) International Business: Competing in the Global Marketplace. (6th ed) Tata McGraw-Hill.

**MBA**  
**AGRI - BUSINESS MANAGEMENT**  
**GROUP-F**  
**BS-6AG1: Principles of Management in Agri Business**

**Objectives of the Course** - The objectives of principles of management in agribusiness are to optimize resource use, enhance productivity, and ensure sustainable growth. It focuses on effective planning, organizing, and controlling agricultural operations, improving decision-making, fostering innovation, and adapting to market demands, while promoting financial stability and environmental responsibility in agribusiness management.

**Unit-1:** Nature of Agri-Business, Evolution of Changing Dimensions of Agri-Business in India. Application of management principles in agri-business. Type, pattern and scope of Agri-Business.

**Unit-2:** Characteristics of Production, consumption and Marketable surplus of Agri Business in India. Rural Marketing, Distribution system, Marketing of Agriculture inputs, Marketing by the Govt., functioning of selected procurement agencies. Location factors and other problems in processing of Agricultural products.

**Unit-3:** Management of Agro industries. Locational Factors and other problems faced by Agri. industries and other industries related to Agri-business, Management of water shed and development projects, management of irrigation system, farm power and machinery mgt., food technology mgt., environmental mgt.

**Unit-4:** Nature, scope and functions of farm business management, working out existing and alternative farm plans. Farm labour, farm capital and farm machinery. Decision making process in farm management

**Unit-5:** Advanced concepts in Agricultural production: Technology Management for Livestock products, Quality Management in food industry, Agricultural inputs supply management, Vegetable seeds production management, Crop seed production management, Fertilizer management, Management of veterinary hospitals.

**Suggested Readings:**

1. Koontz, H. and Wehrich, Horticulture Management, 10th edition New York McGrawhill 1995
2. Stoner, J.etc., Horticulture Management, 6th ed., N. Delhi, Prentice Hall Of India, 1996.
3. J.D. Drilon Jr., Introduction to Agribusiness Management
4. John, N. David and Ray, Concept of Agribusiness Management
5. Kenneth D. Dull, Principles of Management in Agri-Business, Western Publication

**MBA**  
**BS-6AG2: Agricultural Marketing**

**Objectives of the Course** - The objectives of agricultural marketing are to connect farmers with markets, ensure fair pricing, and reduce post-harvest losses. It aims to promote efficient distribution channels, improve product quality, and enhance market access. Agricultural marketing seeks to support farmers' incomes, meet consumer demand, and contribute to the agricultural economy's growth.

**Unit-1:** Concept of Agricultural Marketing, Study of organization and function of agricultural marketing in India.

**Unit-2:** Methods of Grading farm products, Magnitude and dimensions of marketing & marketable surplus in agricultural communities.

**Unit-3:** Efficiency of marketing storage, Transportation and Financial Management in Agriculture.

**Unit-4:** Marketing: Perishability, seasonality and processing of agricultural products.

**Unit-5:** Various models and theories of agricultural marketing with their critical evaluation.

**Suggested Readings:**

1. John, N. David and Ray, Concept of Agribusiness Management
2. Kenneth D. Dull, Principles of Management in Agri-Business, Western Publication
3. Agriculture Marketing Management
4. Acharya, S.S, Dr. N.L. Agarwal, Agricultural Marketing In India, 6/E Oxford & Ibh, 2017
5. Kohls, Marketing of Agriculture Products 9e Pearson Education India; Ninth edition (2015)

**MBA**  
**BS-6AG3: Agricultural Export Management**

**Objectives of the Course** - The objectives of agricultural export management are to expand global market access, ensure compliance with international trade regulations, and enhance product quality. It aims to increase revenue through exports, strengthen supply chain efficiency, foster strategic partnerships, and promote sustainability, ultimately boosting the competitiveness of agricultural products in global markets.

**Unit1:** Definition and Nature of Export Management, Scope of Export Management in Agri business, Export Opportunities In Agriculture Products, review performance of exports, competitiveness, direction of trade and policy initiatives for Agricultural exports from India.

**Unit 2:** Steps in Export of Agri business products, Selection of Market and Channels of Export.

**Unit 3:** Issues related to the Export of Agribusiness products, Legal requirements for Export of Agribusiness products. WTO and India's Agricultural Exports.

**Unit4:** Financing of Agribusiness exports, Role of Govt. in promotion of Exports.

**Unit 5:** Export documentation and procedure, External Agencies for promotions of Export.

**Suggested Readings:**

1. Varshney R.L., Bhattacharya. B., International Marketing Management, Sultan Chand & Sons (2012)
2. Albaum, International Marketing and Export Management, 7e Pearson Education India; Seventh edition (2012)
3. Kapoor D.C., Export Management, Vikas Publishing House; First edition (2002)
4. Sharma Manoj, Agricultural Exports of India: A Post Reforms Analysis, LAP Lambert Academic Publishing 2015
5. YeledhalliRajashekhar, India Agricultural Exports and SAARC, LAP Lambert Academic, 2012
6. AlamDastgir, The World Trade Organisation and India's Agricultural Exports, 2011
7. Joshi Rakesh Mohan, International Marketing, Oxford University Press; 2 edition (2014)

**MBA**  
**BS-6AG4: Management of Cooperatives**

**Objectives of the Course** – The objectives of management of cooperatives are to ensure effective governance, promote member participation, and achieve financial stability. It focuses on improving service delivery, enhancing resource utilization, and fostering mutual benefits. The goal is to support cooperative principles, enhance community development, and provide sustainable economic opportunities for members.

**Unit-1:**

Nature of cooperative principles, Management principles and their applications to cooperative organizations, structure and functions of various types of cooperatives.

**Unit-2:**

Managerial problems of cooperatives, consumer stores, role of consumer stores, role of Government in the development of cooperatives.

**Unit- 3:**

Financing of cooperatives, staffing in cooperatives and training methods in cooperatives and efficiency criteria.

**Unit 4:**

marketing Public accountability, price, output and profit and policies of cooperatives; Special problem of cooperatives in agricultural and industrial sectors.

**Unit-5:**

Management practices of successful cooperatives in India: selected case studies.

**Suggested Readings:**

1. Ramkishen Y, Management of Co-operatives, JAICO Publishing House.
2. K. M. Rai. Cooperative Societies And Rural Development', Mittal Publication, New Delhi

**MBA**  
**BS-6AG5: Farm Management**

**Objectives of the Course** - The objectives of farm management are to optimize resource use, improve productivity, and ensure financial sustainability. It focuses on effective planning, budgeting, and decision-making to enhance crop and livestock performance. Farm management aims to reduce costs, maximize profits, and promote sustainable agricultural practices for long-term success.

**Unit 1:** Introduction, Definitions, Objectives of farm Management, Scope of Farm Management, Economic theory and farm management science, what makes a successful farm manager? Relationship of farm management with other sciences, Farm management problems under Indian conditions

**Unit2:** Economic Principles applied to Farm management: Principle of Variable proportion, Cost principle, principle of factor substitution, law of equi-marginal returns, Opportunity cost principle, principle of combining enterprises, Principle of comparative advantage, Time Comparison principle, Limitations of principles of farm management.

**Unit 3:** Farm Planning, Budgeting and Programming: Farm planning, Farm budgeting, Steps of Complete budgeting, Programming Techniques.

**Unit 4:** Systems of Farm Organization: Different systems of farming, Peasant farming, Corporate farming, State farming, Co-operative farming, Collective farming, Criteria for choice in India, Suitability of alternative systems.

**Unit 5:** Farm Size and Practices: Measurement of size of farm, Pattern of farm holdings in India, Factors determining economic holdings, Farm size practices – Large scale and small scale farming, Specialized and diversified farming, Mixed farming, Extensive and intensive farming.

**Suggested Readings:**

1. Dhondyal, S.P. (2007) Farm Management: An Economic Analysis
2. Broadway and Broadway (2009), Agri-Business Management.
3. Johl and Kapur (2005) Farm Business Management



**MBA**  
**BS-6AG6: Management of Dairies and Live Stock**

**Objectives of the Course** - The objectives of management of dairies and livestock are to optimize animal health and productivity, ensure efficient resource utilization, and maximize profitability. It focuses on improving breeding, feeding, and health practices, while maintaining sustainability. Effective management aims to enhance milk and meat production, reduce costs, and ensure animal welfare.

**Unit1:**

Issues in establishment and management of dairy projects, Important dairy projects in India.

**Unit 2:**

Sourcing milk and other raw materials, milk and milk products processing and technology, processing equipment and facilities for selected products.

**Unit 3:**

Managing plant operations, quality management and standardization, dairy products marketing, product development, packaging, branding, pricing, promotion, marketing channels and logistics, Export marketing of dairy products, and trends in Indian Dairy industry.

**Unit 4:**

Farm production-breed selection, feeding, disease control and quality management.

**Unit5:**

Purchases and inventory management, output marketing-market targeting, working capital management, cost-volume-profit analysis.

**Suggested Readings:**

1. J.D. Drilon Jr., Introduction to Agribusiness Management.
2. John N. Devid and Ray, Concept of Agri-Business Management.

**MBA**  
**BS-6AG7: Plantation Management**

**Objectives of the Course** - The objectives of plantation management are to optimize land use, increase productivity, and ensure sustainable cultivation practices. It focuses on improving crop yields, managing resources efficiently, and maintaining environmental balance. Plantation management aims to enhance profitability, reduce risks, and support long-term growth through effective planning and resource utilization.

**Unit1:** Current scenario of major plantation industries in India, plantation field operations in estates of Tea, Coffee, Rubber, Spices, etc (cultivation, harvest management, post harvest management).

**Unit 2:** Manufacturing/processing operations in estates, quality control aspects, estate management and labour relations, legal aspects of plantation business, sustainable management in terms of environmental, social and economic aspects, managing technological innovation in terms of cultivation and processing in Tea, Coffee, Rubber, Spices and other relevant plantation crops.

**Unit 3:** Marketing of plantation crops marketing channels, product development, branding, pricing and promotion.

**Unit 4:** Export environment for plantation crops, logistics management-purchase, stores and transport, Financial management in plantations, cost-volume-profit analysis.

**Unit 5:** Relevant promotional agencies and cooperatives, problems and prospects of the major plantation sectors.

**Suggested Readings:**

1. David, A. Avant, Plantation Management.
2. Pankaj Kumar, Practical Manual of Plantation.
3. P. Sudarshan, Plantation Management.

**MBA**  
**BS-6PH1: Pharmaceutical Marketing**

**Objectives of the Course** - The objectives of pharmaceutical marketing are to promote products effectively, increase market share, and ensure compliance with regulations. It aims to build strong relationships with healthcare professionals, enhance brand awareness, and educate consumers. Pharmaceutical marketing focuses on driving sales, ensuring product accessibility, and supporting health outcomes through targeted strategies.

**Units 1:** Fundamentals of Pharmaceutical Marketing: the 4 'Ps' in a regulated Pharma market, the Strategic Triangle; Market Segmentation in the pharmaceutical context, conceptual difference with consumer products market segmentation

**Unit 2:** PLC Management, reinforcing and revitalizing pharmaceutical brands, line-extensions. Product-mix Optimization

**Unit 3:** Promotional-mix Optimization: Portfolio Analysis by factoring key determinants, BCG Matrix, brand building decisions; leveraging the Promotional-mix for Brand Building. Designing Marketing Programs for New Product launch

**Unit 4:** The Pharmaceutical Industry: India and Global Scenario: Essential differences between domestic Marketing in India and International Marketing; generic products dominated market vis-à-vis patented products dominated markets

**Unit 5:** Role of pharmacies in dispensing products, role of mass media in product advertisements and social campaigns for market expansion; Structure and role of field management and product management, India Vs. Global

**Suggested Readings:**

1. Kotler, Philip, Marketing Management: Analysis, Planning, Implementation, and Control Latest Edition, Prentice Hall
2. Best, Roger J., Market-Based Management – Strategies for Growing Customer Value and Profitability (3rd Edition), Prentice Hall
3. Lehmann, Donald R. and Russell S. Winer, Product Management (2005 4th Edition). McGraw-Hill/Irwin.
4. Philip Kotler(2003). Marketing Management: Eleventh Edition, New Delhi: Pearson Education.

**BS-6PH2: Regulatory Framework of Pharmaceutical Business**

**Objectives of the Course** - The objectives of the regulatory framework of the pharmaceutical business are to ensure product safety, efficacy, and quality. It aims to protect public health by enforcing compliance with standards, preventing fraudulent practices, and ensuring transparency. The framework regulates production, distribution, and marketing to maintain ethical practices and industry integrity.

**Unit 1:** Law of Contract - Agreement - Offer - Acceptance - Consideration - Capacity of Contract Contingent Contract - Quasi Contract - Performance - Discharge - Remedies to breach of Contract

**Unit 2:** Partnership - Sale of Goods - Law of Insurance - Negotiable Instruments - Notes, Bills, Cheques - Crossing - Endorsement - Holder in due course - Holder in value - Contract of Agency.

**Unit-3:** Company - Formation - Memorandum - Articles - Prospectus - Shares - Debentures -Directors - Appointment - Powers and Duties - Meetings - Proceedings – Management - Accounts - Audit - Oppression and Mismanagement - Winding up.

**Unit-4:** Intellectual Property Rights & Regulations: Overview of Intellectual Properties, their types and importance of intellectual property protection. Patents: Requirement of patenting, patent specifications and claims, Indian Patent act 1970 and amendments. Patent search, analysis, drafting and stages of filing patent at national level.

**Unit-5:** International Treaties & IPR Organizations: Paris Conventions, Patent Cooperation Treaty (PCT) – introduction, application and general rules. Introduction to concept behind WIPO / WTO / TRIPS / GATT / GATS system & Uruguay Round.

**Suggested Readings:**

1. Pathak, LEGAL ASPECTS OF BUSINESS, Tata McGraw- Hill Publishing Company Limited, New Delhi
2. M.M. Sulphrey&Az-harBasheer, LAWS FOR BUSINESS, PHI Learning Pvt. Ltd. New Delhi
3. Generic Drug Product Development, Solid Oral Dosage forms, Leon Shargel and IsaderKaufer, Marcel Dekker series, Vol.143, Pharmaceutical Regulatory Process, Edited by Ira R. Berry Marcel Dekker Series,Vol.144
4. New Drug Approval Process: Accelerating Global Registrations By Richard A Guarino, MD, 5th edition, Drugs and the Pharmaceutical Sciences, Vol.19

**MBA**  
**BS-6PH3: Sales Promotion and Brand Management in Pharmaceutical Business**

**Objectives of the Course** - The objectives of sales promotion and brand management in the pharmaceutical business are to increase product visibility, stimulate demand, and enhance brand recognition. It aims to build trust with healthcare professionals and consumers, differentiate products in the market, and drive long-term customer loyalty, while ensuring compliance with industry regulations.

**Unit 1:** Strategic decision making using IMS-Health and C-MARC data for sales and market trend analysis; Using Medical Databases, PubMed and Standard Treatment Algorithms to build brand communication strategies; IFPMA Code of Ethics – Guidelines for Pharmaceutical Promotion

**Unit 2:** Developing content and designing of Scientific Promotional Literatures, Visual Aids and Journal Advertisements; Preparing the Promotional Budget as a part of the Marketing Budget; Monitoring & Controlling long-term projects, field-force activities and promotional-expense budget; Training Skills

**Unit 3:** Brand Name, Brand Image, Brand Value and Brand Awareness, Concept of Brand Equity, difference with brand valuation, Five dimensions of Brand Equity, key influencers of each dimension, prescription loyalty, prescriber coverage frequency, brand exposure through field-force promotion

**Unit 4:** Quality indicators, Promotional-mix, Benefits of building Brand Equity. Brand Management as a strategic marketing function: role of a Pharmaceutical Brand Manager, the ‘Little CEO’ concept, ‘Science meets Commerce’ concept

**Unit 5:** Essential differences between managing Pharmaceutical Brands and Consumer Brands, types of Pharmaceutical Brand Management organization structures, challenges of a Brand Manager; relation of Product Management Teams vis-à-vis Sales Force in Pharmaceutical companies

**Suggested Readings:**

1. Harsh Verma . Brand Mnanagement, Second Edition, Excel Publication.
2. Aaker,D.; Managing Brand Equity. RamanujMajumdar (1999) Product Management in India. New Delhi: Prentice Hall.
3. PranK.Chaudhary (2001), Successful Branding, Hyderabad: University Press Hill.

**BS-6PH4: Pharmaceutical Retail Management**

**Objectives of the Course** - The objectives of pharmaceutical retail management are to ensure efficient inventory management, provide quality customer service, and optimize sales. It focuses on maintaining compliance with regulatory standards, improving product accessibility, managing pricing strategies, and enhancing customer satisfaction. The goal is to drive profitability while promoting health and wellness in communities.

**Unit 1: Retailing**

An Overview, Understanding, Scope and Benefits of pharmaceutical retailing, Overview of Pharmaceutical retailing

**Unit2: Retail Strategies**

Classification of Retailers, Understanding the Retail Customer Population, demographic and geographic analysis, Retail Market Strategy, Strategic Planning Process, Pharmacies as retail outlets for switched drugs, Building Sustainable Competitive Advantage, Marketing Strategies, Product mix and assortment planning process Merchandising and store management Branding strategies.

**Unit3: Retail of OTC drugs**

Historical development of the OTC market, Major players within the OTC market, Rx-to-OTC switching: The changing role of the consumer, Consumer buying behavior for OTC drugs, Growth potential within the OTC market, Merchandise assortment planning, Organizing the buying process by categories, Merchandise purchasing process.

**Unit4: Store Management**

Store layout, design and visual merchandise, Store interior, exterior and security, Visual Merchandising for OTC drug retailing, Future Drivers of OTC Pharmaceuticals, The impact of technology on the drugs market, OTC pharmaceuticals: growth or maturity : in India and global Market Development in Pharmaceutical Marketing

**Suggested Readings:**

1. Barry Berman and Joel R. Evans, Retail Management: A Strategic Approach, Pearson,
2. Michael Levy and Barton AWeitz, Retailing Management, Tata McGraw-Hill,
3. Pradhan, Swapna, Retailing Management-Text & Cases, Tata McGraw-Hill)
4. Bajaj, Chetan, Srivastava Nidhi V, Tuli Rajesh, Retail Management, Oxford,

**MBA**  
**BS-6PH5: Supply Chain Management in Pharmaceutical Industry**

**Objectives of the Course** - The objectives of supply chain management in the pharmaceutical industry are to ensure timely and efficient delivery of products, maintain product quality, and optimize inventory levels. It aims to minimize costs, ensure regulatory compliance, enhance traceability, and improve collaboration across stakeholders, ensuring continuous availability of medications while safeguarding patient safety.

**Unit 1 Introduction to supply chain management (S.C.M)**

(a) Basic Concepts, Scope And Philosophy Of Supply Chain Management, (b)Importance Of Supply Chain Management, (c)Supply Chain Decision, (d)Evolution Of Supply Chain Management.

**Unit 2 Designing the Supply Chain**

(a)Role Of Distribution In Supply Chain, (b)Factors Influencing Distribution Network, (c)Process Of Supply Network Design, (d)Distribution Strategy, (e)Models For Facilities Location And Capacity Allocation, (f)Impact Of Uncertainty On Supply Chain Design, (g)Evaluation Of Supply Chain Design, (h)Demand Chain Management, (i)Strategic Alliances.

**Unit 3 Performance Measurement and Control**

(a)Concept, Dimensions Of Performance Measurement, (b)Tools For Performance Improvement: Benchmarking: Introduction, Forms Of Benchmarking, GAP Analysis, Benchmarking Study Report; (c)Achieving Strategic Integration, (d)Supply Chain Operations Reference (SCOR) Modeling, SCOR Analysis, (e)Value Chain, (f)Concept Of Configurability, (g)Evaluation Of Supply Chain Performance (Supply Chain Cost Analysis), (h)Impediments To Improved Performance.

**Unit 4 Logistics Management**

(a)Concept of Logistics, Inbound And Outbound Logistics, (b)Key Activities of Logistics, (c)Managing The Costs Of Logistics, (d)Application Of Logistics Management, (e)Trade-Offs In Logistics Management, (f)Bull-Whip Effect In Logistics, (g)Third And Fourth Party Logistics, (h)Emergence Of IT In Logistics, (i)International Issues In Logistics, (j)Warehousing, Types Of Warehouses, Site Selection, Layout And Design Of Warehouses.

**Unit 5 Emerging Trends in Supply Chain Management**

(a)Role Of Information Technology (IT) In Supply Chain Management: Electronic Data Interchange (EDI), Use Of Data Mining Tools, E-Business Framework, (b)Customer Profitability Analysis (CPA), (c)International Issues In Supply Chain Management.

**Suggested Readings:**

1. Chopra, Meindl; *Supply Chain Management: Strategic Planning and Operation*, 2nd ed., Pearson Education, New Delhi.
2. Altekari, *Supply Chain Management: Concepts and Cases*, Prentice-Hall of India, New Delhi
3. BS-Sahay, *Supply Chain Management*, Macmillan, New Delhi.
4. G. Raghuram, *Logistics and Supply Chain Management*, Macmillan, New Delhi
5. Balou, *Supply Chain Management*, Pearson Education

**MBA**  
**BS-6PH6: Marketing of Medical Devices**

**Objectives of the Course** - The objectives of marketing medical devices are to increase market awareness, educate healthcare professionals, and promote product benefits. It aims to ensure regulatory compliance, build brand trust, and expand market reach. Effective marketing drives sales, supports customer loyalty, and enhances patient outcomes by providing innovative, high-quality medical solutions.

**Unit 1:** Marketing management; Nature and scope; Evolution of marketing; Selling vs marketing; Emerging role of marketing in medical devices; Marketing mix.

**Unit 2:** Market Segmentation of Medical Devices: Nature and importance of segmentation; Pre-requisites for effective segmentation; Bases of segmenting consumer markets; Market selection strategies; Positioning.

**Unit 3:** Product Decisions of Medical Devices: Concept of product; Classification of products; Product line and Product mix; Branding, packaging, and labeling; Customer services; Development of new product; Product Life-cycle.

**Unit 4:** Price Decisions of Medical Services: Pricing as a marketing variable-its role and importance; Price vs. non-price competition; Factors influencing price determination; Price setting in practice; Price policies and strategies.

Distribution Channels and Physical Distribution Decisions: Marketing channel functions; Selecting channels of distribution; Determining the intensity of distribution; Channel management decisions-selection, motivation and evaluation of individual middlemen; Manufacturer-distribution relationship; Retailing and wholesaling; Logistics of distribution.

**Unit 5:** Promotion Decisions - Nature; Objectives and importance of promotion; Communication process; Promotion mix and methods; Advertising; Personal Selling; Public Relations; and Sales Promotion.  
India as an emerging market for medical devices, Recent developments in marketing of medical devices.

**Suggested Readings:**

1. Terri Wells, Medical Device Marketing: Strategies, Gameplans & Resources for Successful Product Management, Kindle Edition
2. Michale J. Etzel, Bruce J. Walker, William J. Stanton, and Ajay Pandit, *Marketing: Indian Adaptation*, 14<sup>th</sup> ed., Tata McGraw-Hill, New Delhi, 2009
3. E. Jerome McCarthy and William B. Perreault, *Basic Marketing: A Managerial Approach*, 15<sup>th</sup> ed., Tata McGraw-Hill, New Delhi, 2009
4. Philip Kotler and Gary Armstrong, *Principle of Marketing*, 14<sup>th</sup> ed., Prentice-Hall of India, New Delhi, 2014



**MBA**  
**BS-6PH7: Strategic Procurement**

**Objectives of the Course** - The objectives of strategic procurement are to optimize sourcing, reduce costs, and ensure the timely availability of high-quality goods and services. It focuses on building strong supplier relationships, managing risks, and aligning procurement decisions with organizational goals. Strategic procurement aims to enhance operational efficiency and drive long-term business success.

**Unit 1:** Importance of purchasing and sourcing management in pharmaceutical industry, role the supply function plays on the competitive success and profitability of modern organizations.

**Unit 2:** Function of Strategic Procurement in pharmaceutical industry, role in a company as well as its influence and interdependencies with other corporate functions, such as R&D, manufacturing, accounting, finance, etc.

**Unit 3:** Importance of the procurement function in supply chain design and function through its responsibility for the firm's sourcing strategy, strategic sourcing process

**Unit 4:** Supplier performance management methodologies, supplier identification, selection, and development, total costs, materials management, transportation and inventory decisions, and environmental and social responsibility issues.

**Unit 5:** Role of global sourcing and the procurement process in supply chain management, ethical, contractual, and legal issues faced by procurement professionals

**Suggested Readings:**

1. Benton, W C Jr. (2007) Purchasing and Supply Management, McGraw-Hill/Irwin, New York, USA.
2. Handfield, R B, Monczka, R M, Giunipero, L C and Patterson, J L (2009) Sourcing and Supply Chain Management, 4th edn, South-Western, Cengage Learning, Canada.
3. International Trade Centre (2000) Module 10: Managing Logistics in the Supply Chain, International Purchasing & Supply Management Modular Learning System, UNCTAD/WTO.
4. Leenders, M R, Johnson, P F, Flynn, A E and Fearon, H E (2006) Purchasing and Supply Management: With 50 Supply Chain Cases, 13th edn, McGraw-Hill/Irwin, USA.
5. Lysons, K and Farrington, B (2006) Purchasing and Supply Chain Management, Pearson Education Limited, England.





## **Shobhit University, Gangoh**

**(Established by UP Shobhit University Act No. 3, 2012)**

### **School of Business Studies & Entrepreneurship**

#### **Ordinances, Regulations & Syllabus**

**For**

**Bachelor of Business Administration (BBA) Three Year  
Programme Semester Pattern  
(w.e.f. session 2013-14)**

**Revised and Approved in the year 2021 (17<sup>th</sup> meeting, Board of  
Studies)**

## **Programme Educational Objectives (PEOs)**

**PEO 1** Graduates will demonstrate a comprehensive understanding of core business concepts, including finance, marketing, management, and operations, enabling them to analyze and solve business problems effectively.

**PEO 2** Graduates will apply critical thinking and analytical skills to make informed decisions in complex business environments, considering ethical and social implications.

**PEO 3** Graduates will effectively communicate ideas and information in both written and verbal formats, demonstrating strong interpersonal skills necessary for teamwork and leadership roles.

**PEO 4** Graduates will understand the impact of globalization on business practices and appreciate diverse perspectives, fostering inclusivity in the workplace.

**PEO 5** Graduates will utilize current technologies and data analytics tools to enhance business operations and decision-making processes.

**PEO 6** Graduates will cultivate an entrepreneurial mindset, demonstrating creativity and innovation in developing new business ideas and strategies.

**PEO 7** Graduates will recognize the importance of ethical behavior and social responsibility in business, making decisions that contribute positively to society.

**PEO 8** Graduates will embrace continuous learning and adaptability, equipping them to navigate the evolving business landscape throughout their careers.

## **Programme Specific Objectives (PSO's)**

**PSO 1** Equip students with a foundational understanding of various business functions, including marketing, finance, operations, and human resources.

**PSO 2** Foster the ability to analyze complex business problems and make data-driven decisions using quantitative and qualitative methods.

**PSO 3** Instill a sense of ethical responsibility and integrity in business practices, preparing students to be ethical leaders in their future careers.

**PSO** Improve both written and verbal communication skills, enabling students to effectively present ideas and collaborate in diverse teams.

**PSO5** Inspire innovative thinking and the ability to recognize and capitalize on business opportunities in various environments.

**PSO6** Provide an understanding of global business practices and cultural diversity, preparing students for careers in an interconnected world.

## **Programme Outcome Objectives (POO's)**

**POO 1** Demonstrate a comprehensive understanding of core business concepts, theories, and practices across various disciplines, including finance, marketing, management, and operations.

**POO 2** Apply critical thinking and analytical skills to solve complex business problems and make informed decisions based on quantitative and qualitative data.

**POO 3** Exhibit effective verbal and written communication skills, enabling clear presentation of ideas and persuasive arguments in diverse business contexts.

**POO 4** Work effectively in teams, demonstrating leadership, interpersonal skills, and the ability to manage group dynamics to achieve common goals.

**POO 5** Understand and apply ethical principles and social responsibility in business decision-making, recognizing the impact of business actions on society and the environment.

**POO 6** Analyze and appreciate the impact of globalization on business practices and strategies, and demonstrate cultural awareness in diverse business environments.

**POO 7** Utilize modern technology and information systems to enhance business operations, including data analysis tools and management software.

**POO 8** Foster an entrepreneurial mindset by identifying opportunities, assessing risks, and developing innovative solutions to create value in the marketplace.

**POO 9** Commit to ongoing personal and professional development, recognizing the importance of staying current with industry trends and advancements.

**POO 10** Develop and implement effective business strategies that align with organizational goals and respond to market dynamics.

## ***Course Structure***

## ***Ordinance and Regulations***

BBA:FirstYearCourseStructure First Semester

SL.No.	Subject Code	Subject Name	Credit
1	BBN-101	Business Economics	4
2	BBN-102	Basic Accounting	4
3	BBN-103	Business Statistics	4
4	BBN-104	Principles of Management	4
5	BBN-105	Business Ethics & Governance	4
6	BBN-106/BBN-106A/BBN-106B/ BBN-106C	Computer Applications/Python/Fundamentals of Computer/Computer System Security	4
		<b>Total</b>	24

Programme/Class:Degree		Year:First	Semester:First
Course/paper-1(A)			
CourseCode:BBN-101		CourseTitle:BusinessEconomics	
<b>Courseoutcomes:</b> The aim of the course is to build knowledge and understanding business economics among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about business economics. The outcome of the course will be as follows – To provide knowledge about business economics. To provide knowledge about Demand Analysis. To Determine Production and cost analysis. ToMakeawarewithpricingandprofitmanagement.			
Credits:3		Compulsory	
Max.Marks:25+75		Min.PassingMarks:	
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-T-P:2-0-0			
Unit	Topics		No. of Lectures Total=30
I	IntroductiontoBusinessEconomics:NatureandScopeofBusinessEconomics,its relationshipwithothersubjects.FundamentalEconomicTools-Opportunitycost concept, Incremental concept, Principle of time perspective, discounting principle and Equi-marginal principle.		6
II	Demand Analysis: Concept of Demand & its determinants. Price, Income & Substitution effects, Elasticity of demand: meaning, types, measurement and significance in managerial decisions, Revenue concepts, Conceptofdemandforecastingandmethodsofdemandforecasting.		8
III	Production and Cost Analysis: Meaning, Production function, Law ofvariable proportion and laws of return to scale, Various cost concepts and classification, Cost outputrelationshipinshortrun&longrun,Costcurves,Economicsanddiseconomies ofscale.		7
IV	Pricing: Nature of market, Types of markets and their characteristics, Pricing under different market structures–Perfect, Monopoly, Oligopoly and Monopolistic competition, Price discrimination under monopoly competition. Profit Management & Inflation: Profit, Functions of profit, Profit maximization, Break even analysis. Elementary idea of Inflation		9
<b>SuggestedReadings:</b> 1. Varsney&Maheshwari,ManagerialEconomics 2. MotePaul&Gupta,ManagerialEconomics:Concepts&cases 3. D.N.Dwivedi,ManagerialEconomics 4. D.C.Huge,ManagerialEconomics 5. 5.Peterson&Lewis,ManagerialEconomics			
SuggestedContinuousEvaluationMethods: InadditiontothetheoreticalinputsthecoursewillbedeliveredthroughAssignments,Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.			
Suggestedequivalentonlinecourses:.....			
FurtherSuggestions:.....			

Programme/Class:Degree		Year:First	Semester:First
Course/paper-1(B)			
CourseCode:BBN-102		CourseTitle:BasicAccounting	
<b>Courseoutcomes:</b> The aimof the course isto build knowledge and understandingprinciples of accountingamong the students. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about Accounting. The outcome of the course will be as follows – ToIntroduceaboutAccountingPrinciplesandotheraspects ofaccounting.Toprovide knowledge about rectification of errors. To make able about valuation of stocks. To make aware with share and Debenture.			
Credits:3		Compulsory	
Max.Marks:25+75		Min.PassingMarks:	
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-T-P:2-0-0			
<b>Unit</b>	<b>Topics</b>		<b>No. of Lectures Total=30</b>
<b>I</b>	Introduction: Meaning and process of accounting, Basic terminology of accounting, Difference between accounting & book keeping. Importance & limitations of accounting, Varioususersofaccountingininformation,AccountingPrinciples: Conventions&Concepts.		6
<b>II</b>	Accounting equation, Dual aspect of accounting, Types of accounts, Rulesof debit& credit, Preparation of Journal and Cash book including banking transactions, Ledger andTrial balance, Subsidiary books of accounts. Rectification of errors, Preparation of bank reconciliation statement, Bills of exchange and promissory notes.		10
<b>III</b>	Valuationofstocks,Accountingtreatmentofdepreciation,Reservesandprovisions, Preparationoffinalaccountsalongwithadjustment entries.		8
<b>IV</b>	Issueofsharesanddebentures,Issueofbonussharesandrightissue,Redemptionof preferencesharesanddebentures.		6
<b>SuggestedReadings:</b> 1. AgarwalB.D.,AdvancedAccounting 2. Chawla&Jain,FinancialAccounting 3. ChakrawartiK.S.,AdvancedAccounts. 4. GuptaR.L.&Radhaswamy,FundamentalsofAccounting 5. Jain&Narang,AdvancedAccounts			
SuggestedContinuousEvaluationMethods: InadditiontothetheoreticalinputsthecoursewillbedeliveredthroughAssignments,Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.			
Suggestedequivalentonlinecourses:.....			
FurtherSuggestions:.....			



Programme/Class:Degree		Year:First	Semester:First
Course/paper-2(A)			
CourseCode:BBN-103		CourseTitle:Business Statistics	
<b>Courseoutcomes:</b> The aim of the course is to build knowledge and understanding of Business Statistics among the student. The course seekstogivedetailedknowledgeaboutthesubjectmatterbyinstillingthembasicideasaboutBusiness Statistics. The outcome of the course will be as follows – To provide knowledge about basic concepts of Statistics. To provide knowledge measurement of central tendency.To give an overview of correlation and regression analysis. To make Able to know the sampling and probability.			
Credits:3		Compulsory	
Max.Marks:25+75		Min.PassingMarks:	
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-T-P:2-0-0			
Unit	Topics		No. of Lectures Total=30
I	Introduction:Concept,features,significance&limitationsofstatistics,Typesofdata, Classification&Tabulation,Frequencydistribution&graphicalrepresentation.		6
II	Measures of Central Tendency (Mean, Median, Mode), Measures of Variation (Range, Quartile Deviation, Mean Deviation andStandardDeviation),Significance &propertiesofagoodmeasureofvariation, MeasuresofSkewness&Kurtosis.		8
III	CorrelationandRegression:Meaningandtypesofcorrelation,Simplecorrelation, Scatterdiagrammethod,KarlPearson’sCoefficientofcorrelation,Significanceof correlation,Regressionconcept,Regressionlines,RegressionequationsandRegression coefficient.		8
IV	Probability: Concept, Events, Addition Law, Conditional Probability, Multiplication Law & Baye’s theorem [Simple numerical]. Probability Distribution: Binomial, Poisson and Normal. Sampling:Methodofsampling,Samplingandnon-samplingerrors,Testofhypothesis, Type-I and Type-II Errors, Large sample tests.		8
<b>SuggestedReadings:</b> 1Gupta,S.P.&Gupta,M.P.,BusinessStatistics 2. Levin,R.I.,StatisticsforManagement 3. Feud,J.E.,ModernElementaryStatistics 4. Elhance,D.N.,FundamentalsofStatistics 5. Gupta,C.B.,IntroductionofStatisticalMethods			
SuggestedContinuousEvaluationMethods: InadditiontothetheoreticalinputsthecoursewillbedeliveredthroughAssignments,Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.			
Suggestedequivalentonlinecourses: .....			
FurtherSuggestions: .....			

Programme/Class:Degree		Year:First	Semester:First
Course/paper-2(B)			
CourseCode:BBN-104		CourseTitle:PrinciplesofManagement	
<b>Courseoutcomes:</b> The aim of the course is to build knowledge and understanding about principles of management among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about management. The outcome of the course will be as follows – To provide knowledge about management and its principles. To provide knowledge about Managerial functions. To make aware with management thinkers and their contributions.			
Credits:3		Compulsory	
Max.Marks:25+75		Min.PassingMarks:	
TotalNo.ofLectures-Tutorials-Practical(in hours per week):L-T-P:2-0-0			
Unit	Topics		No.ofLectures Total=30
I	Introduction: Concepts, objectives, nature, scope and significance of management, Contribution of Taylor, Weber and Fayol in management, Management Vs. administration..		6
II	Planning: Concept, objectives, nature, importance and limitations of planning, planning process Concept of Decision Making and its Importance, forms, techniques and process.		8
III	Organizing: Concept, objectives, nature of organizing, Types of Organization, Delegation of authority, Authority and responsibility, Centralization and Decentralization, Span of Control.		6
IV	Directing: Concept, principles & aspects of directing, Concept and types of Coordination, Concept of leadership, Supervision, Motivation and Communication. Controlling: Concept, Principles, Process and Techniques of Controlling, Relationship between planning and controlling		10
<b>Suggested Readings:</b> 1. Pagare Dinkar, Principles of Management 2. Prasad L.M., Principles and Practice of Management 3. Satya Narayan and Raw VSP, Principles and Practice of Management 4. Srivastava and Chunawalla, Management Principles and Practice			
<b>Suggested Continuous Evaluation Methods:</b> In addition to the theoretical input the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.			
<b>Suggested equivalent online courses:</b> .....			
<b>Further Suggestions:</b> .....			

Programme/Class:Degree		Year:First	Semester:First
Course/paper-3(A)			
CourseCode:BBN-105		CourseTitle:BusinessEthicsand Governance	
<b>Courseoutcomes:</b> TheaimofthecourseistobuildknowledgeandunderstandingBusinessEthicsamongthestudent.The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about Business Ethics. The outcome of the course will be as follows – Todevelopunderstandingofbusinessethicsandvalues. Toproviderelationshipbetweenethicsandcorporateexcellence. TogiveanoverviewaboutGandhianphilosophyandsocialresponsibility.			
Credits:3		Compulsory	
Max.Marks:25+75		Min.PassingMarks:	
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-T-P:2-0-0			
Unit	Topics		No.ofLectures Total=30
I	Introduction: Concept and nature of ethics; ethics, values and behaviour; development of ethics, relevance of ethics and values in business, Arguments against business ethics.		6
II	WorklifeinIndianPhilosophy:Indianethosforworklife,Indianvalues for the work place, Work-life balance, Ethos of Vedantain management,Hierarchismasanorganizationalvalue.		8
III	RelationshipbetweenEthics&CorporateExcellence,CorporateMission Statement, Code of Ethics, Organizational Culture, TQM. Gandhian Philosophy of Wealth Management, Philosophy of Trusteeship, Gandhiji’s Seven Greatest Social Sins, Concept of knowledgemanagementandwisdommanagement.		8
IV	CorporateSocialResponsibility-SocialResponsibilityofbusiness withrespecttodifferentstakeholders,ArgumentsforandagainstSocial responsibility of business, Social Audit.		8
<b>SuggestedReadings:</b> 1. KaurTripat, Values&EthicsinManagement, GalgotiaPublishers. 2. ChakrabortyS.K., HumanvaluesforManagers 3. McCarthy,F.J., BasicMarketing 4. ChakrabortyS.K., EthicsinManagement:AVedanticPerspective, OxfordUniversityPress.			
SuggestedContinuousEvaluationMethods: InadditiontothetheoreticalinputsthecoursewillbedeliveredthroughAssignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.			
Suggestedequivalentonlinecourses: .....			
FurtherSuggestions: .....			

Programme/Class: Degree		Year:First	Semester:First
Course/paper-3(B)			
CourseCode:BBN-106		CourseTitle:ComputerApplications	
<b>Courseoutcomes:</b> Theaimofthecourseistobuildknowledge,understandingComputerApplicationsamongthestudent.The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about Computer Applications. The outcome of the course will be as follows – To provide knowledgeaboutcomputeranditsapplication. To provide knowledgeaboutcomponentsandworkingoncomputer. To give an overviewaboutsoftwaresystemandDatabase management.			
Credits:3		Compulsory	
Max.Marks:25+75		Min.PassingMarks:	
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-T-P:2-0-0			
Unit	Topics		No. of Lectures Total=30
I	Computer: An Introduction, Computers in Business. Elements of Computer system, Indian computing Environment, Management of data processing systems in Business organizations, Programmes development cycle, flow charting, Input Output analysis Programming Concept, Software Development process.		8
II	Components of a computer system, Generation of computer and computer languages, personal computers in Business, PC-software Packages, AnIntroduction to Disk. Operating system and windows, GUI,Othersystemsoftwares.		7
III	Text Processing, software, Introduction to spreadsheet software, creation of spreadsheet application, Range, formulas, function data base functions in spreadsheet,Graphicsonspreadsheet,modesofdataprocessing,Reportgeneration, Presentationgraphics,Creating a presentation.		7
IV	Computer software system, software development process, files design & Report design, Data files types, Master & Transaction file. Data Hierarchy& data file structure, Use of files in Programming. Relevance of Data base management system, data base manager, data communication,networking,LAN&WAN,RealTimeSharing,On line&off lineprocessing.		8
<b>SuggestedReadings:</b> 1. P.K.Sinha&P.Sinha,ComputerFundamentals,BPBPpublication 2. V.Rajaraman,ComputerFundamentals,PHI 3. Tannenbaum,ComputerApplicationsandNetworks 4. ‘O’Brien,ManagementInformationSystems			
SuggestedContinuousEvaluationMethods: InadditiontothetheoreticalinputsthecoursewillbedeliveredthroughAssignments,Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.			
Suggestedequivalentonlinecourses: .....			
FurtherSuggestions: .....			

## **BBA I SEM Syllabus PYTHON (BBN-106A)**

### **CO: COURSE OBJECTIVES**

**CO-1** Develop a foundational understanding of Python programming concepts, including syntax, data types, and control structures.

**CO-2** Apply logical and computational thinking to solve real-world business problems through Python programming.

**CO-3** Understand and apply basic principles of object-oriented programming (OOP) in Python to develop modular and reusable code.

**CO-4** Explore how Python can be integrated with business tools and platforms, such as databases and APIs, to enhance data-driven decision-making.

### **Course Contents**

**Unit I: Introduction to Python:** Overview of Python: History, features, and applications in business.

Setting Up the Environment: Installation of Python and IDEs (e.g., Anaconda, Jupyter Notebook).

Basic Syntax and Data Types: Variables, data types (integers, floats, strings), and type conversion.

Control Structures: Conditional statements (if, else, elif) and loops (for, while).

**Unit II: Data Structures and Functions** **Lists and Tuples:** Creation, manipulation, and common methods.

Dictionaries and Sets: Key-value pairs, set operations, and their applications. Functions: Defining functions, parameters, return values, and scope. Modules and Packages: Importing modules and using built-in libraries.

**Unit III: Data Manipulation and Analysis:** Introduction to Libraries: Overview of NumPy and Pandas.

DataFrames and Series: Creating, manipulating, and analyzing data using Pandas. Data Cleaning and Preparation: Handling missing values, data types, and filtering data. Basic Statistical Analysis: Descriptive statistics and data summarization techniques.

**Unit IV: Data Visualization:** Introduction to Data Visualization: Importance and principles of effective visualization.

Matplotlib and Seaborn: Creating plots (line, bar, histogram, scatter) using Matplotlib; advanced visualizations with Seaborn.

Visualizing Business Data: Practical examples of visualizing sales, performance metrics, and other business-related data.

**Unit V: Practical Applications and Projects:** **Automation with Python:** Writing scripts for data entry, report generation,

and other business tasks. **Introduction to APIs:** Fetching and using data from web APIs relevant to business. **Capstone**

**Project:** Working on a project that incorporates data analysis and visualization to solve a real-world business

problem. **Collaboration and Version Control:** Introduction to Git for project management and collaboration.

### **Suggested Readings:**

1. *"Python Programming: A Modular Approach"* by Reema Thareja
2. *"Introduction to Computing and Problem Solving with Python"* by D. S. Malik
3. *"Data Science Using Python and R"* by Chaurasia, S.
4. *"Python for Data Analysis"* by Wes McKinney (Indian Edition)

### **COURSE OUTCOMES-**

**COs-1** Demonstrate proficiency in Python programming fundamentals, including syntax, data types, and control structures.

**COs-2** Utilize Python libraries such as Pandas and NumPy to manipulate, analyze, and visualize data relevant to business scenarios.

**COs-3** Develop scripts to automate repetitive business tasks, enhancing operational efficiency and productivity..

**COs-4** Understand and apply the principles of object-oriented programming (OOP) to design and implement modular and reusable code.

# BBA I sem Syllabus

## FUNDAMENTALS OF COMPUTER (BBN-106 B)

### CO: COURSE OBJECTIVES

**CO-1**Acquire a foundational knowledge of computer hardware, software, and the principles of operation.

**CO-2**Gain familiarity with various operating systems (e.g., Windows, macOS, Linux) and their functionalities, including file management and system navigation.

**CO-3**Develop proficiency in using common business application software, such as word processors, spreadsheets, and presentation tools

**CO-4**Recognize the importance of cybersecurity, data protection, and safe online practices to mitigate risks in a digital environment.

### *CourseContents*

**Unit I:Introduction to Computers:** Overview of Computers: Definition, types (desktop, laptop, tablet), and components (hardware and software).Computer Architecture: Basic components (CPU, memory, storage) and their functions. Operating Systems: Introduction to operating systems (Windows, macOS, Linux), their functions, and user interfaces. Basic Terminology: Understanding key terms (software, hardware, networks, data).

#### **Unit II:Application Software:**

Word Processing: Introduction to MS Word or Google Docs; formatting, editing, and document management.

Spreadsheets: Overview of MS Excel or Google Sheets; basic formulas, functions, data analysis, and visualization

Presentation Software: Creating presentations using MS PowerPoint or Google Slides; design principles and effective communication .Database Basics: Introduction to database concepts; using basic features of MS Access or Google Sheets for data management.

**Unit III:Internet and Networking:** Understanding the Internet: What is the internet? Components and functioning (ISP, web browsers).Web Technologies: Basics of web applications, websites, and cloud computing.

Networking Concepts: Introduction to local area networks (LAN), wide area networks (WAN), and network protocols. Online Communication Tools: Overview of email, instant messaging, and collaboration tools (e.g., Slack, Zoom).

**Unit IV:Cybersecurity and Ethics:**Cybersecurity Fundamentals: Importance of cybersecurity; common threats (viruses, phishing, malware).Data Protection: Best practices for securing data, including passwords and encryption. Ethics in Computing: Understanding digital ethics, privacy issues, and the implications of technology in society .Legal Aspects: Overview of laws related to data protection and intellectual property

**.Unit V:Introduction to Programming Concepts:** Basic Programming Logic: Understanding algorithms, flowcharts, and pseudocode. Introduction to Programming Languages: Overview of programming languages (Python, Java) and their applications in business. Hands-On Programming: Simple coding exercises to reinforce concepts (if applicable).Problem-Solving with Computers: Applying programming concepts to solve basic business problems.

#### **Suggested Readings:**

1. "*Fundamentals of Computers*" by V. Rajaraman

2."*Computer Science with Python*" by S. D. Sharma

3"*Fundamentals of Information Technology*" by R. S. SalariaRani

4"*Information Technology: Principles and Practices*" by K. K. Jain

### **COURSE OUTCOMES-**

**COs-1**Demonstrate a foundational understanding of computer hardware, software, and basic architecture.

**COs-2**Utilize common business application software (e.g., word processors, spreadsheets, and presentation tools) effectively for various tasks.

**COs-3**Discuss ethical issues related to technology use, including privacy, intellectual property, and responsible digital citizenship.

**COs-4**Apply computational thinking to analyze business scenarios and develop technology-driven solutions.

## BBA I sem Syllabus

### COMPUTER SYSTEM SECURITY (BBN-106 C)

#### CO: COURSE OBJECTIVES

**CO-1** Acquire a foundational knowledge of computer security concepts, including types of threats, vulnerabilities, and attack vectors..

**CO-2** Develop the ability to design and implement basic security controls and policies to protect information assets.

**CO-3** Understand network security protocols and tools, including firewalls, intrusion detection systems, and secure communication methods.

**CO-4** Gain skills in developing and executing incident response plans to effectively handle security breaches and incidents.

#### Course Contents

**Unit I: Introduction to Computer Security:** Overview of Computer Security: Definition, importance, and key concepts.

Types of Threats: Malware, phishing, social engineering, insider threats, and physical threats.

Security Vulnerabilities: Common vulnerabilities in hardware, software, and networks. Basic Security Principles:

Confidentiality, integrity, availability, and authentication.

**Unit II: Risk Management and Security Policies:** Word Processing: Introduction to MS Word or Google Docs; formatting, editing, and document management. Spreadsheets: Overview of MS Excel or Google Sheets; basic formulas, functions, data

analysis, and visualization. Presentation Software: Creating presentations using MS PowerPoint or Google Slides; design principles and effective communication. Database Basics: Introduction to database concepts; using basic features of MS Access or Google Sheets for data management.

**Unit III: Network Security:** Network Security Fundamentals: Understanding network architecture and common security threats. Firewalls and Intrusion Detection Systems: Types, configurations, and best practices.

Secure Communication Protocols: HTTPS, SSL/TLS, VPNs, and secure email practices. Wireless Security: Security measures for Wi-Fi networks and mobile devices.

**Unit IV: Data Protection and Cryptography:** Data Protection Strategies: Encryption methods, secure data storage, and backup solutions. Cryptographic Techniques: Symmetric and asymmetric encryption, hashing, and digital signatures. Data Loss Prevention: Strategies for preventing data breaches and loss.

Incident Response Planning: Developing incident response plans and handling breaches.

**Unit V Emerging Threats and Security Trends:** Current Cyber Threat Landscape: Overview of recent attacks and trends in cybersecurity. Social Media and Cybersecurity: Risks associated with social media use in business.

Cloud Security: Security considerations for cloud computing and storage. Future Trends: Emerging technologies (AI, IoT) and their impact on security.

#### Suggested Readings:

1. *"Cyber Security: Understanding Cyber Crimes, Computer Forensics and Legal Perspectives"* by Nina Godbole and Sunit Belapure

2. *"Computer Security: Principles and Practice"* by William Stallings and Lawrie Brown

3. *"Ethical Hacking and Penetration Testing Guide"* by G. R. S. Rao

4. *"Information Security: A Practical Guide to Data Security"* by S. K. Singh

#### COURSE OUTCOMES-

**COs-1** Demonstrate a clear understanding of key concepts in computer security, including threats, vulnerabilities, and security policies.

**COs-2** Effectively identify, analyze, and prioritize risks to information systems and propose appropriate mitigation strategies.

**COs-3** Develop and implement basic security measures and policies to safeguard organizational information assets.

Recognize the legal and ethical considerations surrounding cybersecurity, including compliance with relevant regulations and standards.

**COs-4** Apply computational thinking to analyze business scenarios and develop technology-driven solutions.

Year-1/Semester-II

SL.No.	Subject Code	Subject Name	Credit
1	BBN-201	Organization Behaviour	4
2	BBN-202	Business Finance	4
3	BBN-203	Human Resource Development	4
4	BBN-204	Marketing Theories & Practices	4
5	BBN-205	Business Mathematics	4
6	BBN-206/BBN-206A/BBN-206B/BBN-206C/BBN-206D	Advertising Management/ Fundamentals of Communication/Spreadsheet Essentials/Critical Thinking & Story Telling/ Critical Thinking for Decisions at Workplace	4
		<b>Total</b>	24



Programme/Class:Degree		Year:First	Semester:Second
Course/paper-4(A)			
CourseCode:BBN-201		CourseTitle:Organisational Behavior	
<b>Courseoutcomes:</b> The aim of the course is to build knowledge and understanding of Organisational Behavior among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basicideasabout Organisational Behavior. The outcome of the course will be as follows – To provide knowledge about Organisational Behavior. Toprovideknowledgeaboutindividualandgroupbehaviour.Togivean overview about change in organization and QWL.			
Credits:3		Compulsory	
Max.Marks:25+75		Min.PassingMarks:	
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-T-P:2-0-0			
Unit	Topics		No. of Lectures Total=30
I	Introduction:NatureandscopeofOB,Challengesandopportunities forOB,OrganizationGoals,ModelsofOB,ImpactofGlobalandCulturaldiversityonOB.		7
II	IndividualBehavior:concept,Personality,Perceptionanditsroleinindividualdecision making, Learning,Motivation,Hierarchyofneedstheory,TheoryXandY,Motivation-Hyginetheory, Vroom'sexpectancytheory.		8
III	BehaviorDynamics: Interpersonal behavior, Communication, TransactionAnalysis, The Johari Window, Leadership, Its Theories and prevailing leadership styles in Indian Organisations. Group Behavior: Definition and classification of Groups, Types of Group Structures, Group decision making, Teams Vs Groups, Contemporary issues in managing teams, Inter-group problems in organizational group dynamics, Management of conflict.		8
IV	Management of Change: Change and Organisational development, Resistance to change, Approaches to managing organizational change, Organisational effectiveness, Organisational culture, Power and Politics inOrganisation, Quality of work life, Recent advances in OB.		7
<b>SuggestedReadings:</b> 1Bennis,W.G.,OrganisationDevelopment 2. BreechIslwar,Oragnaistion-TheFrameworkofManagement 3. Dayal,Keith,OrganisationalDevelopment 4. Sharma,R.A.,OrganisationalTheoryandBehavior 5. Prasad,L.M.,OrganisationalBehavior			
SuggestedContinuousEvaluationMethods: InadditiontothetheoreticalinputsthecoursewillbedeliveredthroughAssignments,Presentation,Group Discussions. This will instill in student a sense of decision making and practical learning.			
Suggestedequivalentonlinecourses:.....			
FurtherSuggestions: .....			

Programme/Class:Degree	Year:Second	Semester:Second
Course/paper-4(B)		
CourseCode:BBN-202	CourseTitle: BusinessFinance	
<b>Courseoutcomes:</b> TheaimofthecourseistobuildknowledgeandunderstandingofBusinessFinanceamongthestudent.The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about Business Finance. The outcome of the course will be as follows – To provide knowledge aboutbusiness finance and investment decisions. Toprovide knowledge about financing and dividend decision. Togiveanoverviewaboutworkingcapital.		
Credits:3		Compulsory
Max.Marks:25+75		Min.PassingMarks:
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-T-P:2-0-0		
Unit	Topics	No.ofLectures Total=30
I	Introduction to Business Finance: Concept of Business Finance and Financial management, Finance functions, objectives of financial management- Profitability vs. Shareholder wealth maximization. Time Value of Money - Compounding & Discounting. InvestmentDecisions:CapitalBudgeting-Payback,NPV,IRRandARR methods and their practical applications.	10
II	Financing Decision: Capitalization Concept, Basis ofCapitalization, consequences and remedies of over and under capitalization, Cost of Capital,WACC,DeterminantsofCapitalstructure,Capitalstructure theories.	7
III	DividendDecision:Concept&relevanceofdividenddecision, Dividend Models-Walter’s, Gordon’s and MM Hypothesis, Dividend policy-determinants of dividend policy..	7
IV	ManagementofWorkingCapital:Conceptsofworkingcapital, Approachestothe financingofcurrent Assets,Managementofdifferent components of working capital.	6
<b>SuggestedReadings:</b> 1. MaheshwariS.N.,FinancialManagement 2. KhanandJain,Financial Management 3. SinghH.K.,BusinessFinance		
SuggestedContinuousEvaluationMethods: InadditiontothetheoreticalinputsthecoursewillbedeliveredthroughAssignments,Presentation, GroupDiscussions.Thiswillinstillinstudentasenseofdecisionmakingandpractical learning.		
Suggestedequivalentonlinecourses: .....		

Programme/Class:Degree		Year:Year:First	Semester:Second
Course/paper-5(A)			
CourseCode:BBN-203		CourseTitle: HumanResource Development	
<b>Courseoutcomes:</b> TheaimofthecourseistobuildknowledgeandunderstandingofHumanResourceDevelopmentamongthe student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about Human Resource Development. The outcome of the course will be as follows – To provide knowledge about HRD concepts and other aspects. To provide knowledge about potential appraisal. To give an overview about Job Enrichment and Quality circles. To make aware with human resource accounting.			
Credits:3		Compulsory	
Max.Marks:25+75		Min.PassingMarks:	
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-T-P:2-0-0			
Unit	Topics		No.ofLectures Total=30
I	HRD:Concept,importance,benefitsanditsdistinctionfromHRM,focus of HRD System, Structure of HRD System, Role of HRD manpower.ManagementDevelopment:Concept,need,management developmentmethods.		7
II	Potential Appraisal: Concept, need, objectives, methods and Obstacles. Training: Meaning, role, assessing needs for training, organizing training programmes, training methods, evaluation of Training.		7
III	Job Enrichment: Concept, Principles, steps for job enrichment, hurdles in job enrichment, making job enrichment effective, job and work redesign. Quality Circles: Concept, structure, training in quality circle, problem solving techniques, role of management, trade union and workers,qualitycirclesin India.		10
IV	HRA: Introduction, scope, limitations, methods. Management of careers. Stress Management: Definition, potential, sources of stress, consequences of stress, managing stress.		6
<b>SuggestedReadings:</b> 1. DipakKumarBhattacharya,HumanResourceManagement 2. ArunMonappa,ManagingHumanResource 3. P.SubbaRao,EssentialofHRMandIndustrialRelations 4. C.B.Memoria,PersonnelManagement			
<b>SuggestedContinuousEvaluationMethods:</b> InadditiontothetheoreticalinputsthecoursewillbedeliveredthroughAssignments,Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.			

Programme/Class:Degree		Year:Year:First	Semester:Second
Course/paper-5(B)			
CourseCode:BBN-204		CourseTitle: MarketingTheoryandPractices	
<b>Courseoutcomes:</b> The aim of the course is to build knowledge and understanding of Marketing management among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basicideas about Marketing Theory and Practices. The outcome of the course will be as follows– ToprovideknowledgeaboutMarketingTheoryandPractices. Toprovideknowledgeaboutmarketsegmentationandmarketingmix.Togive an overview about marketing research.			
Credits:3		Compulsory	
Max.Marks:25+75		Min.PassingMarks:	
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-T-P:2-0-0			
Unit	Topics		No.ofLectures Total=30
I	Introductionto Marketing: Definition,nature,scope & importanceof Marketing Management, Core concepts of marketing: selling concept, production concept, modern marketing concept, societalmarketing.		7
II	Marketsegmentation:Concept,basisofsegmentation,itsImportance in marketing; Targeting: Concept, Types, Importance; Positioning: Concept,Importance,Brandpositioning,Repositioning.		7
III	MarketingMix:Product–ProductMix,NewProductdevelopment,types of product, Product life cycle, Branding and packaging. Distribution – Concept, importance, different types of distribution Channels. MarketingMix:Price–Meaning,objective,factorsinfluencingpricing, methods of pricing Promotion – Promotional mix, tools, objectives,mediaselection&management		9
IV	MarketingResearch:Importance,Process&Scope.Marketing Information System: Meaning, Importance and Scope. Consumer Behaviour: Concept, Importance and factors influencing consumer Behaviour.		7
<b>SuggestedReadings:</b> 1. PhilipKotlar,MarketingMgt.(PHI) 2. Etzet, Walker,Stanton,Marketing 3. RajanSaxena,MarketingManagement			
SuggestedContinuousEvaluationMethods: InadditiontothetheoreticalinputsthecoursewillbedeliveredthroughAssignments,Presentation, GroupDiscussions.Thiswillinstillinstudentasenseofdecisionmakingandpractical learning.			
Suggestedequivalentonlinecourses: .....			
FurtherSuggestions: .....			

Programme/Class:Degree		Year:Year:First	Semester:Second
Course/paper-6(A)			
CourseCode:BBN-205		CourseTitle: BusinessMathematics	
<b>Courseoutcomes:</b> The aim of the course is to build knowledge and understanding of Business Mathematics among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basicideas about Business Mathematics. The outcome of the course will be as follows – To provide knowledge about Mathematics and its use in business. Tomakeableaboutmathematicalcalculations. Tolearnabouttheuseofsettheoryandcalculusinbusiness.			
Credits:3		Compulsory	
Max.Marks:25+75		Min.PassingMarks:	
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-T-P:2-0-0			
Unit	Topics		No.ofLectures Total=30
I	Matrix: Introduction, Square Matrix, Row Matrix, Column Matrix, Diagonal Matrix, Identity Matrix, Addition, Subtraction & Multiplication of Matrix, Use of Matrix in Business, Mathematical Induction. InverseofMatrix,RankofMatrix,Solutiontoasystemofequation by the ad-joint matrix methods & Guassian Elimination Method.		9
II	Percentage, Ratio and Proportion, Average, Mathematical Series- Arithmetic,Geometric&Harmonic,SimpleInterest&Compound Interest		8
III	Set theory: Notation of Sets, Singleton Set, Finite Set, Infinite Set, Equal Set Null Set, Subset, Proper Subset, Universal Set, Union of Sets, Intersectionof Sets, Use of set theory in business, Permutation & Combination.		7
IV	ConceptofDifferentiationandIntegration,MaximaandMinimain Differentiation, Application of Differentiation & Integration in Business (No proof of theorems, etc.)		6
<b>SuggestedReadings:</b> 1. Mehta&Madnani,MathematicsforEconomics 2. Mongia,MathematicsforEconomics 3. Zamiruddin,BusinessMathematics 4. Raghavachari,MathematicsforManagement			
SuggestedContinuousEvaluationMethods: InadditiontothetheoreticalinputsthecoursewillbedeliveredthroughAssignments,Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.			
Suggestedequivalentonlinecourses: .....			
FurtherSuggestions: .....			

Programme/Class:Degree		Year:Year:First	Semester:Second
Course/paper-6(B)			
CourseCode:BBN-206		CourseTitle: AdvertisingManagement	
<b>Courseoutcomes:</b> The aim of the course is to build knowledge and understanding of advertisement among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about advertisingManagement. The outcome ofthe course will beasfollows – To provideknowledge aboutadvertisement and its use in business. Tomakeableaboutadvertisementconceptandits management. Tolearnabouttheuseofadvertisementin business.			
Credits:3		Compulsory	
Max.Marks:25+75		Min.PassingMarks:	
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-T-P:2-0-0			
Unit	Topics		No.ofLectures Total=30
I	Advertising: Introduction, Scope, importance in business : Role of advertising in social and economic development of India: Ethics and truths in Indian Advertising.		9
II	Integrated Communication Mix (IMC)-meaning, importance; Communicationmeaning,importance,process,communicationmix-components, role in marketing, Branding-meaning, importance in advertising.		8
III	Promotionalobjectives–importancedeterminationofpromotional objectives, setting objective DAGMAR; Advertising Budget importance, establishing the budget- approaches allocation of budget.		7
IV	Advertising Copy-meaning components types of advertising copy, importance of creativity in advertising; Media planning-importance, strategies, media mix. Advertising research – importance, testing advertising effectiveness market testing for ads; InternationalAdvertising-importance, international Vs localadvertising.		6
<b>SuggestedReadings:</b> <ul style="list-style-type: none"><li>• AdvertisingandPromotion GeorgeE.Beich&amp;MichaelA.Belch.T.M.H.</li><li>• AdvertisingManagement,ConceptandCasesManendraMohan,TMH</li><li>• AdvertisingManagement RajeevBatra, PHI</li></ul>			
SuggestedContinuousEvaluationMethods: InadditiontothetheoreticalinputsthecoursewillbedeliveredthroughAssignments,Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.			
Suggestedequivalentonlinecourses: .....			
FurtherSuggestions: .....			

## **BBA II sem Syllabus**

### **Fundamentals of Communication (BBN-206 A)**

#### **CO: COURSE OBJECTIVES**

**CO-1**Analyze key communication theories and their relevance to business practices.

**CO-2** Enhance verbal communication skills through effective speaking and active listening practices.

**CO-3**Create and deliver engaging presentations using appropriate tools and techniques.

**CO-4**Gain proficiency in digital communication tools and platforms.

#### **Course Contents**

**Unit I: Introduction to Communication:** Definition and importance of communication in business

Communication models and processes Barriers to effective communication

**Unit II: Verbal and Non-Verbal Communication:** Elements of verbal communication: tone, clarity, and style

Importance of active listening Non-verbal communication: body language, facial expressions, and gestures.

**Unit III: Written Communication**Principles of professional writing: clarity, conciseness, and coherence

Formats for business communication: emails, reports, memos, and proposals Tailoring messages for different audiences

**Unit IV: Presentation and Public Speaking Skills:** Preparing and organizing presentations

Using visual aids and technology effectively overcoming public speaking anxiety and engaging the audience

**Unit V: Interpersonal and Team Communication:**Effective communication in teams: roles and responsibilities Conflict

resolution and negotiation strategies Cultural awareness and communication in diverse teams.

#### **Suggested Readings:**

1 "*Business Communication*" by P.D. Chaturvedi and Mukesh Chaturvedi

2 "*Business Communication: A Guide to Writing and Speaking*" by V. R. S. Seshadri

3 "*Corporate Communication*" by T. S. Raghunath

4 "*Business Communication: A Hands-on Approach*" by Neeraja M. Raghavan

#### **COURSE OUTCOMES-**

**COs-1**Students will demonstrate effective verbal and non-verbal communication skills in various business contexts, enhancing their ability to convey information clearly and persuasively.

**COs-2**Students will produce well-structured and professionally written documents, including emails, reports, and proposals, tailored to specific audiences and purposes.

**COs-3**Students will recognize and adapt communication styles to accommodate cultural differences, enhancing their effectiveness in diverse business environments..

**COs-4**Students will effectively utilize various digital communication tools and platforms, understanding their impact on business communication practices..

## BBA II sem Syllabus

### SPREADSHEET ESSENTIALS (BBN-206 B)

#### CO: COURSE OBJECTIVES

**CO-1** Familiarize students with the basic structure, features, and functionalities of spreadsheet software (e.g., Microsoft Excel, Google Sheets).

**CO-2** Equip students with skills to analyze data using sorting, filtering, and pivot tables, allowing them to draw meaningful insights from datasets.

**CO-3** Familiarize students with scenario analysis tools such as data tables and goal seek to make informed business decisions based on variable changes.

**CO-4** Encourage students to apply critical thinking skills to solve business problems using spreadsheets, enhancing their analytical capabilities.

#### Course Contents

**Unit I: Introduction to Spreadsheets:** Overview of Spreadsheet Software:

Introduction to Microsoft Excel and Google Sheets Differences and similarities between platforms Understanding ribbons, toolbars, and menus Navigation basics: rows, columns, and cells.

**Unit II: Formulas and Functions:** Understanding formula structure and operator precedence

Using relative vs. absolute references Debugging formulas and handling errors Utilizing SUM, AVERAGE, COUNT, COUNTA, MAX, and MIN Exploring date and time functions (TODAY, NOW, DATE, DATEDIF).

**Unit III: Data Analysis and Management:** Data Organization Techniques Sorting data in ascending and descending order Filtering data using basic and advanced filters Introduction to Pivot Tables Creating and modifying pivot tables

Understanding row/column labels, values, and filters Pivot charts for data visualization Data Validation and Error Checking Setting up data validation rules for input control .Using drop-down lists and error messages .Techniques for error checking and correcting data Conditional Formatting Applying conditional formatting rules. Using color scales, data bars, and icon sets for visual insights.

**Unit IV: Data Visualization** Chart Types and Their Applications Overview of different chart types: bar, line, pie, scatter, and more .Understanding when to use specific chart types for data representation Creating and Customizing Charts Step-by-step guide to creating charts from data Customizing chart elements: titles, legends, labels, and colors Dashboard . Creation Principles of effective dashboard design .Integrating multiple charts and data visualizations in one view .Best Practices for Presenting Data Guidelines for visual clarity and impact. Techniques for storytelling with data in presentations.

**Unit V: Advanced Features and Applications:** Utilizing Goal Seek for target value analysis, Creating data tables for scenario comparison, Basics of macros: recording and editing .Practical applications of macros for repetitive tasks.

#### Suggested Readings:

1 "Excel 2019 for Dummies" by Greg Harvey

2 "Advanced Excel for Productivity" by Dinesh Kumar

3 "Practical Excel for Financial Analysts" by Rajesh K. K.

4 "Data Analysis Using Excel" by R. K. Gupta

#### COURSE OUTCOMES-

**COs-1** Students will demonstrate competence in using spreadsheet applications (e.g., Microsoft Excel, Google Sheets), navigating the user interface, and performing basic functions.

**COs-2** Students will accurately enter and format data, applying appropriate styles and techniques to enhance clarity and presentation.

**COs-3** Students will analyze datasets using sorting, filtering, and pivot tables, enabling them to derive meaningful insights for decision-making.

**COs-4** Students will demonstrate knowledge of advanced spreadsheet features, including What-If analysis, data validation, and basic macros, enhancing their analytical capabilities.



**BBAII SEM Syllabus**  
**CRITICAL THINKING AND STORY TELLING(BBN-206 C)**

**CO: COURSE OBJECTIVES**

**CO-1**Develop students' ability to analyze, evaluate, and synthesize information to make informed decisions in business contexts.

**CO-2**Teach students how to articulate ideas clearly and persuasively, both in writing and verbally, to influence stakeholders..

**CO-3**Enable students to use storytelling to enhance presentations, marketing strategies, and brand narratives to connect with customers and stakeholders.

**CO-4**Analyze case studies to identify critical thinking strategies and storytelling methods used by successful businesses.

**CourseContents**

**UnitI:Introduction to Critical Thinking:**Definition and significance of critical thinking.

Components of critical thinking: analysis, evaluation, and inference. Barriers to critical thinking..

**UnitII:Analytical Reasoning and Decision-Making:**Logical reasoning and argumentation. Decision-making models: rational, intuitive, and creative approaches. Evaluating evidence and sources. Activities: Case studies analysis. Decision-making simulation exercises.

**UnitIII:The Art of Storytelling:** Narrative structure: beginning, middle, and end. Emotional resonance and audience engagement. Types of stories: personal, corporate, and customer stories. Activities: Storytelling workshops: crafting and sharing personal narratives. Analyzing effective business stories (e.g., brand narratives).

**UnitIV:Integrating Critical Thinking and Storytelling:** Frameworks for integrating analysis into storytelling.Persuasive techniques: ethos, pathos, and logos in storytelling. Visual storytelling and its impact.

*UnitV:Ethical Considerations and Real-World Applications:Ethical dilemmas in business communication.Case studies of ethical storytelling.Final project preparation: integrating course concepts.*

**Suggested Readings:**

1. *"The Road to Success: The Story of India's Most Successful Businessmen" by Shashi Tharoor*
2. *"The Art of Thinking Clearly" by Rolf Dobelli "*
3. *"Business Sutra: A Very Indian Approach to Management" by Devdutt Pattanaik*
4. *"My Life is My Message" by Mohandas Karamchand Gandhi*

**COURSE OUTCOMES-**

**COs-1**Students will demonstrate the ability to analyze and evaluate complex business scenarios, identifying key issues and proposing logical solutions.

**COs-2**Students will apply decision-making frameworks to real-world business problems, making informed choices based on evidence and sound reasoning.

**COs-3**Students will successfully integrate critical thinking into their storytelling, crafting narratives that not only inform but also persuade and motivate.

**COs-4** Students will engage in self-reflection to assess their growth as critical thinkers and storytellers, identifying strategies for continuous improvement.

## BBA II sem Syllabus

### CRITICAL THINKING FOR DECISIONS AT WORKPLACE (BBN-206 D)

#### CO: COURSE OBJECTIVES

**CO-1** Define critical thinking and its importance in the workplace, focusing on how it enhances decision-making processes.

**CO-2** Develop skills to evaluate information sources, identify biases, and assess the validity of arguments and claims.

**CO-3** Develop skills to create actionable plans for implementing decisions, including setting objectives and measuring outcomes.

**CO-4** Encourage self-reflection on personal biases and assumptions that may influence decision-making and critical thinking.

#### Course Contents

**Unit I: Introduction to Critical Thinking:** Definition and importance in business decision-making.

Key concepts: clarity, accuracy, precision, relevance, depth, breadth, and logic. The Role of Critical Thinking in Professional Settings: Enhancing decision quality and problem-solving capabilities. Critical thinking as a skill for effective leadership and teamwork. Barriers to Critical Thinking: Identifying cognitive biases, emotional influences, and logical fallacies.

**Unit II: Problem Solving and Decision-Making Models:** Types of workplace problems: routine, complex, and crisis situations. Techniques for defining and analyzing problems. Decision-Making Models: Rational decision-making model: stages and applications. Intuitive decision-making: when to trust gut feelings. Collaborative decision-making: techniques for team-based approaches.

**Unit III: Analyzing Information and Arguments:** Distinguishing between credible and non-credible sources.

Techniques for effective research and fact-checking. Analyzing Arguments: Identifying premises and conclusions in arguments. Evaluating the validity and soundness of arguments. Logical Reasoning: Understanding deductive and inductive reasoning. Common logical fallacies and how to avoid them.

**Unit IV: Ethical Considerations in Decision-Making:** The importance of ethics in decision-making processes.

Frameworks for ethical decision-making: utilitarianism, deontological ethics, and virtue ethics.

Assessing Ethical Implications: Analyzing case studies to evaluate ethical dilemmas. Strategies for integrating ethics into critical thinking and decision-making. Developing a Personal Ethical Framework: Reflecting on personal values and their impact on decision-making.

**Unit V: Applying Critical Thinking in Real-World Scenarios:** Analyzing real-world business scenarios and decision-making challenges. Group discussions on critical thinking applications in various industries.

Role-Playing and Simulations: Engaging in role-playing exercises to practice decision-making in simulated environments.

Reflective Practices: Developing self-assessment techniques to enhance critical thinking skills over time. Creating personal action plans for continuous improvement in decision-making.

#### Suggested Readings:

1 *"Business Decision Making: A Critical Thinking Approach"* by K. R. Ramesh

2 *"Critical Thinking for Managers: A Practical Guide"* by A. K. Gupta

3 *"Rethinking Management: Critical Perspectives on the Changing Nature of Work"* by Neelam Singh

4 *"Ethics and Critical Thinking in Business"* by Varsha K.

#### COURSE OUTCOMES-

**COs-1** Students will demonstrate improved critical thinking abilities, enabling them to analyze information and arguments effectively in various business contexts.

**COs-2** Students will apply systematic problem-solving techniques to identify, analyze, and develop solutions for workplace challenges.

**COs-3** Students will recognize and apply principles of logical reasoning, avoiding common logical fallacies in their arguments and analyses.

**COs-4** Students will articulate their thoughts, rationale, and recommendations clearly and persuasively in both written and verbal formats.

BBA:SecondYearCourseStructure Third Semester

SL.No.	Subject Code	Subject Name	Credit
1	BBN-301	Management & Cost Accounting	4
2	BBN-302/ BBN-302 B/ BBN-302C	Business Law/Tax Law/ Intellectual Property Law	4
3	BBN-303	Production Management	4
4	BBN-304	Business Policy	4
5	BBN-305	Business Communication/	4
5.1	BBN-305-A	Etiquate & Convesational Skills	
5.2	BBN-305-B	Personality Development	
5.3	BBN-305-C	Corporate Communication	
5.3	BBN-305-D	Professional Communication	
6	BBN-306	Business Environment	4
6.1	BBN-306-A	Disaster Management	
6.2	BBN-306-B/BBN-306C	Food & Nutrition/Environmental Studies	
		<b>Total</b>	24

Programme/Class:BBA		Year:Second	Semester:Third
Course/paper-7(A)			
CourseCode:BBN-301		CourseTitle:Management&CostAccounting	
Courseoutcomes:Theobjective of this paperistogivethebasicknowledgeabouttheManagementand Cost accounting			
Credits:3		Compulsory	
Max.Marks:25+75		Min.PassingMarks:	
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-T-P:3-3-0			
Unit	Topics		No. of Lectures Total=30
I	Introduction:Meaning,NatureandScopeofManagementAccounting,Functions Relationshipof ManagementAccounting, FinancialAccounting andCost Accounting		8
II	CostAccounting:NatureandScopeofCostAccounting,Costconceptsand classifications,MethodsandTechniques,InstallationofaCostingSystem; AccountingforMaterial,LabourandOverheads		7
III	ProductCosting:Singleunitcosting-preparationofcostsheet,Processcosting, Contractcosting(Elementarynumericalproblems)		8
IV	MarginalCostingandAbsorptionCosting,Break-evenanalysis,		7
SuggestedReadings:			
1. MaheshwariS.N.,AdvancedProblem and SolutionsinCostAccounting			
2. Khan&Jain,Management Accounting			
3. Gupta,S.P.,ManagementAccounting			
SuggestedContinuousEvaluationMethods:			
.....			
Suggestedequivalentonlinecourses:			
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FurtherSuggestions:			
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Programme/Class:BBA		Year:Second	Semester:Third
Course/paper-7(B)			
CourseCode:BBN-302		CourseTitle:BusinessLaw	
Courseoutcomes:Theobjectiveofthispaperistogivethebasicknowledgeabouttherulesand Regulation of execution of Business			
Credits:3		Compulsory	
Max.Marks:25+75		Min.PassingMarks:	
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-T-P:3-2-1			
Unit	Topics		No. of Lectures Total=30
I	TheIndianContractAct1872:ScopeoftheAct,EssentialofAValid Contract, Agreement, Performance of Contracts, Breachof Contract & Remedies, Quasi-Contracts		8
II	TheSaleofGoodAct,1930: FormationofContract,Conditions& Warranties,RightsofanUnpaidSeller,PerformanceoftheContractofSale		7
III	TheNegotiableInstrumentsAct,1881:NatureandTypesofnegotiable instruments,NegotiationandAssignment,Holder-in-DueCourse,Dishonour and Discharge of Negotiable Instrument; Arbitration		8
IV	TheCompaniesAct,1956:NatureandTypeofCompanies,Formationof Companies,MemorandumandArticlesofAssociation,Prospectus,Share capital, Membership, Meetings and Winding-Up		7
SuggestedReadings:			
1. AvatarSingh,Company Law			
2. Khergamwalla,JS,TheNegotiableInstrumentAct			
3. RamayaA,AGuidetoCompaniesAct			
4. TutejaSK,BusinessLawforManagers			
SuggestedContinuousEvaluationMethods:			
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Suggestedequivalentonlinecourses:			
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FurtherSuggestions:			
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## BBAIII SEM Syllabus

### TAX LAW (BBN-302 B )

#### CO: COURSE OBJECTIVES

The objective of this course is to introduce students to the foundational principles of tax law, with a focus on the different types of taxes, their legal basis, and their impact on individuals, businesses, and the economy.

#### CourseContents

**UnitI: Income Tax Law and Tax Planning-** Basic Concepts, Residential Status and Tax Incidence, Exempted Incomes, Computation of Taxable Income under Various heads Computation of Taxable Income of Individuals and firms Deduction of Tax, filling of returns, different types of assessments, default and penalties

**UnitII: Financial & Management Accounting-** Basic Accounting concepts, Capital and Revenue, Financial statements Partnership Accounts: admission, Retirement, Death, Dissolution and Cash Distribution Advanced Company Accounts: Issue, forfeiture, Purchase of Business, Liquidation, Valuation of shares, Amalgamation, Absorption and Reconstruction, Holding Company Accounts

**UnitIII: Business Statistics & Data Processing-** Data types, Data collection and analysis, sampling, need, errors and methods of Sampling, Normal distribution, Hypothesis testing, Analysis and Interpretation of Data Correlation and Regression, Sample tests- i-test, F-test and chi-square test Data processing – Elements, Data entry, Data processing and Computer Applications Computer Application to Functional Areas – Accounting, Inventory control Marketing

**UnitIV: Financial Management-** Capital Structure, Financial and Operating leverage Cost of capital; Capital budgeting Working capital management Dividend Policy

**UnitV: Accounting and Finance-** Accounting standards in India, Inflation Accounting, Human Resource Accounting, Responsibility, Social Accounting Money and Capital market, working of stock exchanges in India, NSE, OTCEI, NASDAQ, Derivatives and Options Regulatory Authorities: SEBI, Rating Agencies; New Instruments: GDRs, ADRs Venture Capital Funds, Mergers and Acquisitions, Mutual Funds, Lease Financing, Factoring, Measurements of risk and returns securities and portfolios Computer Application in accounting and Finance

#### SUGGESTED READINGS-

**"Principles of Taxation for Business and Investment Planning"** by Sally M. Jones and Shelley C. Rhoades-Catanach

**"Taxation of Individuals and Business Entities"** by Jeffrey A. Maine, Brian C. Spilker, William H. Hoffman, and David M. Maloney

**"Income Tax Law and Practice"** by H.C. Mehta

#### COURSE OUTCOMES-

**COs-1**Students will demonstrate the ability to analyze and evaluate complex business scenarios, identifying key issues and proposing logical solutions.

**COs-2**Students will apply decision-making frameworks to real-world business problems, making informed choices based on evidence and sound reasoning.

**COs-3**Students will successfully integrate critical thinking into their storytelling, crafting narratives that not only inform but also persuade and motivate.

**COs-4**Students will engage in self-reflection to assess their growth as critical thinkers and storytellers, identifying strategies for continuous improvement.

**BBAIII SEM Syllabus**  
**INTELLECTUAL PROPERTY LAW (BBN-302 C )**

**CO: COURSE OBJECTIVES**

The objective of this course is to introduce students to the fundamental principles of intellectual property (IP) law, focusing on the various types of intellectual property rights, including patents, copyrights, trademarks, and trade secrets. .

**CourseContents**

**UnitI: Introduction Origin and Development of IPR** – Historical and theoretical basis for protection of IPR – Analysing and understanding the Interpretation of IP laws – Need for Protecting IP

**UnitII: Concept of Property-** Theories on concept of property – Nature – Public Vs. Private – Tangible Vs. Intangible – Industrial Vs. Intellectual

**UnitIII:International IP Regime** -World Intellectual Property Organisation (WIPO) – Functions of WIPO – Membership – GATT Agreement – Major Conventions on IP – Berne Convention – Paris Convention – TRIPS agreement.

**UnitIV: Indian IP Regime-** Overview of IP laws in India – Major IP Laws in India – International treaties signed by India. IPR and Constitution of India.

**UnitV: Forms of IPR Forms of IPR** – Copyright – Trademark – Patents – Industrial Designs – Trade Secrets – Geographical Indications - Application of different forms of IPR.

**Reference Books**

1. International Encyclopaedia of Laws: Intellectual Property (Kluwer Law International, 1997) (looseleaf). I,MON K 1401
2. V.K.Ahuja, Law relating to Intellectual Property rights, 2
3. Barrett, Margreth, Intellectual Property, (2009) 3nd, New York
4. Nard , Craig Allen, Law of Intellectual Property, (2008) 2 nd, New York Aspen publishers

Programme/Class:BBA		Year:Second	Semester:Third
Course/paper-8(A)			
CourseCode:BBN-303		CourseTitle: Production Management	
Courseoutcomes:TheobjectiveofthispaperistogivethebasicknowledgeabouttheProduction Management in industry			
Credits:3		Compulsory	
Max.Marks:25+75		Min.PassingMarks:	
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-T-P:3-2-1			
Unit	Topics		No. of Lectures Total=30
I	Introduction to Production Management: History of Production Management; Definitions of Production Management; Production Process; Production:TheHeartofanOrganization;ObjectivesofProduction Management;ScopeofProductionManagement;ImportanceofTechnology in Production		8
II	ConceptofForecasting;PurposeofSalesForecasting,BasicElementsof Forecasting, Importance of Forecasting, Objectives of Forecasting, Classification of Forecasting ; Qualitativeand Quantitative Techniquesof Forecasting		7
III	Product Selection; Definitions of Product Design and Development: Need for ProductDesignandDevelopment,OriginoftheProductIdeaandSelection from Various Alternatives, Choosing among Alternative Products, Modifying the Existing Products, Sources of Product		8
IV	NatureofProductionPlanningandControl(PPC):TypesofPlans,Elements ofProductionPlanning,StrategyofProductionPlanning,Aggregate Planning; Main Functions of Production Planning and Control (PPC)		7
SuggestedReadings: 1.ProductionManagementbyTelsangMartandSChandPublication			
SuggestedContinuousEvaluationMethods: .....			
Suggestedequivalentonlinecourses: .....			
FurtherSuggestions: .....			



Programme/Class:BBA		Year:Second	Semester:Third
Course/paper-8(B)			
CourseCode:BBN-304		CourseTitle:Business Policy	
Courseoutcomes: Theobjectiveof thispaperistogivethebasicknowledgeabout thebusinessPolicyin Business and industry			
Credits:3		Compulsory	
Max.Marks:25+75		Min.PassingMarks:	
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-T-P:3-2-1			
Unit	Topics		No. of Lectures Total=30
I	Introduction:Nature&importanceofBusinessPolicy,Development& Classification of Business Policy; Mechanism of policy making		8
II	Responsibilities & Tasks of Top Management: Objectives of Business, Characteristics, Classification, Types of objectives and their overall Hierarchy,Settingofobjectives,Keyareasinvolved;CorporatePlanning; Concept of long term planning, Strategic Planning, Nature, Process &Importance		7
III	CorporateStrategyConcept,Components,Importance,andStrategy Formulation: Concept, Process & Affecting Factors. Strategy Evaluation: Process, Criteria, Environmental Analysis, Resource Analysis		8
IV	ConceptofSynergy:Types,EvaluationofSynergy,CapabilityProfiles, Synergy as a Component of Strategy & its relevance		7
SuggestedReadings: 1. Gluek&Jaunch,CorporateStrategy 2. Hatton&Hatton,StrategicManagement 3. Christian,Anderson,BowerBusinessPolicy 4. McCarthy,IninChiello,CurranBusinessPolicy&Strategy 5. AzharKazmi,BusinessPolicy			
SuggestedContinuousEvaluationMethods: .....			
Suggestedequivalentonlinecourses: .....			
FurtherSuggestions: .....			

Programme/Class:BBA		Year:Second	Semester:Third
Course/paper-9(A)			
CourseCode:BBN-305		CourseTitle:Business Communication	
Courseoutcomes:TheobjectiveofthispaperistogivethebasicknowledgeabouttheBusiness Communication			
Credits:3		Compulsory	
Max.Marks:25+75		Min.PassingMarks:	
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-T-P:3-3-0			
Unit	Topics		No. of Lectures Total=30
I	Introduction:MeaningandobjectiveofBusinesscommunication,Forms of Communication,Communicationmodelandprocess,PrinciplesofEffective Communication		8
II	CorporateCommunication:FormalandInformalCommunication,Networks, Grapevine,BarriersinCommunication,Groupsdiscussion,MockInterviews, Seminars, Individual and Group Presentations		7
III	Essential of effective Business letters, Writing Important Business letters includingcorrespondencewithBankandInsurancecompanies;Oral&Non-verbal communication: Principles of Oral Presentation, Factors affecting Presentation,effectivePresentationskills,conductingSurveys; Body Language, Para Language, Effective Listening, Interviewing skill, Writing Resume, Letter and Application;		8
IV	Modernformsofcommunication,Internationalcommunication,Cultural sensitivenessand culturalcontext,Writingandpresenting in international situations		7
SuggestedReadings:			
1. Bapat&Davar,ATextbookofBusinessCorrespondence			
2. BhendeD.S.,BusinessCommunication			
3. DavidBerio,TheProcessofCommunication			
4. Gowd&Dixit,AdvanceCommercialCorrespondence			
5. GurkyJ.M.,AReaderinHumanCommunication			
SuggestedContinuousEvaluationMethods:			
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Suggestedequivalentonlinecourses:			
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FurtherSuggestions:			
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## **BBAIII SEM Syllabus**

### **Etiquate & conversation skills (BBN-305 A )**

#### **CO: COURSE OBJECTIVES**

The objective of this course is to introduce students to the fundamental principles of etiquette and conversational skills, emphasizing their importance in both personal and professional settings. The course aims to equip students with the knowledge and practical skills needed to navigate various social and business interactions with confidence, courtesy, and respect.

#### **UnitI: Communication:**

- Importance and Purpose of Communication
- Process of Communication
- Types of Communication
- Definition, Nature and Scope of Communication

#### **UnitII: Non-Verbal Communication**

- Personal Appearance    Gesture
  - Postures
  - Facial Expression
  - Eye Contacts
  - Body Language(Kinesics)
  - Time language
  - Silence
  - Tips for Improving Non-Verbal Communication.

**UnitIII: Meeting Etiquette-** Managing a Meeting, Meeting agenda, Minute taking,; Duties of the chairperson and secretary; Effective Meeting Strategies - Preparing for the meeting, Conducting the meeting, Evaluating the meeting Presentation Etiquettes: Importance of Preparation and Practice; Effective Delivery Techniques, Audience Analysis, Handling Stage Frigh

**UnitIV: Communication Skills-** Understanding Human Communication, Constitutive Processes of Communication, Language as a tool of communication, Barriers to Effective communication, Strategies to Overcome the Barriers.

**UnitV: Teamwork and Leadership Skills-** Concept of Teams; Building effective teams; Concept of Leadership and honing Leadership skills. Personality: Meaning & Definition, Determinants of Personality, Personality Traits, Personality and Organisational Behaviour Motivation: Nature & Importance, Herzberg's Two Factor theory, Maslow's Need Hierarchy theory.

#### **SUGGESTED READINGS-**

1. **"The Etiquette Advantage in Business: Personal Skills for Professional Success"** by Peggy Post and Peter Post
2. **"The Art of Conversation: A Guided Tour of a Neglected Pleasure"** by Catherine Blyth
3. **"Business Etiquette: 101 Ways to Conduct Business with Charm and Savvy"** by Peter Post

## **BBAIII SEM Syllabus**

### **Personality Development (BBN-305 B )**

#### **CO: COURSE OBJECTIVES**

The objective of this course is to introduce students to the fundamental principles of etiquette and personality development, focusing on how personal behavior, communication skills, and social interactions shape an individual's success in both personal and professional environments. The course aims to equip students with the tools to enhance their social grace, emotional intelligence, and self-confidence.

#### **CourseContents**

**UnitI: Introduction to Personality Development** -The concept of personality - Dimensions of personality – Theories of Freud & Erickson-Significance of personality development. The concept of success and failure: What is success? - Hurdles in achieving success - Overcoming hurdles - Factors responsible for success – What is failure - Causes of failure. SWOT analysis.

**UnitII: Attitude & Motivation** - Concept - Significance - Factors affecting attitudes - Positive attitude – Advantages – Negative attitude- Disadvantages - Ways to develop positive attitude - Differences between personalities having positive and negative attitude. Concept of motivation - Significance – Internal and external motives - Importance of self- motivation- Factors leading to de-motivation

**UnitIII: Self-esteem** -Term self-esteem - Symptoms - Advantages - Do's and Don'ts to develop positive self-esteem – Low selfesteem - Symptoms - Personality having low self esteem - Positive and negative self esteem. Interpersonal Relationships – Defining the difference between aggressive, submissive and assertive behaviours - Lateral thinking.

**UnitIV:Other Aspects of Personality Development-** Body language - Problem-solving - Conflict and Stress Management - Decision-making skills - Leadership and qualities of a successful leader – Character building -Team-work – Time management - Work ethics –Good manners and etiquette.

**UnitV: Employability Quotient-** Resume building- The art of participating in Group Discussion – Facing the Personal (HR & Technical) Interview -Frequently Asked Questions - Psychometric Analysis - Mock Interview Sessions.

#### *SUGGESTED READINGS-*

1. **"How to Win Friends and Influence People"** by Dale Carnegie
2. **"The Power of Now: A Guide to Spiritual Enlightenment"** by Eckhart Tolle
3. **"Emotional Intelligence: Why It Can Matter More Than IQ"** by Daniel Goleman

**BBA III SEM Syllabus**  
**CORPORATE COMMUNICATION (BBN-305 C )**

**CO: COURSE OBJECTIVES**

The objective of this course is to introduce students to the fundamental principles of etiquette and corporate communication, focusing on how professional behavior and effective communication contribute to success in the workplace. The course aims to provide students with the knowledge and skills to navigate corporate environments with confidence and professionalism.

**CourseContents**

Unit 1: Introduction to Corporate Communication

**1.1 Concept of Corporate Communication**

Definition and Scope

Importance in modern business

Objectives of corporate communication

**1.2 Corporate Communication in Organizations**

Roles and functions of corporate communication

Internal vs External communication

Stakeholder communication

**1.3 Corporate Communication Process**

The communication process model

Types of corporate communication (Written, Oral, Visual, and Digital)

Barriers to communication and overcoming them

Unit 2: Corporate Communication Tools and Channels

**2.1 Communication Channels**

Traditional (Letters, Memos, Reports)

Digital Communication (Emails, Social Media, Blogs, Websites)

Face-to-face communication (Meetings, Presentations, Conferences)

**2.2 Written Communication in Corporate World**

Business writing style

Drafting corporate documents (Reports, Proposals, Press Releases)

Email etiquette and professional communication

**2.3 Public Relations (PR)**

Definition and function of PR in corporate communication

PR tools and techniques

Media relations, press conferences, and handling media inquiries

Unit 3: Organizational Communication

**Internal Communication**

Importance of internal communication

Types of internal communication (Downward, Upward, Lateral)

Tools for internal communication (Intranet, Internal Newsletters, Meetings)

**Communication Flow and Structure**

Formal vs Informal communication flow

Organizational hierarchy and communication patterns

Cross-functional and cross-cultural communication

**Leadership Communication**

Role of leadership in organizational communication

Communication strategies for managers and leaders

Decision-making and effective communication

Unit 4: Crisis Communication

#### **4.1 Understanding Crisis Communication**

Definition and types of business crises

The importance of crisis communication in protecting corporate reputation

Crisis communication plan

#### **4.2 Communication During Crisis**

Steps in handling crises: Preparation, Response, and Recovery

Case studies of successful and failed crisis communications

Key strategies: Transparency, Empathy, and Accountability

#### **4.3 Media and Crisis Management**

Role of media in crisis communication

Engaging with the media during a crisis

Crisis communication through press releases and public statements

Unit 5: Corporate Communication Strategies and Case Studies

#### **5.1 Corporate Communication Strategies**

Developing effective communication strategies for businesses

Aligning communication strategies with corporate goals

Measuring the effectiveness of corporate communication

#### **5.2 Branding and Communication**

The role of corporate communication in brand management

Consistency in brand messaging

Corporate identity, brand image, and positioning

#### **5.3 Corporate Communication and International Business**

Cross-cultural communication and global strategies

Adapting corporate communication for international markets

The impact of globalization on communication

#### **Recommended Reading:**

**Corporate Communication: A Guide to Theory and Practice** by Joep Cornelissen

**Effective Business Communication** by Herta A. Murphy and Herbert W. Hildebrandt

**The New Rules of Marketing and PR** by David Meerman Scott

**Corporate Communication: A Strategic Approach** by James E. Grunig

## **BBAIII SEM Syllabus PROFESSIONAL COMMUNICATION (BBN-305 D )**

### **CO: COURSE OBJECTIVES**

The objective of this course is to introduce students to the fundamental principles of etiquette and professional communication, focusing on how proper conduct and effective communication enhance success in the workplace.

### **Unit 1: Introduction to Professional Communication**

#### *1.1 Definition and Importance of Professional Communication*

- Understanding the role of communication in professional settings
- Differences between personal and professional communication
- The significance of effective communication in business success

#### *1.2 Types of Communication*

- **Verbal Communication:** Oral and written communication
  - Face-to-face interactions
  - Telephonic and video conferencing
- **Non-verbal Communication:** Body language, gestures, posture, facial expressions
- **Written Communication:** Emails, reports, memos, business letters
- **Visual Communication:** Charts, graphs, presentations

#### *1.3 Principles of Effective Communication*

- Clarity, conciseness, coherence
- Active listening, feedback, and paraphrasing
- Empathy and politeness in communication

### **Unit 2: Communication Models and Theories**

#### *2.1 Communication Process*

- Components: Sender, message, medium, receiver, feedback
- The communication flow: Top-down, bottom-up, and horizontal

#### *2.2 Models of Communication*

- **Linear Model** (e.g., Shannon-Weaver Model)
- **Transactional Model:** Two-way communication
- **Interactive Model:** Involves feedback loop

#### *2.3 Barriers to Effective Communication*

- **Physical barriers:** Noise, distance, technological issues
- **Psychological barriers:** Stress, emotional state, preconceptions
- **Cultural barriers:** Language differences, misinterpretation of non-verbal cues
- **Semantic barriers:** Misunderstanding due to unclear wording or jargon

## Unit 3: Business Writing and Report Writing

### 3.1 Fundamentals of Business Writing

- Writing for clarity, purpose, and audience
- Choosing the right tone and style for different business documents
- Avoiding jargon and overly complex sentences

### 3.2 Types of Business Documents

- **Emails:** Professional email etiquette and formats
- **Business Letters:** Formal letter structure, cover letters, thank-you letters
- **Memos:** Internal communication, structure, and usage
- **Reports:** Structure of a business report, research reports, analytical reports

### 3.3 Report Writing

- **Research reports:** Gathering, analyzing, and presenting data
- **Formal vs. Informal Reports**
- **Executive Summary:** Key elements and writing tips

## Unit 4: Presentation Skills

### 4.1 The Art of Presentation

- Importance of visual aids (PowerPoint slides, charts, diagrams)
- Structuring a presentation (Introduction, Body, Conclusion)
- Engaging the audience with storytelling, examples, and humor

### 4.2 Delivery Skills

- Speaking clearly, confidently, and audibly
- Body language: Eye contact, gestures, posture
- Managing nervousness and anxiety

### 4.3 Handling Questions and Feedback

- Techniques for handling difficult questions
- Giving and receiving constructive feedback
- Engaging with the audience through interactive discussions

## Unit 5: Interpersonal and Group Communication

### 5.1 Interpersonal Communication in Business

- Building rapport and trust
- Conflict resolution and negotiation skills
- Understanding personality types in communication (e.g., assertive, passive, aggressive)

### 5.2 Group Communication

- **Group dynamics:** Roles, norms, and leadership
- Effective group meetings: Setting agendas, keeping discussions on track, managing time
- Decision-making in groups: Brainstorming, consensus building



### *5.3 Cross-Cultural Communication*

- Understanding cultural differences in communication styles
- Adapting communication to diverse audiences
- Importance of cultural awareness in global business environments

#### Recommended Reading:

1. **Corporate Communication: A Guide to Theory and Practice** by Joep Cornelissen
2. **Effective Business Communication** by Herta A. Murphy and Herbert W. Hildebrandt
3. **The New Rules of Marketing and PR** by David Meerman Scott
4. **Corporate Communication: A Strategic Approach** by James E. Grunig

Programme/Class:BBA		Year:Second	Semester:Third
Course/paper-9(B)			
CourseCode: BBN-306		CourseTitle:Business Environment	
Courseoutcomes:Theobjectiveofthispaperistogivethebasicknowledgeaboutthebusiness environmentinindustry			
Credits:3		Compulsory	
Max.Marks:25+75		Min.PassingMarks:	
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-T-P:3-2-1			
Unit	Topics		No. of Lectures Total=30
I	Introduction: Concept, Significance and Components of Business environment, Factor affecting Business Environment, Micro and Macro environment.		8
II	Economic Systems: Capitalism, Socialism, Communism, Mixed Economy- Public Sector & Private Sector		7
III	IndustrialPolicy-Briefhistoricalperspective;New industrialpolicyofIndia, Socio-economicimplicationsofLiberalization,Privatizationand Globalization		8
IV	RoleofGovernmentinRegulationandDevelopmentof Business;Monetary andFiscalPolicy;EXIMPolicy,FEMA;OverviewofInternationalBusiness Environment,TrendsinWorldTrade:WTO-Objectivesandrolein internationaltrade.		7
SuggestedReadings:			
1. FrancisCherunilum,BusinessEnvironment			
2. K.Asathapa,BusinessEnvironment			
SuggestedContinuousEvaluationMethods:			
.....			
Suggestedequivalentonlinecourses:			
.....			
FurtherSuggestions:			
.....			

## BBAIII SEM Syllabus DISASTER MANAGEMENT (BBN-306 A )

### CO: COURSE OBJECTIVES

The objective of this course is to introduce students to the fundamental principles of etiquette and disaster management, focusing on how proper conduct and effective response strategies are essential in both everyday and crisis situations.

### CourseContents

#### Unit 1: Introduction to Disaster Management

- **Definition of Disaster:** What constitutes a disaster, types of disasters (natural and man-made).
- **Types of Disasters:** Natural (earthquakes, floods, hurricanes, etc.) and man-made (chemical spills, nuclear accidents, terrorism).
- **Disaster Management:** Understanding the importance and goals (mitigation, preparedness, response, recovery).
- **Phases of Disaster Management:**
  - **Mitigation:** Measures to reduce disaster impact (e.g., infrastructure planning, environmental protection).
  - **Preparedness:** Preparing individuals, communities, and organizations (e.g., training, creating disaster management plans).
  - **Response:** Immediate actions taken post-disaster (e.g., rescue operations, medical aid).
  - **Recovery:** Long-term actions to rebuild and restore affected areas (e.g., rebuilding homes, supporting mental health).

#### Key Learning Outcomes:

- Define disasters and disaster management.
- Identify types and causes of disasters.
- Understand the core phases of disaster management.

#### Unit 2: Disaster Risk Management

- **Risk Reduction:** Principles of reducing the risk of disasters (e.g., building regulations, land-use planning).
- **Risk Assessment:** Identifying hazards, vulnerabilities, and capacities.
- **Vulnerability Analysis:** Assessing the physical, social, and economic vulnerabilities of communities.
- **Disaster Risk Financing:** Understanding how resources are allocated for risk mitigation (insurance, government funding, community funds).
- **Early Warning Systems:** Use of technology in predicting and mitigating disaster impacts.

#### Key Learning Outcomes:

- Understand risk management concepts and principles.
- Conduct risk assessments and vulnerability analysis.
- Identify and use early warning systems.

#### Unit 3: Role of Government and Organizations in Disaster Management

- **National and International Bodies:** Understanding the role of agencies like NDRF (National Disaster Response Force), UNDP, WHO, and other NGOs in disaster management.
- **Disaster Management Policies:** Overview of India's National Policy on Disaster Management.
- **Government Structure:** Local, state, and central disaster management coordination.
- **Public-Private Partnerships (PPPs):** Collaboration between the government, businesses, and non-governmental organizations in disaster risk reduction and response.

#### Key Learning Outcomes:

- Understand the role of government and international bodies.
- Learn about the disaster management policies in India and globally.
- Study the coordination mechanism among different disaster management stakeholders.

#### Unit 4: Crisis Communication and Media in Disaster Management

- **Communication in Disasters:** Importance of clear and effective communication during crises (e.g., alerts, instructions, updates).
- **Role of Media:** How media (both traditional and social) influences disaster management (e.g., spreading awareness, providing real-time information).
- **Public Relations in Crisis:** Managing relationships with the public during and after a disaster.
- **Challenges in Crisis Communication:** Overcoming misinformation, panic, and communication breakdowns during disasters.

#### Key Learning Outcomes:

- Understand the importance of communication in managing disasters.
- Analyze the role of media in disaster management.
- Develop strategies for effective crisis communication.

#### Unit 5: Disaster Management and Business Continuity

- **Business Continuity Planning (BCP):** Creating strategies for businesses to remain operational during and after a disaster.
- **Risk Assessment for Businesses:** Identifying potential risks that could disrupt business operations (e.g., natural disasters, cybersecurity threats).
- **Disaster Recovery Plans:** Developing plans for data recovery, employee safety, and resource allocation during crises.
- **Impact of Disasters on Businesses:** How disasters affect the economy, business operations, and employee well-being.
- **Case Studies:** Successful business continuity strategies post-disaster.

#### 1. SUGGESTED READINGS-

2. *"Introduction to International Disaster Management"* by Damon P. Coppola
3. *"Disaster Management: A Disaster Manager's Handbook"* by K. S. Verma

#### Key Learning Outcomes:

- Learn how to develop business continuity and disaster recovery plans.
- Assess business risks related to disasters.

Study real-life case studies of businesses coping with disasters

## **BBAIII SEM Syllabus FOOD & NUTRITION (BBN-306 B )**

### **CO: COURSE OBJECTIVES**

The objective of this course is to introduce students to the fundamental principles of etiquette and food and nutrition, focusing on how proper behavior and nutrition contribute to personal well-being and social harmony.

### **CourseContents**

#### **Unit 1: Introduction to Food and Nutrition**

- **Overview of Nutrition:** Definition, importance of nutrition in health and disease prevention.
- **Macronutrients:** Carbohydrates, proteins, and fats—functions, sources, and digestion.
- **Micronutrients:** Vitamins and minerals—types, roles in the body, deficiencies, and toxicity.
- **Balanced Diet:** Definition and components of a balanced diet, food pyramid, and daily nutrient requirements.
- **Food Security:** Global and national perspectives on food security, issues related to malnutrition and hunger.

#### **Unit 2: Digestion and Metabolism**

- **Digestive System:** Structure and function of the digestive system, stages of digestion, enzymes involved.
- **Absorption and Transport:** Absorption of nutrients in the small intestine, transport via blood and lymph.
- **Metabolism:** Definition, catabolism, anabolism, and metabolic pathways (glycolysis, Krebs cycle, and oxidative phosphorylation).
- **Energy Balance:** Concepts of energy intake, expenditure, and weight management, basal metabolic rate (BMR).
- **Disorders of Metabolism:** Common metabolic disorders such as diabetes, obesity, and metabolic syndrome.

#### **Unit 3: Food Groups and Their Nutrients**

- **Cereals and Grains:** Types (wheat, rice, oats), nutritional content, and uses.
- **Fruits and Vegetables:** Importance of vitamins, minerals, and fiber, role in disease prevention.
- **Dairy Products:** Nutritional importance of milk, cheese, yogurt; lactose intolerance.
- **Meat, Poultry, and Fish:** Protein content, fat profile, and micronutrient contribution.
- **Legumes, Nuts, and Seeds:** Plant-based proteins, healthy fats, and other nutrients.

#### **Unit 4: Food Processing, Preservation, and Safety**

- **Food Processing Techniques:** Methods like drying, freezing, canning, pasteurization, and their effects on nutrients.
- **Food Preservation:** Methods including refrigeration, salting, pickling, and their role in extending shelf life and maintaining nutritional value.
- **Food Safety:** Importance of food hygiene and sanitation, preventing foodborne illnesses, food handling standards.
- **Food Additives:** Types of additives (preservatives, colorants, flavor enhancers), their functions, safety, and regulation.
- **Contaminants in Food:** Pesticides, heavy metals, microbial contamination, and their impact on health.

#### **Unit 5: Public Health Nutrition and Trends in Diet**

- **Nutrition in Different Life Stages:** Nutritional requirements during infancy, childhood, adolescence, adulthood, pregnancy, and old age.
- **Nutritional Deficiencies:** Common deficiency diseases (e.g., scurvy, rickets, anemia) and their prevention.
- **Diet and Chronic Diseases:** Relationship between diet and conditions such as heart disease, cancer, diabetes, and obesity.
- **Global Nutrition Issues:** Malnutrition, overnutrition, and the role of organizations like WHO in addressing nutritional concerns.

- **Emerging Trends:** Functional foods, plant-based diets, superfoods, and food innovations (e.g., personalized nutrition).

### Suggested Resources for Each Unit:

#### 1. **Textbooks:**

- “Nutrition and Dietetics” by Roberta Larson Duyff
- “Advanced Nutrition and Human Metabolism” by Sareen S. Gropper and Jack L. Smith
- “Food Science” by Norman N. Potter & Joseph H. Hotchkiss

#### 2. **Research Journals:**

- The Journal of Nutrition
- Food Research International

International Journal of Food Science & Technology

## **BBAIII SEM Syllabus**

### **ENVIRONMENT OF STUDIES (BBN-306 C)**

#### **CO: COURSE OBJECTIVES**

The objective of this course is to introduce students to the fundamental principles of the environment of studies, focusing on the various factors that influence learning, academic performance, and the overall educational experience.

#### **CourseContents**

##### **Unit 1: Introduction to Environment Studies**

###### *Objective*

To provide an understanding of the environment and its components, the importance of studying environmental issues, and the interconnectedness of human activities and the environment.

###### *Key Topics:*

###### **1. Concept of Environment**

- Definition and scope
- Components of the environment (Physical, Biological, and Cultural components)
- The role of the environment in human life

###### **2. Environmental Studies and its Importance**

- Evolution of environmental studies
- Interdisciplinary nature of environmental studies
- Environmental ethics and values

###### **3. Ecology and Ecosystems**

- Basics of ecology: Organisms, populations, and communities
- Ecosystem dynamics and processes (Energy flow, food chains, and webs)
- Types of ecosystems (terrestrial and aquatic)

##### **Unit 2: Natural Resources and Their Management**

###### *Objective:*

To study the types of natural resources, their significance, issues related to their overuse, and the role of sustainable development in resource management.

###### *Key Topics:*

###### **1. Types of Natural Resources**

- Renewable and non-renewable resources
- Forest resources, water resources, land resources, and mineral resources
- Energy resources (Fossil fuels, solar energy, wind energy)

###### **2. Resource Depletion and Conservation**

- Causes of depletion of resources
- Strategies for conservation and management
- Sustainable resource management techniques

###### **3. Biodiversity and its Conservation**

- Definition of biodiversity (species, genetic, and ecosystem diversity)
- Threats to biodiversity (habitat loss, climate change, pollution)
- Conservation strategies (in-situ and ex-situ conservation)

## Unit 3: Environmental Pollution

### *Objective:*

To understand the different types of environmental pollution, their causes, impacts, and measures for prevention and control.

### *Key Topics:*

#### 1. **Types of Pollution**

- Air Pollution (Causes, effects, and control measures)
- Water Pollution (Causes, effects, and control measures)
- Soil Pollution (Causes, effects, and control measures)
- Noise Pollution (Causes, effects, and control measures)

#### 2. **Impact of Pollution on Ecosystems and Human Health**

- Effects on plant and animal life
- Impact on human health (Respiratory problems, skin diseases, etc.)
- Global warming and climate change

#### 3. **Pollution Control and Legal Framework**

- Pollution control measures (technological and policy interventions)
- Role of government agencies (Central Pollution Control Board, Ministry of Environment and Forests)
- Environmental Laws (Environment Protection Act, Water Act, Air Act)

## Unit 4: Environmental Policy and Legislation

### *Objective:*

To understand the role of government policies, regulations, and international agreements in addressing environmental issues.

### *Key Topics:*

#### 1. **National Environmental Policy**

- Objectives and strategies of the National Environmental Policy of India
- Governmental institutions responsible for environmental governance (MoEFCC, CPCB)
- Role of local bodies and NGOs in environmental management

#### 2. **Environmental Legislation in India**

- The Environment Protection Act, 1986
- The Water (Prevention and Control of Pollution) Act, 1974
- The Air (Prevention and Control of Pollution) Act, 1981

#### 3. **International Environmental Initiatives**

- United Nations Environment Programme (UNEP)
- Earth Summit (1992), Kyoto Protocol, and Paris Agreement
- Sustainable Development Goals (SDGs) and their relation to the environment

## Unit 5: Sustainable Development and Environmental Management

### *Objective:*

To explore the concept of sustainable development, its importance, and practices for achieving environmental sustainability in business and society.

### *Key Topics:*

#### 1. **Concept of Sustainable Development**

- Definition of sustainability and sustainable development



- The three pillars of sustainability (Environmental, Social, and Economic)
- The role of sustainable development in global environmental protection
- 2. **Corporate Social Responsibility (CSR)**
  - Role of businesses in environmental sustainability
  - CSR initiatives for environmental protection
  - Green marketing and eco-friendly business practices
- 3. **Global Environmental Challenges**
  - Climate change and global warming
  - Water scarcity and pollution
  - Overpopulation and overconsumption
  - Strategies for a sustainable future (Renewable energy, Circular economy, Green technologies)

### **SUGGESTED READINGS-**

1. *"Principles of Environmental Science: Inquiry and Applications"* by William P. Cunningham and Barbara Woodworth Saigo
2. *"Environmental Studies: A Textbook for Undergraduates"* by S. C. Soni
3. *"The Environment and You"* by Norman Myers

**BBA:Second Year Course Structure Fourth**

**Semester**

<b>SL.No.</b>	<b>Subject Code</b>	<b>Subject Name</b>	<b>Credit</b>
1	BBN-401	Supply Chain Management	4
2	BBN-402/ BBN-402A/ BBN-402B	Research Methodology/Publication Ethics/ Environmental Management	4
3	BBN-403	Specialised Accounting	4
4	BBN-404	Consumer Behaviour	4
5	BBN-405	Investment Analysis & Portfolio Management	4
6	BBN-406/ BBN-406A/ BBN-406B	Company Law/ Rural Sociology & Educational Psychology/ Science, Technology, and Society	4
		<b>Total</b>	24

Programme/Class:BBA		Year:Second	Semester:Fourth
Course/paper-10 (A)			
CourseCode:BBN-401		CourseTitle:SupplyChainManagement	
Courseoutcomes:TheobjectiveofthispaperistogivethebasicknowledgeabouttheSupplyChain Managementforgoodsandservices			
Credits:3		Compulsory	
Max.Marks:25+75		Min.PassingMarks:	
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-T-P:3-2-1			
Unit	Topics		No.of Lectures Total=30
I	Introduction,DefinitionofSupplyChainManagement,Evolutionofthe ConceptofSupplyChainManagement,KeyDriversofSupplyChain Management, Typology of Supply Chains, Cycle View of Supply Chain, ProblemsinSCMandSuggestedSolutions		8
II	Introduction,ThreeComponentsofSCM,DemandManagement,Demand Forecasting;Introduction,SupplyManagement,Evolution of ERP, ConceptofERPinSCM,QuickResponseandAccurateResponseSystem inSCM,UseofOtherPlanningStrategies		7
III	Introduction,UnderstandingtheBenchmarkingConcept,Benchmarking Process, Benchmarking Procedure		8
IV	Introduction,NewDevelopmentsinSupplyChainManagement,Outsourcing Supply Chain Operations, Co-Maker ship, The Role of E- CommerceinSupplyChainManagement,GreenSupplyChain Management, Distribution Resource Planning, World Class Supply Chain Management		7
SuggestedReadings: 1. SupplyChainManagementbyMichelHHungo 2. SupplyChainManagementbySunil Chopra			
SuggestedContinuousEvaluationMethods: .....			
Suggestedequivalentonlinecourses: .....			
FurtherSuggestions: .....			

Programme/Class:BBA		Year:Second	Semester:Fourth
Course/paper-10 (B)			
CourseCode:BBN-402		CourseTitle:ResearchMethodology	
Courseoutcomes:TheobjectiveofthispaperistogivethebasicknowledgeabouttheResearch Methodology			
Credits:3		Compulsory	
Max.Marks:25+75		Min.PassingMarks:	
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-T-P:3-3-0			
Unit	Topics		No. of Lectures Total=30
I	Introduction:MeaningofResearch,ObjectivesofResearch,Typesof Research, Research Process, Research Problem formulation; Research Design: Featuresofagoodresearchdesign;DifferentResearchDesigns;Measurement inResearch;Datatypes;Sources of Error		8
II	SamplingDesign:Census&SampleSurveys;StepsinSamplingDesign; Types of Sample designs-Probability & Non Probability sampling.		7
III	Processing & Analysis of Data: Processing operations; problems in processing; typesofanalysis,HypothesisTesting:Chi-squaretest,Z-test,t-test,F-test.		8
IV	Presentation:Diagrams;graphs;chars.Reportwriting;LayoutofResearch report;TypesofReports;MechanismofwritingaResearchreport; Precautions for writing report.		7
SuggestedReadings: 1. C.R.Kothari,ResearchMethodology 2. BanerjeeS.andRoyRamendu,Fundamentals of ResearchMethodology			
SuggestedContinuousEvaluationMethods: .....			
Suggestedequivalentonlinecourses: .....			
FurtherSuggestions: .....			

## **BBA IVSEM Syllabus**

### **Publication Ethics (BBN-402A)**

#### **CO: COURSE OBJECTIVES**

The objective of this course is to introduce students to the fundamental principles of publication ethics, focusing on the ethical standards and best practices in academic and professional publishing. The course aims to provide students with an understanding of the key issues related to authorship, plagiarism, peer review, conflicts of interest, and the responsible conduct of research and publication.

#### **CourseContents**

##### **Unit 1: Introduction to Publication Ethics**

**Objective:** To introduce students to the fundamental concepts of publication ethics and its importance in academic and professional contexts.

##### *Topics Covered:*

- Definition and Scope of Publication Ethics
- Importance of Ethical Practices in Research and Publication
- Key Ethical Issues in Publishing (Authorship, Conflicts of Interest, Peer Review)
- Ethical Guidelines by Major Publishing Bodies (COPE, Elsevier, Springer)
- Role of Publication Ethics in Maintaining Research Integrity

##### *Learning Outcomes:*

- Understand the significance of ethical practices in academic publishing.
- Familiarity with major ethical guidelines and codes of conduct for researchers and authors.

##### **Unit 2: Authorship and Contribution**

**Objective:** To explore the principles of authorship, criteria for assigning authorship, and the responsibilities of each contributor to the work.

##### *Topics Covered:*

- Defining Authorship: Criteria and Contributions
- Order of Authors: First, Corresponding, and Last Authors
- Responsibilities of Authors: Drafting, Revising, and Accountability
- Authorship Disputes and Resolutions
- Ghostwriting and Guest Authorship
- Contributions of Non-authors and Acknowledgments

##### *Learning Outcomes:*

- Gain a clear understanding of who qualifies as an author.
- Understand the ethical implications of authorship and contributions.

##### **Unit 3: Plagiarism and Research Integrity**

**Objective:** To discuss the issues of plagiarism, research misconduct, and how to ensure integrity in academic and professional writing.

### *Topics Covered:*

- Definition and Types of Plagiarism (Direct, Mosaic, Self-plagiarism)
- Methods of Detecting Plagiarism
- Consequences of Plagiarism in Research and Publishing
- Research Misconduct: Fabrication and Falsification of Data
- Best Practices for Avoiding Plagiarism
- Ethical Use of Sources: Citations, Quotations, and Paraphrasing

### *Learning Outcomes:*

- Understand what constitutes plagiarism and research misconduct.
- Learn best practices for preventing plagiarism and maintaining research integrity.

## Unit 4: Peer Review Process

**Objective:** To provide students with an understanding of the peer review process in academic publishing and its role in ensuring quality and ethics in research.

### *Topics Covered:*

- The Role and Importance of Peer Review in Publishing
- Types of Peer Review (Single-blind, Double-blind, Open Review)
- Responsibilities of Reviewers, Authors, and Editors
- Ethical Issues in Peer Review (Bias, Conflicts of Interest, Reviewer Misconduct)
- Handling Confidentiality and Conflicts of Interest in Peer Review
- Impact of Peer Review on Publication Ethics

### *Learning Outcomes:*

- Understand the peer review process and its role in scholarly communication.
- Identify the ethical challenges faced by reviewers, authors, and editors.

## Unit 5: Publication Ethics in the Digital Age

**Objective:** To examine the emerging ethical issues in digital publishing and the impact of digital platforms on the ethics of research and publication.

### SUGGESTED READINGS-

1. **Wager, E., & Williams, P. (2013).** *How to Handle Authorship Disputes: A Guide for New Researchers.* *The International Journal of Clinical Practice*, 67(6), 551-556.
2. **International Committee of Medical Journal Editors (ICMJE). (2019).** *ICMJE*
3. **Angell, M. (2009).** *The Truth About the Drug Companies: How They Deceive Us and What to Do About It* . Random House.

### *Learning Outcomes:*

- Understand the ethical issues surrounding digital and open-access publishing.
- Learn how to identify and avoid unethical publishing practices in the digital era.

## **BBA IV SEM Syllabus**

### **Emerging Trends in Research (BBN-402B)**

#### **COURSE OBJECTIVE-**

The objective of this course is to introduce students to the fundamental principles of emerging trends in research, focusing on the latest advancements, methodologies, and technologies shaping the landscape of academic and applied research.

#### **Unit 1: Introduction to Emerging Research Trends**

- **Topics Covered:**
  - Overview of emerging research trends in science, technology, and humanities.
  - Technological advancements driving research: AI, machine learning, big data, blockchain, etc.
  - Global challenges and opportunities: Climate change, pandemics, digital transformation, and equity.
  - The rise of interdisciplinary research and global collaboration.
  - Research funding trends and the rise of open science.

#### **Unit 2: Big Data and Data Science in Research**

- **Topics Covered:**
  - Big data: Concepts, sources, and characteristics (volume, variety, velocity).
  - Tools and technologies in data science: Python, R, Hadoop, Spark, and cloud computing.
  - Data analytics and machine learning in research: Predictive models, data mining, and pattern recognition.
  - Applications in various research fields: Healthcare, social sciences, environmental science, and business.
  - Ethical considerations: Data privacy, informed consent, and algorithmic bias.

#### **Unit 3: Artificial Intelligence (AI) and Machine Learning (ML) in Research.**

- **Topics Covered:**
  - Introduction to AI and machine learning: Types (supervised, unsupervised, reinforcement learning).
  - Applications of AI/ML in research: Automating literature reviews, hypothesis testing, and data analysis.
  - AI and ML in fields such as healthcare (e.g., predictive diagnostics, drug discovery), environmental science, and social research.
  - The ethical dimensions of AI and ML in research: Bias, transparency, and accountability in AI models.
  - AI-driven innovation: Robotics, natural language processing (NLP), and autonomous systems.

#### **Unit 4: Sustainability and Climate Change Research**

- **Topics Covered:**
  - Climate change science: Impacts, modeling, and solutions.
  - Role of technology in sustainability research: Renewable energy, smart cities, circular economy.
  - Research on sustainable agriculture, conservation, and resource management.
  - The role of AI, big data, and IoT in environmental monitoring and decision-making.
  - Global initiatives in sustainability research: UN Sustainable Development Goals, international collaborations.

#### **Unit 5: Ethical Issues in Emerging Research**

- **Topics Covered:**
  - Ethical principles in research: Integrity, accountability, transparency, and reproducibility.
  - Ethics in AI and data science: Consent, data ownership, and algorithmic accountability.
  - Ethical challenges in biotechnology and genomics: Gene editing, cloning, and bioengineering.
  - The ethics of surveillance, big data, and privacy concerns in research.
  - The role of institutional review boards (IRBs) and global ethical standards.

### Suggested Readings:

1. **"The Structure of Scientific Revolutions"** by Thomas S. Kuhn – A foundational text that explores how scientific paradigms shift over time, providing a framework for understanding emerging trends in research.
2. **"Big Data: A Revolution That Will Transform How We Live, Work, and Think"** by Viktor Mayer-Schönberger and Kenneth Cukier – Explains the transformative role of big data in contemporary research and its impact on various fields.
3. **"Data Science for Business"** by Foster Provost and Tom Fawcett – A comprehensive guide to understanding data science, with applications relevant to academic research.
4. **"Artificial Intelligence: A Guide for Thinking Humans"** by Melanie Mitchell – A broad and accessible overview of artificial intelligence, exploring its potential and ethical concerns.
5. **"Weapons of Math Destruction"** by Cathy O'Neil – Discusses how big data and algorithms, when used irresponsibly, can exacerbate inequality and social harm.



Programme/Class:BBA		Year:Second	Semester:Fourth
Course/paper-11 (A)			
CourseCode:BBN-403		CourseTitle:SpecialisedAccounting	
Courseoutcomes:Theobjectiveofthispaperistogivethebasicknowledgeaboutthespecialised Accounting			
Credits:3		Compulsory	
Max.Marks:25+75		Min.PassingMarks:	
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-T-P:3-3-0			
Unit	Topics		No. of Lectures Total=30
I	AccountingofNon-tradingInstitutions,JointVentureandConsignment		8
II	AccountsofBankingcompaniesandGeneralInsurance companies		7
III	Department account and Branch account.Accounts related to Hire Purchase and Installment payment transactions, Royalty Accounts		8
IV	PartnershipAccounts:FinalAccount,ReconstitutionofPartnershipfirms: admission,retirementanddeathofapartner,DissolutionofPartnership (Excludinginsolvencyof Partner)		7
SuggestedReadings:			
1. Agarwal,B.D.,AdvancedAccounting			
2. Chawla&Jain,FinancialAccounting			
3. Chakrawarti,K.S.,Advanced Accounts			
4. Shukla,M.B.,FinancialAnalysisandBusiness Forecasting			
5. Jain&Naranag,AdvancedAccounts			
SuggestedContinuousEvaluationMethods:			
.....			
Suggestedequivalentonlinecourses:			
.....			
FurtherSuggestions:			
.....			

Programme/Class:BBA		Year:Second	Semester:Fourth
Course/paper-11(B)			
CourseCode:BBN-404		CourseTitle:Consumer Behaviour	
Courseoutcomes:Theobjectiveofthispaperistogivethebasicknowledgeabouttheconsumerbehaviour			
Credits:3		Compulsory	
Max.Marks:25+75		Min.PassingMarks:	
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-T-P:3-3-0			
Unit	Topics		No. of Lectures Total=30
I	CB,Consumerresearchprocess.CBmodels:Economicmodel,Psycho-analyticmodel, Sociological model, Howard & Sethmodel, Nicosia model, Engel-Kollat-Blackwell model.		8
II	Individualdeterminants:Perceptualprocess,consumerlearningprocess Introduction:Concept,importanceandscopeofCB,needforstudying, consumer attitude formation, attitude measurement, meaning and nature of personality, self concept.		7
III	Influences&ConsumerDecisionmaking:Family,referencegroup,personal, socialand culturalinfluenceonCB,ConsumerDecisionmakingprocess, Consumer Communication process, consumer satisfaction.		8
IV	IndustrialBuyingBehaviour:Participants,characteristicsofindustrial markets, factors influencing industrial markets, stages of industrial buying process, Customer and marketing of services.		7
SuggestedReadings:			
1. Suja.R.Nair,ConsumerBehaviourinIndianPerspective			
2. Schiffman&Kanuk,ConsumerBehaviour			
3. Louden&Bitta,ConsumerBehaviour			
4. Bennet&Kasarji,Consumer Behaviour			
SuggestedContinuousEvaluationMethods:			
.....			
Suggestedequivalentonlinecourses:			
.....			
FurtherSuggestions:			
.....			

Programme/Class:BBA		Year:Second	Semester:Fourth
Course/paper-12(A)			
CourseCode:BBN-405		CourseTitle:InvestmentAnalysis&PortfolioManagement	
Courseoutcomes:Theobjectiveofthispaperistogivethebasicknowledgeabouttheinvestmentanalysis andportfoliomanagementsubject3(A)			
Credits:3		Compulsory	
Max.Marks:25+75		Min.PassingMarks:	
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-T-P:3-2-1			
Unit	Topics		No. of Lectures Total=30
I	Investments:Nature,scope,objectiveandProcessofinvestmentsanalysis, concept of return and risk analysis, measurement of return and risk: Systematic and Unsystematic Risk.		8
II	InvestmentAlternatives:InvestmentinstrumentofCapitalMarketandMoney Market, ValuationofFixedandVariablesecuritiesNonSecurityformsof Investment, Government Securities, Mutual Fund, Real Estate and Gold.		7
III	Fundamental Analysis: Economic analysis industry analysis and company analysisTechnicalAnalysis:Trends,indicators,indicesandmovingaverage applied in technical analysis.Efficient MarketHypothesis:weak, semi-strong and strong market and its testing techniques		8
IV	Portfolio Management: Meaning, importance and objectives of portfolio and portfolio management, Risk and Return- Definition types and importance.PortfolioAnalysis:RiskMeasurement;Estimatingrateofreturnand standarddeviationofportfolioreturns;EffectsofCombiningsecurities;		7
SuggestedReadings: 1.SecurityanalysisandPortfolioManagementbyPunithavathyPandian			
SuggestedContinuousEvaluationMethods: .....			
Suggestedequivalentonlinecourses: .....			
FurtherSuggestions: .....			

Programme/Class:BBA		Year:Second	Semester:Fourth
Course/paper-12 (B)			
CourseCode: BBN-406		CourseTitle:CompanyLaw	
Courseoutcomes:TheobjectiveofthispaperistogivethebasicknowledgeabouttheCompanyLaw			
Credits:3		Compulsory	
Max.Marks:25+75		Min.PassingMarks:	
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-T-P:3-2-1			
Unit	Topics		No. of Lectures Total=30
I	Introduction:DefinitionandKindsofCompany,PromotionandIncorporationof Companies; Memorandum of Association, Articles of Association, Prospectus.		8
II	Shares,ShareCapital,Members,TransferandTransmissionofshares,Directors- Managing Director, Whole Time Director		7
III	CapitalManagement;Borrowingpowers,mortgagesandcharges,debentures, CompanyMeetings-kinds,quorum,voting,resolutions,minutes		8
IV	MajorityPowers andminority rights,Prevention of oppressionand mismanagement,windingupofcompanies,itsKindsand Conduct		7
SuggestedReadings:			
1. GrowerL.C.B.,PrinciplesofModernCompany Law			
2. RamaiyaA.,GuidetotheCompaniesAct			
3. Singh,Avtar,Company Law			
4. Kuchhal,S.C.,ModernIndianCompany Law			
5. Kapoor,N.D.,Company Law			
SuggestedContinuousEvaluationMethods:			
.....			
Suggestedequivalentonlinecourses:			
.....			
FurtherSuggestions:			
.....			

## **BBA IV SEM Syllabus**

### **Rural Sociology & Educational Psychology (BBN-406A)**

#### **Course Objective:**

The objective of this course is to provide students with a comprehensive understanding of the socio-cultural dynamics of rural communities and their impact on education, as well as the psychological principles that affect learning and teaching processes. This course integrates the study of rural sociology, with a focus on rural life, rural-urban differences, and the challenges faced by rural education systems, alongside educational psychology, which examines the cognitive, emotional, and developmental aspects of learners in educational settings. By the end of the course, students will be equipped to apply sociological and psychological principles to improve education in rural contexts.

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#### **CONTENT:**

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##### **Unit 1: Introduction to Rural Sociology**

###### **Content:**

Definition, scope, and significance of rural sociology  
Rural vs. urban society: Characteristics and differences  
Rural communities: Structure and social organization  
Social change in rural societies: Factors and impact  
Importance of rural sociology in the context of education

###### **Key Concepts:**

Rural Society, Community, Social Organization, Social Change, Rural-Urban Continuum

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##### **Unit 2: Rural Institutions and Education**

###### **Content:**

The role of family, caste, religion, and local governance in rural areas  
Education in rural society: Challenges and opportunities  
The impact of social institutions on educational outcomes  
Role of rural schools in socialization and community development  
Barriers to education in rural areas: Economic, social, and infrastructural

###### **Key Concepts:**

Rural Education, Social Institutions, Education Inequality, Community Development

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##### **Unit 3: Theories of Educational Psychology**

###### **Content:**

Introduction to educational psychology  
Key theories of learning: Behaviorism, Cognitivism, Constructivism  
Developmental stages in children (Piaget, Vygotsky, Erikson)  
Motivation and learning theories: Intrinsic vs. extrinsic motivation  
Theories of intelligence and the impact on teaching methods

###### **Key Concepts:**

Learning Theories, Cognitive Development, Motivation, Intelligence, Instructional Strategies

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##### **Unit 4: Cognitive and Emotional Development in Education**

###### **Content:**

Cognitive development in children: Piagetian stages and their relevance to education  
Emotional and social development in the classroom  
Emotional intelligence and its role in learning  
The impact of socio-economic status on cognitive development  
Educational implications of cognitive and emotional development

###### **Key Concepts:**

Cognitive Development, Emotional Intelligence, Social Development, Classroom Dynamics

## **Unit 5: Applied Educational Psychology in Rural Contexts**

### **Content:**

Psychological issues affecting rural students (stress, motivation, learning disabilities)

Teacher-student interactions in rural schools

Applying educational psychology for improving rural education outcomes

Strategies for inclusive education in rural schools

Role of counseling and guidance in rural educational settings

### **Key Concepts:**

Learning Disabilities, Teacher-Student Interaction, Inclusive Education, Counseling, Rural Education Strategies

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### **Suggested Readings:**

#### **Rural Sociology:**

Bottomore, T. B. (1974). *Sociology: A Guide to Problems and Literature*. George Allen & Unwin.

Davis, K., & Moore, W. E. (1945). *Some Principles of Stratification*. *American Sociological Review*, 10(2), 242–249.

Singh, K. (2004). *Rural Sociology in India*. Dattsons Publishing.

#### **Educational Psychology:**

Woolfolk, A. (2019). *Educational Psychology* (14th ed.). Pearson Education.

Santrock, J. W. (2019). *Educational Psychology* (7th ed.). McGraw-Hill Education.

Ormrod, J. E. (2016). *Educational Psychology: Developing Learners* (9th ed.). Pearson Education.

#### **Developmental Psychology in Education:**

Berk, L. E. (2013). *Child Development* (9th ed.). Pearson Education.

Vygotsky, L. S. (1978). *Mind in Society: The Development of Higher Psychological Processes*. Harvard University Press.

**BBA IV SEM Syllabus**  
**Science, Technology and Society (BBN-406B)**

**CO: COURSE OBJECTIVES**

The objective of this course is to introduce students to the fundamental principles of the relationship between science, technology, and society, focusing on how scientific advancements and technological innovations shape social structures, cultural norms, and economic development.

**Course Contents**

**Unit 1: Introduction to Science, Technology, and Society (STS)**

**Learning Objectives:**

- Understand the relationship between science, technology, and society.
- Analyze the role of science and technology in modern society.
- Learn about the historical development of scientific knowledge and technological advancements.

**Topics:**

1. **Definition and Scope of STS:** Key concepts and definitions of science, technology, and society.
2. **History of Science and Technology:** Evolution of scientific thinking and technological progress (Ancient to Modern).
3. **The Role of Science and Technology in Shaping Society:** Influence of scientific discoveries and technological inventions on culture, economy, and politics.
4. **Interdisciplinary Nature of STS:** Understanding the intersection of scientific knowledge, technological development, and societal needs.
5. **Science, Technology, and Innovation in Economic Development:** How advancements drive business and economic growth.

**Learning Outcome:** Students will gain a foundational understanding of the critical relationship between science, technology, and society, and how these elements influence global and local communities.

**Unit 2: The Impact of Technology on Society**

**Learning Objectives:**

- Examine the social, cultural, and ethical implications of technological advancements.
- Discuss how technology shapes lifestyle, communication, work, and relationships.
- Understand the role of technology in social change and progress.

**Topics:**

1. **Technological Innovation and Social Change:** How technological revolutions (Industrial Revolution, Information Age, Digital Transformation) influence societal structures.
2. **Communication Technologies:** Impact of the internet, social media, and mobile technologies on human interaction and culture.
3. **Work and Labor in a Technological World:** Automation, artificial intelligence, and robotics in reshaping labor markets and business practices.

4. **Technological Dependency and Digital Divide:** Issues of access to technology, digital inequality, and global technology gaps.
5. **Technology and Globalization:** The role of technology in bridging international borders and promoting a global economy.

**Learning Outcome:** Students will understand how technology shapes society and its individuals, influencing everything from the workplace to relationships and cultural identity.

### Unit 3: Ethical Issues in Science and Technology

#### Learning Objectives:

- Analyze the ethical challenges brought about by technological advancements.
- Understand the moral responsibilities of scientists, engineers, and businesses in the development of new technologies.

#### Topics:

1. **Ethics of Technological Development:** The need for ethical considerations in developing new technologies (e.g., AI, genetic engineering, nanotechnology).
2. **Privacy and Data Security:** Ethical implications of surveillance, data collection, and digital privacy in the age of big data.
3. **Environmental Ethics:** The role of technology in environmental conservation, sustainability, and climate change (green technologies, eco-friendly innovations).
4. **Biotechnology and Genetic Engineering:** Ethical debates surrounding gene editing (CRISPR), cloning, and biotechnology in health care.
5. **Artificial Intelligence and Ethics:** Implications of AI on decision-making, autonomy, and societal impact.

**Learning Outcome:** Students will develop a critical understanding of the ethical considerations in the development and deployment of technology, particularly in terms of privacy, autonomy, and sustainability.

### Unit 4: Technology and Economic Development

#### Learning Objectives:

- Explore the role of technology in driving economic growth and innovation.
- Understand how technological advancements affect business strategies and global markets.

#### Topics:

1. **The Role of Technology in Economic Growth:** How innovations in manufacturing, transportation, and communication shape economies.
2. **Technological Entrepreneurship:** The rise of startups and the role of technology in creating new industries (e.g., Silicon Valley).
3. **Digital Economy:** The shift towards e-commerce, fintech, and digital business models.
4. **Disruptive Technologies:** Understanding emerging technologies such as blockchain, cryptocurrencies, 3D printing, and their potential to disrupt traditional industries.
5. **Technology, Employment, and Wealth Distribution:** Impact of automation and artificial intelligence on jobs, wages, and wealth inequality.



**Learning Outcome:** Students will learn how businesses leverage technology for competitive advantage, as well as the broader economic implications of technological innovation.

## Unit 5: Science, Technology, and Global Challenges

### Learning Objectives:

- Examine how science and technology contribute to solving global issues.
- Discuss the ethical and societal challenges posed by global problems and technological solutions.

### Topics:

1. **Global Health and Biotechnology:** The role of science and technology in solving global health challenges (e.g., pandemics, vaccines, public health infrastructure).
2. **Climate Change and Sustainable Development:** The technological and scientific solutions to mitigate the effects of climate change (e.g., renewable energy, carbon capture).
3. **Technology and Global Security:** The impact of technology on national security, cyber security, and international relations.
4. **Technology and Global Governance:** The role of international institutions in regulating and guiding technological development (e.g., United Nations, World Health Organization).
5. **Humanitarian Technology:** The role of technology in addressing poverty, famine, and crisis management.

### SUGGESTED READINGS-

1. **Bijker, W. E., Hughes, T. P., & Pinch, T. (2012).** *The Social Construction of Technological Systems: New Directions in the Sociology and History of Technology* . MIT Press.
2. **Mitcham, C. (2014).** *Thinking Through Technology: The Path Between Engineering and Philosophy* . University of Chicago Press.
3. **Jasanoff, S. (2004).** *The Fifth Branch: Science Advisers as Policymakers* . Harvard University Press.

**Learning Outcome:** Students will develop an awareness of how science and technology are being used to address critical global challenges, along with an understanding of the ethical and practical constraints of these efforts.

BBA:ThirdYearCourseStructure Fifth Semester

SL.No.	Subject Code	Subject Name	Credit
1	BBN-501	Income Tax	4
2	BBN-502	Marketing Communication	4
2.1	BBN-502-A/ BBN-502B/ BBN-502C/ BBN-502D	Social Media Marketing/Perspectives on Contemporary Issues/Intelligent Automation/Creativity and Innovation	
3	BBN-503	Entrepreneurship & Small Business Management	4
4	BBN-504	Sales Management	4
5	BBN-505	Industrial Relations & Labour Laws	4
6	BBN-506	Company Accounts	4
		<b>Total</b>	24

Programme/Class:Degree		Year:Third	Semester:Fifth
Course/paper-13(A)			
CourseCode: BBN-501		CourseTitle:Income Tax	
<b>Courseoutcomes:</b> The aim of the course is to build knowledge, understanding about income tax among the student. Thecourse seeks to give detailedknowledgeaboutthesubjectmatter byinstillingthembasicideasaboutIncomeTax. The outcome of the course will be as follows – ToprovideknowledgeaboutIncomeTaxAct. Toprovideknowledgeaboutgrossincomeandtaxableincome. To givean overview about different deductions and exemptions.			
Credits:3		Compulsory	
Max.Marks:25+75		Min.PassingMarks:	
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-T-P:2-0-0			
Unit	Topics		No.ofLe ctures Total=30
I	IndianIncomeTaxAct, 1961:BasicConcepts-Income,Agriculture Income,CasualIncome,AssessmentYear,PreviousYear,GrossTotalIncome,TotalIncome,Person, Tax Evasion, Tax Avoidance.		8
II	BasisofCharge:ScopeofTotalIncome,ResidenceandTaxLiability,Incomewhichdoesnotform part of Total Income.		6
III	HeadsofIncome: IncomefromSalaries,IncomefromHouseProperty.ProfitandGainsofBusiness orProfession,CapitalGains,Incomefromother sources.		10
IV	AggregationofIncome,SetoffandCarryforwardoflosses, deductionsfromgrosstotalIncome, Computation of total Income and Tax liability.		6
<b>SuggestedReadings:</b> 1. Mehrotra,H.C.,IncomeTaxLawandAccount 2. Prasad,Bhagwati,IncomeTaxLawandPractice 3. ChandraMaheshandShuklaD.C.,IncomeTaxLawandPractice 4. Agarwal,B.K.,IncomeTax 5. Jain,R.K.,IncomeTax			
SuggestedContinuousEvaluationMethods: In addition to the theoretical inputs the course will be delivered throughAssignments, Presentation, Group Discussions.Thiswillinstillinstudentasenseofdecisionmakingandpracticallearning.			
Suggestedequivalentonlinecourses:.....			
FurtherSuggestions:.....			

Programme/Class: Degree		Year:Third	Semester:Fifth
Course/paper-13(B)			
CourseCode: BBN-502		CourseTitle:MarketingCommunication	
<b>Courseoutcomes:</b> Theaim of the course is to build knowledge, understandingandskills in marketing communication among the student. The course seeks to give detailed knowledge about the subject matter by instillingthem basic ideas aboutIMCandadvertisingandtheirrole inoverallpromotionstrategiesofthefirm.Theoutcome ofthecourse will be as follows – • ApplyanIMCapproachinthedevelopmentofanoveralladvertisingandpromotionalplan. • Enhancecreativity,criticalthinkingandanalytical abilitythroughdevelopinganintegratedmarketing communication campaign			
Credits:3		Compulsory	
Max.Marks:25+75		Min.PassingMarks:	
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-T-P:2-0-0			
Unit	Topics		No.of Lectures Total=30
I	Marketing Communication: Meaning and its objectives, Integrated Marketing Communication (IMC): concepts and process, IMC promotion Mix, Advertising - Meaning,objectivesitsroleandfunctions,Classificationofadvertising,economic,social and ethicalissues in advertising, DAGMAR approach, STP strategies in advertising,AdvertisingAgencies,		7
II	Process in Advertising: Consumer and mental process in buying, AIDAmodel, Hierarchy of effects model, Information processing model, Advertising Budget – Top down and Build up approach, methods of advertising – Affordable method, arbitrary allocation method, percentage of sales method, competitive parity method, Objective and Taskmethod.		7
III	Advertising Creativity: Meaning of creativity, Creative strategy, Creative tactics, AdvertisingAppeals,USPtheoryofcreativity, Copywriting:MeaningandDefinitionof Copywriting, The Copywriter, Copywriting for Print, Copywriting guidelines, Radio Copywriting, TV Copywriting, Writingfor the Web, Tips for writing good web content		8
IV	MediaPlanningandStrategy:MediaTypesandtheircharacteristics; SettingMediaobjectives;Stepsinvolvedinmediaplanning,		8
	evaluationofmedia,mediaschedulingstrategy,Evaluationof advertisingeffectiveness– need and purpose of evaluation, pre-testingand post testing techniques, Advertising research,decisionareasininternationaladvertising.		
<b>SuggestedReadings:</b> 1. GeorgeEBelch&MichaelABelch:Advertisingandpromotion-AnintegratedMarketing Communication Perspective-McGraw Hill Education 2. Chunawala&Sethia:FoundationsofAdvertisingTheory&Practice;HimalayaPublishingHouse 3. CopleyPaul:MarketingCommunicationsManagementConcepts&theories,CasesandPractices; Butterworth Heinemann Publication. 4. Aaker,DavidA.etal.,AdvertisingManagement,PHI,			
SuggestedContinuousEvaluationMethods: In addition to the theoretical inputs the course will be delivered throughAssignments, Presentation, Group Discussions.Thiswillinstillinstudentasenseofdecisionmakingandpracticallearning.			
Suggestedequivalentonlinecourses:.....			
FurtherSuggestions:.....			

**BBA V SEM Syllabus**  
**SOCIAL MEDIA MARKETING(BBN-502A)**

**CO: COURSE OBJECTIVES**

The objective of this course is to introduce students to the fundamental principles of social media marketing, focusing on the strategies, tools, and techniques used to effectively promote products, services, and brands on various social media platforms.

**CourseContents**

**Unit 1: Introduction to Social Media Marketing**

**Objective:** To provide an overview of social media marketing, its importance, and how it has evolved in the digital age.

- **1.1: Overview of Social Media Marketing**
  - Definition and scope of social media marketing.
  - Role of social media in modern marketing strategies.
  - Benefits of social media marketing for businesses.
  - Types of social media platforms: Facebook, Instagram, Twitter, LinkedIn, YouTube, TikTok, etc.
- **1.2: History and Evolution of Social Media**
  - Growth of the internet and rise of social media platforms.
  - Impact of social media on consumer behavior and businesses.
- **1.3: Understanding the Social Media Ecosystem**
  - The role of influencers, bloggers, and social media personalities.
  - Social media trends and their impact on marketing strategies.
- **1.4: Ethics and Legal Issues in Social Media Marketing**
  - Privacy concerns, terms of service, and ethical practices.
  - Handling customer feedback and criticism.

**Unit 2: Social Media Strategy Development**

**Objective:** To teach how to develop and implement a social media strategy that aligns with business goals.

- **2.1: Setting Social Media Goals and Objectives**
  - Defining SMART goals for social media marketing.
  - Aligning social media objectives with business goals.
  - Key Performance Indicators (KPIs) for social media success.
- **2.2: Target Audience Identification**
  - Understanding customer demographics and behavior.
  - Segmenting the audience: Psychographics, interests, and online behavior.
- **2.3: Creating a Social Media Marketing Plan**
  - Crafting a content calendar.
  - Choosing the right platforms for the target audience.
  - Budgeting for social media marketing campaigns.
- **2.4: Competitor Analysis**
  - Analyzing competitors' social media presence.
  - Tools for social media monitoring and analysis.

## Unit 3: Content Creation and Engagement

**Objective:** To equip students with skills for creating compelling content and engaging with audiences effectively.

- **3.1: Content Creation for Social Media**
  - Types of content: Text, images, videos, infographics, stories, live streams.
  - Content formats for different platforms: Facebook posts, Instagram stories, TikTok videos, etc.
  - Best practices for content creation and visual storytelling.
- **3.2: Writing for Social Media**
  - Crafting effective headlines and captions.
  - The importance of tone, voice, and brand personality.
  - Strategies for increasing engagement with content.
- **3.3: Social Media Engagement Techniques**
  - Building an online community.
  - Responding to comments, messages, and customer inquiries.
  - Encouraging user-generated content and collaborations.
- **3.4: Hashtags and Trends**
  - Importance of hashtags in social media visibility.
  - Leveraging trending topics for engagement.

## Unit 4: Social Media Advertising and Paid Campaigns

**Objective:** To understand the principles of paid advertising on social media platforms and how to execute successful campaigns.

- **4.1: Social Media Advertising Overview**
  - Introduction to paid social media marketing.
  - Benefits of social media advertising over traditional advertising.
  - Understanding paid ad formats on different platforms (Facebook Ads, Instagram Ads, LinkedIn Ads, etc.).
- **4.2: Creating and Managing Ads**
  - Setting up paid campaigns on Facebook, Instagram, and other platforms.
  - Targeting options: Demographics, interests, behavior, custom audiences.
  - Budgeting and bidding strategies for paid campaigns.
- **4.3: Analyzing Ad Performance**
  - Measuring ROI and success metrics for paid ads.
  - A/B testing for ad creatives and formats.
  - Adjusting campaigns based on performance data.
- **4.4: Advanced Social Media Advertising Techniques**
  - Retargeting and remarketing strategies.
  - Influencer marketing and partnerships.
  - Native ads, sponsored content, and affiliate marketing.

## Unit 5: Analytics, Monitoring, and Crisis Management

**Objective:** To teach the importance of monitoring and analyzing social media performance, as well as handling crises in the digital space.

- **5.1: Social Media Analytics**
  - Tools for tracking social media metrics (Google Analytics, Facebook Insights, Hootsuite, etc.).

- Key metrics: Engagement, reach, impressions, conversion rates, etc.
- Understanding and interpreting social media data to refine strategies.
- **5.2: Social Media Listening and Monitoring**
  - Importance of monitoring brand mentions and sentiment.
  - Social listening tools and techniques for gathering audience insights.
- **5.3: Crisis Management in Social Media**
  - Identifying and responding to social media crises.
  - Case studies of brands that handled social media crises well and poorly.
  - Developing a crisis communication plan for social media.
- **5.4: Measuring and Reporting Social Media ROI**
  - Tracking business outcomes from social media efforts.
  - Generating reports for clients or management.
  - Adjusting strategies based on performance data.

#### **Suggested Readings:**

1. *"The Road to Success: The Story of India's Most Successful Businessmen"* by Shashi Tharoor
2. *"The Art of Thinking Clearly"* by Rolf Dobelli "
3. *"Business Sutra: A Very Indian Approach to Management"* by Devdutt Pattanaik
4. *"My Life is My Message"* by Mohandas Karamchand Gandhi

**BBAV SEM Syllabus**  
**PERSPECTIVES ON CONTEMPORARY ISSUES(BBN-502B)**

**CO: COURSE OBJECTIVES**

The objective of this course is to introduce students to the fundamental principles of contemporary global and societal issues, focusing on a broad range of challenges and opportunities faced by individuals, communities, and nations today.

**CourseContents**

**Unit 1: Introduction to Contemporary Issues**

**Objective:**

To provide an understanding of the significance and scope of contemporary issues in business and society.

*Topics:*

- Definition and scope of contemporary issues
- Globalization and its impact on business
- Economic, social, and political factors influencing contemporary issues
- Interdisciplinary perspectives on contemporary issues (business, environment, technology, etc.)
- Identifying and categorizing contemporary issues: Local, National, and Global
- Emerging trends in the world economy and business practices

*Learning Outcomes:*

- Understanding of key concepts related to contemporary issues
- Ability to categorize contemporary issues based on their scope and impact
- Familiarity with global trends and their effects on businesses

**Unit 2: Economic and Environmental Issues**

**Objective:**

To explore the economic and environmental challenges facing businesses and societies today.

*Topics:*

- Economic disparities: poverty, wealth inequality, and unemployment
- Economic crises: causes, effects, and case studies (e.g., the 2008 global financial crisis)
- Sustainability and corporate social responsibility (CSR)
- Climate change and its impact on business operations
- Environmental sustainability practices in business
- Green economy and the role of businesses in environmental conservation

*Learning Outcomes:*

- Critical analysis of the economic challenges affecting businesses
- Understanding the role of business in sustainable development
- Awareness of the environmental challenges and regulations impacting industries



### Unit 3: Technological Advances and Their Impact

**Objective:**

To examine how technological advancements shape contemporary business practices, industries, and societies.

*Topics:*

- The rise of artificial intelligence and automation in business
- Digital transformation in business operations
- Ethical issues in technology: data privacy, AI ethics, and cybersecurity
- The impact of the Internet of Things (IoT) and Big Data on industries
- Technological innovation in communication, transportation, and manufacturing
- The role of social media and digital marketing in contemporary business strategies

*Learning Outcomes:*

- Understanding the influence of technology on business models
- Ability to assess the ethical implications of technological advancements
- Exploring the opportunities and challenges presented by technological disruption

### Unit 4: Social and Cultural Issues

**Objective:**

To explore social, cultural, and demographic shifts that are influencing business practices and societal norms.

*Topics:*

- Global migration trends and their impact on the workforce
- Gender equality and diversity in the workplace
- Social justice movements and corporate responsibility
- The role of businesses in addressing racial, cultural, and ethnic diversity
- Corporate governance and ethical leadership in a diverse society
- The rise of millennial and Gen Z consumers: behavior and preferences

*Learning Outcomes:*

- Analyzing how social issues impact business decisions
- Understanding the importance of diversity, equity, and inclusion in business
- Assessing how businesses can adapt to changing cultural expectations

### Unit 5: Political and Legal Challenges

**Objective:**

To explore the political and legal issues affecting businesses in a contemporary global landscape.

*Topics:*

- Government regulations and their impact on business
- The role of international trade agreements and geopolitics in business strategy
- Political instability and its influence on global markets
- Ethical issues in corporate law: corruption, fraud, and governance

- Privacy laws and their effects on global business practices
- The role of lobbying and corporate influence in politics

*Learning Outcomes:*

- Understanding the impact of political and legal environments on businesses
- Analyzing global business risks related to political instability
- Exploring legal frameworks and their implications for corporate operations

**Suggested Readings:**

1. **Stiglitz, J. E. (2002).** *Globalization and its Discontents* . W.W. Norton & Company.
2. **McKibben, B. (2010).** *Eaarth: Making a Life on a Tough New Planet* . Times Books.
3. **Sen, A. (2009).** *The Idea of Justice* . Belknap Press.

**BBA VSEM Syllabus**  
**Intelligent Automation (BBN-502C)**

**CO: COURSE OBJECTIVES**

The objective of this course is to introduce students to the fundamental principles of intelligent automation, focusing on the integration of artificial intelligence (AI), machine learning (ML), robotics, and advanced technologies into business and industrial processes.

**CourseContents**

**Unit 1: Introduction to Intelligent Automation and Digital Transformation**

**Duration: 3 Weeks**

*Learning Objectives:*

- Understand the concept of Intelligent Automation (IA) and its role in business.
- Explore the intersection of artificial intelligence, robotic process automation (RPA), and machine learning in transforming business operations.
- Study the business cases and industry applications of IA.

*Topics Covered:*

1. **Introduction to Intelligent Automation (IA)**
  - Definition and components (AI, RPA, ML, and NLP)
  - Evolution of Automation: From Traditional to Intelligent Automation
  - Key Drivers of Digital Transformation
2. **Technologies Behind Intelligent Automation**
  - Robotic Process Automation (RPA)
  - Artificial Intelligence and Machine Learning
  - Natural Language Processing (NLP)
  - Internet of Things (IoT) in Automation
3. **Impact of Intelligent Automation on Business Processes**
  - Business Process Optimization and Streamlining
  - Cost Reduction and Efficiency Gains
  - Enhancing Customer Experience through Automation
4. **Industry Case Studies:**
  - Intelligent Automation in Finance, Healthcare, and Retail

**Unit 2: Robotic Process Automation (RPA)**

**Duration: 3 Weeks**

*Learning Objectives:*

- Develop a foundational understanding of RPA tools and their business applications.
- Gain practical knowledge of RPA design, deployment, and maintenance.

*Topics Covered:*

1. **Introduction to RPA**

- RPA vs Traditional Automation
- Key Benefits and Challenges
- Popular RPA Tools: UiPath, Automation Anywhere, Blue Prism
- 2. **RPA in Business**
  - Automating Back-office Operations
  - Customer Service Automation
  - Data Management and Reporting Automation
- 3. **RPA Implementation Life Cycle**
  - Planning, Designing, and Developing RPA Solutions
  - Deploying RPA in Business Functions
  - Monitoring, Managing, and Scaling RPA Solutions
- 4. **Hands-On Activities**
  - RPA Tool Demonstration and Basic Automation Design

### Unit 3: Artificial Intelligence and Machine Learning for Automation

#### *Learning Objectives:*

- Understand the role of AI and ML in automation.
- Explore AI-driven solutions and machine learning algorithms that enable smarter automation.

#### *Topics Covered:*

1. **Overview of Artificial Intelligence**
  - Definitions, History, and Evolution of AI
  - Types of AI: Narrow AI vs General AI
  - AI Algorithms and Their Applications in Automation
2. **Machine Learning (ML) Basics**
  - Supervised vs Unsupervised Learning
  - Key ML Algorithms: Decision Trees, Neural Networks, Clustering, Regression
  - Integrating ML into Business Automation
3. **AI and ML in Business Automation**
  - Predictive Analytics and Decision-Making Automation
  - Chatbots and Virtual Assistants for Customer Engagement
  - Fraud Detection and Risk Management Automation
4. **Case Studies:**
  - AI in Healthcare, Retail, and Marketing Automation

### Unit 4: Automation in Business Operations and Strategy

#### *Learning Objectives:*

- Examine the strategic implications of adopting Intelligent Automation in various business functions.
- Learn how to implement and scale automation across business operations.

#### *Topics Covered:*

1. **Intelligent Automation in Operations**
  - Automating HR, Finance, Sales, and Marketing
  - End-to-End Automation Solutions for Business Functions
2. **Strategic Integration of Automation**
  - Aligning Automation with Business Goals and Objectives
  - Change Management and Employee Training

- Overcoming Resistance to Automation in Business
- 3. **Measuring the Impact of Automation**
  - KPIs for Automation Success
  - ROI Analysis and Cost-Benefit Assessment
- 4. **Automation Governance and Risk Management**
  - Ethical Considerations in AI and Automation
  - Managing Automation Risks and Compliance Challenges

## Unit 5: The Future of Intelligent Automation and Emerging Trends

### *Learning Objectives:*

- Investigate the future potential of Intelligent Automation in business.
- Analyze emerging trends such as hyperautomation, AI-driven decision-making, and automation ethics.

### *Topics Covered:*

1. **Emerging Trends in Intelligent Automation**
  - Hyperautomation and its Implications
  - AI-driven Business Decision-Making and Autonomous Systems
  - Integration of Blockchain with Automation
2. **The Role of Automation in Industry 4.0**
  - Smart Manufacturing and AI in Supply Chains
  - Autonomous Vehicles and Robotics in Logistics
3. **The Human-AI Collaboration**
  - Re-skilling the Workforce in the Age of Automation
  - The Evolving Role of Employees in Automated Environments
4. **Future Challenges and Opportunities in Automation**
  - Ethical Challenges in Automation and AI
  - The Future Workforce: Collaborating with Machines

## SUGGESTED READINGS-

1. **Sutton, R. S., & Barto, A. G. (2018).** *Reinforcement Learning: An Introduction* . MIT Press.
2. **Avasarala, V. (2018).** *Robotic Process Automation and Cognitive Automation: The Next Phase* . Wiley.
3. **Binns, R. (2018).** *The Ethics of Artificial Intelligence and Robotics* . Stanford Encyclopedia of Philosophy.

## **BBA V SEM Syllabus Creativity and Innovation (BBN-502D)**

### **CO: COURSE OBJECTIVES**

The objective of this course is to introduce students to the fundamental principles of creativity and innovation, focusing on the processes, strategies, and tools that foster creative thinking and the development of innovative solutions.

### **CourseContents**

#### **Unit 1: Introduction to Creativity and Innovation**

**Objective:** To provide foundational knowledge about creativity and innovation, their definitions, and significance in business.

##### **Topics Covered:**

1. **Introduction to Creativity:** Definition, characteristics, and importance in business.
2. **Theories of Creativity:** Divergent thinking, convergent thinking, and cognitive processes.
3. **Introduction to Innovation:** Types of innovation—product, process, business model, and organizational innovation.
4. **The Innovation Process:** Stages of innovation—from idea generation to implementation.
5. **Creativity vs. Innovation:** Understanding the relationship and differences between creativity and innovation in the business context.

**Learning Outcome:** Students will understand the importance of creativity and innovation, and how they contribute to business growth.

#### **Unit 2: Fostering Creativity**

**Objective:** To explore techniques and methods to cultivate creativity within individuals and teams.

##### **Topics Covered:**

1. **Personal Creativity:** How to develop creative thinking at an individual level.
2. **Creative Problem Solving:** Techniques such as brainstorming, mind mapping, lateral thinking, and the SCAMPER method.
3. **Barriers to Creativity:** Identifying and overcoming internal and external factors that hinder creativity.
4. **Environmental Influences on Creativity:** Role of workplace culture, physical space, and organizational structure in fostering creativity.
5. **Creative Leadership:** Leading teams and organizations to think creatively and innovate.

**Learning Outcome:** Students will be able to apply creativity techniques and identify factors that influence creative thinking in business.

#### **Unit 3: Innovation in Business Models and Strategy**

**Objective:** To understand how businesses can leverage innovation to reshape their strategies and models.

## Topics Covered:

1. **Business Model Innovation:** Understanding how companies innovate their business models to gain competitive advantages.
2. **Disruptive Innovation:** What disruptive innovation is and how it changes industries.
3. **Strategic Innovation:** How companies can strategically innovate to maintain relevance in changing markets.
4. **Case Studies:** Analysis of companies that have successfully implemented innovative business models (e.g., Apple, Amazon, Netflix).
5. **The Role of Technology in Business Innovation:** Impact of emerging technologies (AI, blockchain, IoT) on innovation.

**Learning Outcome:** Students will develop an understanding of how businesses innovate their strategies and models to stay competitive.

## Unit 4: Innovation Management and Implementation

**Objective:** To explore how organizations can manage and implement innovative ideas effectively.

## Topics Covered:

1. **The Innovation Lifecycle:** Stages from idea generation to commercialization.
2. **Innovation Management Process:** Managing ideas, selection, development, and market introduction.
3. **Building an Innovation Culture:** Strategies for creating a culture that encourages risk-taking and experimentation.
4. **Innovation Teams and Collaboration:** Role of teams, cross-functional collaboration, and external partnerships in innovation.
5. **Challenges in Implementing Innovation:** Addressing resistance to change, resource allocation, and scalability.

**Learning Outcome:** Students will learn how to manage and implement innovation within organizations, and understand the challenges involved.

## Unit 5: Measuring and Commercializing Innovation

**Objective:** To equip students with the skills to measure and commercialize innovations effectively.

## Topics Covered:

1. **Measuring Innovation:** Key performance indicators (KPIs) for assessing innovation success.
2. **The Innovation Funnel:** How to prioritize and filter innovative ideas.
3. **IPR and Innovation:** Role of intellectual property rights (patents, trademarks) in protecting innovations.
4. **Commercializing Innovations:** From prototype to market – strategies for bringing new products or services to market.
5. **Innovation in Startups vs. Corporates:** Approaches to innovation in small businesses versus large organizations.

**Learning Outcome:** Students will gain insights into how to measure innovation and navigate the commercialization process to bring innovations to the market.

## Course Evaluation:

- **Assignments:** 20% (Case studies, essays on innovation practices)
- **Class Participation:** 10% (Active involvement in discussions, creativity workshops)
- **Mid-Term Exam:** 30% (Covering Units 1-3)

- **Final Exam:** 40% (Covering all 5 units, with case-based questions and application of concepts)

References:

1. **"Creative Confidence: Unleashing the Creative Potential Within Us All"** by Tom Kelley & David Kelley
2. **"The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail"** by Clayton Christensen
3. **"Innovation and Entrepreneurship"** by Peter Drucker
4. **"The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses"** by Eric Ries



Programme/Class: Degree		Year:Third	Semester:Fifth
Course/paper-14(A)			
CourseCode:BBN-503		CourseTitle:Entrepreneurshipandsmallbusinessmanagement	
<b>Courseoutcomes:</b> Theaimofthecourseistodevelopconceptofentrepreneurandentrepreneurshipamongthestudent.Thecourse seekstogivedetailedknowledgeaboutthesubjectmatter byinstillingthembasicideasabout entrepreneurship and small businesses. The outcome of the course will be as follows – Toprovideknowledgeaboutentrepreneurialconcept Toprovideknowledgeaboutentrepreneurshipdevelopment,EDPsandsupportsystemTogive an overview about project and project report preparation Togiveanoverviewaboutthesmallbusinesses			
Credits:3		Compulsory	
Max.Marks:25+75		Min.PassingMarks:	
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-T-P:2-0-0			
Unit	Topics		No. of Lectures Total=30
I	Entrepreneurship: Concept, Role & Importance in Indian Economy, Theories of Entrepreneurship, Entrepreneurs – Evolution of concept Types of entrepreneurs, traits of entrepreneur, entrepreneurs Vs managers,Entrapreneurs,problemsfacedbyentrepreneurs,Women Entrepreneurs,RuralEntrepreneurs		8
II	Entrepreneurial Development and Institutional Support System: Entrepreneurship development, Concept and Significance, EntrepreneurialDevelopmentProgrammes(EDP),problemsofEDP, Institutionalsupporttoentrepreneurs,Arrangementoffinanceand support from financial institutions		8
III	Business Idea: Environmental analysis, Search for business idea, Identificationofprojects,Selectionofproject,Projectformulation, Projectreport,projectappraisal.		8
IV	SmallBusiness:Definitions,MSMEDAct2006,StrategicPlanning anditsstepsforsmallbusiness,Incentivesandsubsidiesavailableto smallbusiness,formsofownership,Registrationas SSI		6
<b>SuggestedReadings:</b> <b>1.</b> Entrepreneurship10thEd(IndianEdition)2016byRobertHisrichMichaelPetersDeanShepherd, McGraw Hill <b>2.</b> Khanka,S.S.;EntrepreneurialDevelopment;S.Chandand Co. <b>3.</b> Kumar,Arya;Entrepreneurship;PearsonEducation. <b>4.</b> Desai,Vasant;DynamicsofEntrepreneurialDevelopmentandManagement;HimalayaPublishing <b>5.</b> Blundel,R.andLockett,N.;ExploringEntrepreneurshipPracticesandPerspectives;OxfordPublications.			
SuggestedContinuousEvaluationMethods: In addition to the theoretical inputs the course will be delivered throughAssignments, Presentation, Group Discussions.Thiswillinstillinstudentasenseofdecisionmakingandpracticallearning.			
Suggestedequivalentonlinecourses:.....			
FurtherSuggestions:.....			

Programme/Class: Degree	Year:Third	Semester:Fifth
Course/paper-14(B)		
CourseCode:BBN-504	CourseTitle:Salesmanagement	
<b>Courseoutcomes:</b> The aim of the course is to build knowledge, understanding and skills in sales management among the student.The course seeks to give detailed knowledge about the subject matter by instilling them basicideas about sales management. The outcome of the course will be as follows – To provideknowledgeaboutsalespersonnelandsalesmanship. To provideknowledgeaboutpersonalsellingandfocuslightonthedifferentperspectivesofmanagingsales force. To giveanoverviewaboutimportanceofsalesforceinorganization.To give anoverviewaboutconceptofdistributionchannels.		
Credits:3	Compulsory	
Max.Marks:25+75	Min.PassingMarks:	
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-T-P:2-0-0		
Unit	Topics	No. of Lectures Total=30
I	IntroductiontoSalesManagement:Concept,Evolutionofsalesfunction, Objectives of sales management positions, Functions of Salesmanagerandtheirrelationwithotherexecutives.	8
II	Salesmanship:Theoriesofpersonalselling,TypesofSalesexecutives, Qualitiesofsalesexecutives,Personalsellingprocess,Showroom&exhibition,	8
III	SalesOrganizationandRelationship:Purposeofsalesorganization,Typesofsales organization structures, Sales department external relations, Distributive network relations. SalesForceManagement:RecruitmentandSelection,SalesTraining, SalesCompensation.	8
IV	Distribution Network Management: Types of Marketing Channels, Factors affectingthechoiceofchannel,Typesofmiddlemanandtheircharacteristics, Conceptofphysicaldistributionsystem.	6
<b>SuggestedReadings:</b> 1. Cundiff,Still,Govoni,SalesManagement 2. Pradhan,Jakate,Mali,Salesmanship&Publicity 3. S.A.Chunawalla,SalesManagement		
SuggestedContinuousEvaluationMethods: In addition to the theoretical inputs the course will be delivered throughAssignments, Presentation, Group Discussions.Thiswillinstillinstudentasenseofdecisionmakingandpracticallearning.		
Suggestedequivalentonlinecourses:.....		
FurtherSuggestions:.....		

Programme/Class: Degree	Year:Third	Semester:Fifth
Course/paper-15(A)		
CourseCode:BBN-505	CourseTitle:IndustrialRelations&Labour Laws	
<b>Courseoutcomes:</b> Thiscoursewillhelpstudentsidentifyanddevelopanoverviewofindustrialrelations.Italsohelpinacquiring knowledge and understanding of Industrial Labour and General Laws. <ul style="list-style-type: none"><li>• KnowledgeofIndustrialRelationframework</li><li>• CompetencytounderstandtheimportanceofEmployeeRelationwithintheperspectiveofIndustrial Relation</li><li>• KnowledgeaboutrelevantLawsofHRmanagement</li><li>• CompetencytointerpretedandimplementtheLabourLawswithinorganization</li><li>• CompetencytouseCollectiveBargainingandGrievanceredressal Mechanism</li></ul>		
Credits:3	Compulsory	
Max.Marks:25+75	Min.PassingMarks:	
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-T-P:2-0-0		
Unit	Topics	No.of Lectures Total=30
I	IndustrialRelations:Role-Importance-TradeUnions-Industrial disputesandtheirResolutions.	6
II	ParticipativeManagement:Structure -Scope-CollectiveBargaining- WorksCommittee-JointManagementCouncils-Pre-Requisitefor successfulparticipation-RoleofGovernmentinCollectiveBargaining.	8
III	Industrial unrest: Employee dissatisfaction - Grievances - Disciplinary Action - Domestic Enquiry - Strikes - lockout - Prevention of Strikes - Lockouts.Discipline:Positive,negativediscipline,disciplinaryprocedure, Absenteeism,Turnover,Dismissal and Discharge.	8
IV	FactoriesAct:Meaning,Definition–Welfare–Safety–HealthMeasures. Workmen’s Compensation Act and International Labor Organization - RoleandFunction,GeneralprovisionsofBonusAct andGratuity Act	8
<b>SuggestedReadings:</b> 5. SreenivasanM.R-IndustrialRelations&Laborlegislations. 6. AswathappaK-HumanResourceandPersonnelManagement. 7. SubbaRaoP-HumanResourceManagementandIndustrial Relations. 8. Monoppa-IndustrialRelations.5.S.C.Srivastava,IndustrialRelationofLabourLaws.		
SuggestedContinuousEvaluationMethods: In addition to the theoretical inputs the course will be delivered throughAssignments, Presentation, Group Discussions.Thiswillinstillinstudentasenseofdecisionmakingandpracticallearning.		
Suggestedequivalentonlinecourses:.....		
FurtherSuggestions:.....		

Programme/Class: Degree	Year:Third	Semester:Fifth
Course/paper-15(B)		
CourseCode:BBN-506	CourseTitle:CompanyAccounts	
<b>Courseoutcomes:</b> Theaimofthecourseistobuildknowledge,understandingandskillsintheareaofcompanyaccounts amongthestudent.Thecourseseekstogivedetailedknowledgeaboutthesubjectmatterbyinstilling thembasicideasaboutaccountingpracticesrelevant tocompanies.Theoutcomeofthecoursewillbeasfollows – <ul style="list-style-type: none"><li>• Tounderstandjointstockcompaniesandknowledgeaboutsharesanddebentures</li><li>• Tohaveunderstandingaboutfinalaccountsandaccountingpracticesrelatedtoamalgamation</li></ul>		
Credits:3		Compulsory
Max.Marks:25+75		Min.PassingMarks:
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-T-P:2-0-0		
Unit	Topics	No. of Lectures Total=30
I	Joint Stock Companies: Its types and share capital, Issue, ForfeitureandRe-issueofshares,Redemptionofpreference shares, Issue and RedemptionofDebenture.	7
II	FinalAccounts:IncludingComputationofmanagerialRemuneration anddisposalofprofit.	7
III	AccountingforAmalgamationofcompaniesasper Accounting Standard14,AccountingforInternalreconstruction,Liquidationof Company.	8
IV	ConsolidatedBalanceSheetofHoldingCompanieswithone Subsidiaryonly,StatementofAffairsandDeficiency/Surplus, Receivers Receipt and Payment A/c.	8
<b>SuggestedReadings:</b> <b>1.</b> GuptaR.L.RadhaswamyM,CompanyAccounts <b>2.</b> Maheshwari,S.N.,CorporateAccounting <b>3.</b> MongaJ.R.,Ahuja,Girish,andSehgalAshok,Financial Accounting <b>4.</b> Shukla,M.C.,GrewalT.s.andGupta,S.C.AdvancedAccounts		
SuggestedContinuousEvaluationMethods: In addition to the theoretical inputs the course will be delivered throughAssignments, Presentation, Group Discussions.Thiswillinstillinstudentasenseofdecisionmakingandpracticallearning.		
Suggestedequivalentonlinecourses:.....		
FurtherSuggestions:.....		

BBA:ThirdYearCourseStructure Sixth Semester

SL.No.	Subject Code	Subject Name	Credit
1	BBN-601	Project Management	4
2	BBN-602	Goods & Service Tax	4
3	BBN-603	Auditing	4
4	BBN-604	International Trade	4
5	BBN-605	Strategic Mangement	4
6	BBN-606	Trainning & Development	4
		<b>Total</b>	<b>24</b>

Programme/Class:Degree		Year:Third	Semester:Sixth
Course/paper-16(A)			
CourseCode:BBN-601		CourseTitle:ProjectManagement	
<b>Courseoutcomes:</b> <ul style="list-style-type: none"><li>• StudentswillbeabletounderstandthecharacteristicsofProjectandProjectManagementKnowledge</li><li>• Thestudentswillunderstandthemanagerialprocessalongwithtools&amp;techniquesusedinProject management Knowledge</li><li>• Studentswill understandtheschedulingandmonitoringprocessinProject.TheywillbeabletoapplyPERT and CPM method for project scheduling</li><li>• Studentswillunderstandtheperspectivesinwhichoptimumdecisionsaretobetakenincaseofriskswith planned activities in project</li></ul>			
Credits:3		Compulsory	
Max.Marks:25+75		Min.PassingMarks:	
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-T-P:2-0-0			
Unit	Topics		No. of Lectures Total=30
I	Definitions&CharacteristicsofProject,TypesofProjects,ProjectLifeCycle,Project Management Process: Introduction, Tools & Techniques of Project Management. ProjectTeamandScopeof ProjectManagement,ProjectOrganization.		6
II	Project Identification & Selection: Identification, Generation of ideas,Approaches to Project Screening and Selection, Project Rating Index. Market & Demand Analysis Techniques: Survey & Trend Projection Methods.ProjectRiskManagement		8
III	Project Costing: Fundamental components of Project Cost, Types of Costs: Direct, Indirect, Recurring, Non-Recurring, Fixed, Variable, Normal, Expedite costs. Project FinancingandBudgeting:SourcesofFinance,SocialCostBenefitAnalysis(SCBA)of Project,ProjectSchedulingandNetworkAnalysis:StepsinProjectSchedulingand Network design, Introduction to CPM and PERT,		8
IV	MonitoringandControl:Planning-MonitoringandControlCycle.ProjectManagement Information System. Milestone Analysis and Tracking Gantt chart. Earned Value Analysis (EVA): Planned Value(PV), Earned Value (EV), Cost Variance (CV), Schedule Variance (SV), Cost performance Index (CPI), Schedule performance Index (SPI). Project Termination: Types of Terminations, Project TerminationProcess		8
<b>SuggestedReadings:</b> <ul style="list-style-type: none"><li>1. ProjectManagement-AManagerialApproach:JackR.MeredithBroyhillSamuelJ.Mantel,Jr(JohnWiley &amp; Sons)</li><li>2. ProjectManagement:Mr.SanjivMarwah-(WileyDreamtech)</li><li>3. Project-Preparation,Appraisal,BudgetingandImplementation:ChandraPrasanna-(TMH)</li><li>4. ProjectManagementCoreTextBook:MRGopalan(Wiley)</li><li>5. QuantitativeTechniquesinManagement:NDVohra(TMh)</li><li>6. EntrepreneurshipandSmallBusinessManagement:MBSHukla</li></ul>			
SuggestedContinuousEvaluationMethods: In addition to the theoretical inputs the course will be delivered throughAssignments, Presentation, Group Discussions.Thiswillinstillinstudentasenseofdecisionmakingandpracticallearning.			
Suggestedequivalentonlinecourses: .....			
FurtherSuggestions: .....			

Programme/Class:Degree		Year:Third	Semester:Sixth
Course/paper-16(B)			
CourseCode:BBN-602		CourseTitle:Goods&ServiceTax	
Courseoutcomes: The aim of the course is to build knowledge and understanding about GST among the student. The course seekstogivedetailedknowledgeaboutthesubjectmatterbyinstillingthembasicideasabout GST. The outcome of the course will be as follows – ToprovideknowledgeaboutindirecttaxesbeforeGST. ToprovideknowledgeaboutregistrationanddocumentationprocessunderGST.To give an overview about tax exemptions. Togiveanoverviewaboutfilingof GSTR.			
Credits:3		Compulsory	
Max.Marks:25+75		Min.PassingMarks:	
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-T-P:2-0-0			
Unit	Topics		No.of Lectures Total=30
I	Introduction:ConstitutionalframeworkofIndirectTaxesbeforeGST(Taxation Powers of Union & State Government); Concept of VAT: Meaning, Variants and Methods; Major Defects in the structureofIndirectTaxespriortoGST;OverviewofGST;StructureofGST(SGST,CGST, UTGST&IGST);GSTCouncil.		7
II	Supply of Goods and Services - Definition of supply; Place of Supply:Intra-State and Inter-State supply; Composite and Mixed supply; Import and Export; Supplies of goods and services liable tobe reverse charged; Time of supply; Nil rated supplies, Zero rated supplies, Exemptedsupplies&Non-GSTsupplies.		7
III	Registrationand Documentation:(A)Registration-Personsliableto registration;Compulsoryregistration;ProcedureofRegistration;ExemptionfromRegistration; Composition Scheme.		8
	(B) Documentation- Tax Invoice; Bill of Supply; Receipt Voucher;PaymentVoucher; Refund Voucher; DebitNote; CreditNote.Returns: GSTR 1 and GSTR 2, Monthly / Quarterly Return, Annual Return;TimeandprocedureoffilingofReturns.		
IV	Input Tax Credit: Introduction, Concept of Input Service Distributor,Legal Formalities for an ISD, Distribution of Credit, Claiming Input Tax Credit for inputs goods, Claiming Input Tax Credit for Capital Goods PaymentofTax-(a)ThroughInputTaxCredit(b)Bycash/bankaftergenerationofonlineChallan. E-WayBill:Introduction, Preparation ofE-WayBill,ImportantPointsforTransporter GST Portal:Introduction,GSTeco-system,GSTSuidhaProvider (GSP), Uploading Invoices		8
SuggestedReadings: 1. AnandadayMishra,GSTLaw&Procedure,Taxman. 2. GoodsandServiceTaxActs. 3. RelevantGoodsandServicesTaxRules.NityaTaxAssociatesBasicsofGSTTaxman 4. PublicationonGSTbytheInstituteofCharteredAccountantsofIndia( <a href="http://www.icaai.org">www.icaai.org</a> ) 5. PublicationonGSTbytheCentralBoardofExciseandCustoms( <a href="http://www.cbec.org">www.cbec.org</a> ). 6. NityaTaxAssociatesBasicsofGSTTaxman			
SuggestedContinuousEvaluationMethods: In addition to the theoretical inputs the course will be delivered throughAssignments, Presentation, Group Discussions.Thiswillinstillinstudentasenseofdecisionmakingandpracticallearning.			
Suggestedequivalentonlinecourses:.....			
FurtherSuggestions:.....			

Programme/Class:Degree	Year:Third	Semester:Sixth
Course/paper-17(A)		
CourseCode:BBN-603	CourseTitle:Auditing	
Courseoutcomes: TheaimofthecourseistobuildknowledgeandunderstandingaboutAuditingamongthestudent.The outcome of the course will be as follows – ToprovideknowledgeaboutAuditinganditsdifferenttypes. Toprovideknowledgeaboutauditprocedureandauditoflimitedcompanies. Students will get an overview about special audit recent trends in auditing.		
Credits:3		Compulsory
Max.Marks:25+75		Min.PassingMarks:
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-T-P:2-0-0		
Unit	Topics	No. of Lectures Total=30
I	Introduction:MeaningandobjectivesofAuditing,TypesofAudit, InternalAudit,AuditProgramme, AuditNotebook,Routine Checking andTestChecking	6
II	InternalCheckSystem:InternalControl,AuditProcedure: Vouching, VerificationofAssetsandLiabilities.	7
III	AuditofLimitedCompanies:CompanyAuditor-Appointment, Powers, Duties and Liabilities. Auditor’s Report and Audit Certificate.	7
IV	Special Audit: Audit of Banking Companies, Audit of Insurance Companies,AuditofEducationalInstitutions,AuditofCooperative Societies, Efficiency Audit, Social Audit etc. RecenttrendsinAuditing:NatureandSignificanceofCost Audit,Tax Audit,ManagementAudit	10
SuggestedReadings: 1. BasuB.K.,AninsightwithAuditing 2. GuptaKamal,ContemporaryAuditing		
SuggestedContinuousEvaluationMethods: In addition to the theoretical inputs the course will be delivered throughAssignments, Presentation, Group Discussions.Thiswillinstillinstudentasenseofdecisionmakingandpracticallearning.		
Suggestedequivalentonlinecourses: .....		
FurtherSuggestions: .....		



Programme/Class:Degree	Year:Third	Semester:Sixth
Course/paper-17(B)		
CourseCode:BBN-604	CourseTitle:InternationalTrade	
<b>Courseoutcomes:</b> TheaimofthecourseistobuildknowledgeandunderstandingaboutInternationalTradeamongthe student. The outcome of the course will be as follows – <ul style="list-style-type: none"><li>• Toprovideknowledgeaboutdifferentmethodsofinternationaltrade.</li><li>• Toprovideknowledgeaboutinternationaleconomicinstitutions.</li><li>• StudentswillgetanoverviewaboutIndiaforeigntradeandIndia’strade policy.</li></ul>		
Credits:3		Compulsory
Max.Marks:25+75		Min.PassingMarks:
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-T-P:2-0-0		
Unit	Topics	No. of Lectures Total=30
I	Introduction:Basicsofinternationaltrade,internationaltradetheories, driversofinternational trade,restrainingforces, recenttrends inworld trade.	6
II	Foreigntrade:Foreigntrade&economicgrowth,balanceoftrade, balance of payments, free trade, forms and restrictions.	7
III	Internationaleconomicinstitutions:IMF,WorldBank,WTO(in brief),Regionaleconomicgroupings-NAFTA,EU,ASEAN, SAARC.	7
IV	India’s foreign trade: Recent trends in India’s foreign trade, institutionalinfrastructureforexportpromotioninIndia,projects& consultancy exports. Trade Policy: India’s Trade policy, export assistance,marketingplanforexports.	10
<b>SuggestedReadings:</b> <b>3. Varshney&amp;Bhattacharya,International Marketing</b>		
SuggestedContinuousEvaluationMethods: In addition to the theoretical inputs the course will be delivered throughAssignments, Presentation, Group Discussions.Thiswillinstillinstudentasenseofdecisionmakingandpracticallearning.		
Suggestedequivalentonlinecourses: .....		
FurtherSuggestions: .....		

Programme/Class:Degree	Year:Third	Semester:Sixth
Course/paper-18(A)		
CourseCode:BBN-605	CourseTitle:StrategicManagement	
<b>Courseoutcomes:</b> TheaimofthecourseistobuildknowledgeandunderstandingaboutStrategicManagementamongthe student. The outcome of the course will be as follows – <ul style="list-style-type: none"><li>• Todeveloplearningandanalyticalskillsamongthestudentstosolvebusinessproblemsandprovide strategic solutions.</li><li>• Thecourseaimstoacquaintthestudentwithnature,scopeanddimensionsofBusinessPolicyand StrategyManagementProcess.</li></ul>		
Credits:3		Compulsory
Max.Marks:25+75		Min.PassingMarks:
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-T-P:2-0-0		
Unit	Topics	No. of Lectures Total=30
I	WhatisStrategy? WhatareStrategicIntent;Mission;Objectivesand Goals; Policies; Program; Budget; Process of strategic management, Levelsofstrategy	6
II	Identifyingstrategicalternativesofbusiness;Environmentalappraisal – Internal environment; Key Success Factors; Role of Resources, Capabilities and Core Competencies; Competitive Advantage to Competitive Strategies; VRIO Model, External environmental analysis–PESTEL.	8
III	ConceptofValueChain,SWOTAnalysis;ToolsandTechniquesfor StrategicAnalysis–TOWSMatrix;GenericStrategies;Competitive Strategies - Porter’s 5 Forces Model; The Experience Curve, Grand Strategy,BCGMatrix;FunctionalStrategies,Globalentrystrategies.	8
IV	OrganizationStructure;ResourceAllocation;ProjectsandProcedural issues. Integration of Functional Plans. Leadership and corporate culture; Evaluation and Control: Organizational Systems and Techniques of Strategic Evaluation and Control of Performance and Feedback.	8
<b>SuggestedReadings:</b> 7. Lawrence,R.JauchandWilliamF.Glueck;StrategicManagementandBusinessPolicy,-McGraw–Hill 8. Wheelen&Hunger,ConceptsinStrategicManagementandBusinessPolicy,12 <sup>th</sup> edition,Pearson Education. 9. Kazmi,Azhar,(2008),StrategicManagementandBusinessPolicy,3rdEdition,McGrawHill Education. 10. R.Srinivasan,StrategicManagementtheIndiancontext,PrenticeHallofIndia 11. L.M.Prasad–StrategicManagement–Sultan Chand		
SuggestedContinuousEvaluationMethods: In addition to the theoretical inputs the course will be delivered throughAssignments, Presentation, Group Discussions.Thiswillinstillinstudentasenseofdecisionmakingandpracticallearning.		
Suggestedequivalentonlinecourses: .....		
FurtherSuggestions: .....		

Programme/Class:Degree	Year:Third	Semester:Sixth
Course/paper-18(B)		
CourseCode:BBN-606	CourseTitle:TrainingandDevelopment	
<b>Courseoutcomes:</b>		
<ul style="list-style-type: none"><li>• ThefieldofTrainingandDevelopmentanditsroleinoptimizingperformance.</li><li>• Applyingtheoreticalconceptsandmodelstotrainingdesign.</li><li>• Designingtraininginterventionsusingavarietyofmethodologies.</li><li>• Evaluatingtheeffectivenessoftraining&amp;developmentinterventions.</li><li>• Assessingwhethertraining&amp;developmentisaviablecareer option.</li></ul>		
Credits:3		Compulsory
Max.Marks:25+75		Min.PassingMarks:
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-T-P:2-0-0		
Unit	Topics	No. of Lectures Total=30
I	Introduction: Concepts and Rationale of Training and Development; DifferencebetweenTraining,Development&Education,overviewof training and development systems; organizing trainingdepartment; traininganddevelopmentpolicies;RequisitesofEffectiveTraining.	7
II	Training Needs Assessment (TNA): Meaning of TNA, Purpose and Methods of TNA, the Need Assessment Process – Organizational Analysis,PersonAnalysis,TaskAnalysis,OutputofTNA.Learning Theories.	7
III	Designing, Conducting & Evaluation of Training Program: Areas of training, Types of training, System’s Approach to Training, Training Methods,Designingatrainningprogram,contents&scheduling,study material, selecting a trainer, deciding method of training, Types of Teaching Aids in Training, Training Evaluation & Methods of Training Evaluation, Training Effectiveness Models - Kirkpatrick ModelofTrainingEffectiveness,CIROModel.	8
IV	Executive Development: Importance of Executive Development, Steps in the organization of a management Development Program/ Executive Development Program, Methods/ Techniques of Management Development Program, Special Issues in Training & Development–Legal Issues,Cross Cultural Preparation, Managing WorkforceDiversity,Sensitivity Training,Succession Planning.	8
<b>SuggestedReadings:</b>		
12. Noe,RaymondA.,andAmitabhDeoKodwani,EmployeeTrainingandDevelopment,TataMcGrawHill, 5th Edition, 2012.		
13. RaoVSP,HumanResourceManagement,ExcelBooksPublication,3rdEdition.2013.		
14. Rolf,P.,andUdaiPareek,TrainingforDevelopment,SagePublicationsPvt.Ltd.		
15. JackJ.Phillips,HandbookofTrainingEvaluationandMeasurementMethods, Routledge.		
16. Dayal,Ishwar,ManagementTraininginOrganisations,Prentice Hal		
<b>SuggestedContinuousEvaluationMethods:</b>		
In addition to the theoretical inputs the course will be delivered throughAssignments, Presentation, and GroupDiscussions.Thiswillinstillinstudentasenseofdecisionmakingandpracticallearning.		
Suggestedequivalentonlinecourses:.....		
FurtherSuggestions:.....		



## **Shobhit University, Gangoh**

**(Established by UP Shobhit University Act No. 3, 2012)**

### **School of Business Studies & Entrepreneurship**

#### **Ordinances, Regulations & Syllabus**

**For**

**Bachelor of Business Administration (BBA) Three Year**

**Programme Semester Pattern**

**(w.e.f. session 2013-14)**

**Approved and adopted in the year 2013 ( 1<sup>st</sup> meeting, Board of  
Studies)**

**(SYLLABUS FROM 2013 to 2020)**

**OLD SYLLABUS**

### **Programme Educational Objectives (PEOs)**

**PEO 1** Graduates will demonstrate a comprehensive understanding of core business concepts, including finance, marketing, management, and operations, enabling them to analyze and solve business problems effectively.

**PEO 2** Graduates will apply critical thinking and analytical skills to make informed decisions in complex business environments, considering ethical and social implications.

**PEO 3** Graduates will effectively communicate ideas and information in both written and verbal formats, demonstrating strong interpersonal skills necessary for teamwork and leadership roles.

**PEO 4** Graduates will understand the impact of globalization on business practices and appreciate diverse perspectives, fostering inclusivity in the workplace.

**PEO 5** Graduates will utilize current technologies and data analytics tools to enhance business operations and decision-making processes.

**PEO 6** Graduates will cultivate an entrepreneurial mindset, demonstrating creativity and innovation in developing new business ideas and strategies.

**PEO 7** Graduates will recognize the importance of ethical behavior and social responsibility in business, making decisions that contribute positively to society.

**PEO 8** Graduates will embrace continuous learning and adaptability, equipping them to navigate the evolving business landscape throughout their careers.

### **Programme Specific Objectives (PSO's)**

**PSO 1** Equip students with a foundational understanding of various business functions, including marketing, finance, operations, and human resources.

**PSO 2** Foster the ability to analyze complex business problems and make data-driven decisions using quantitative and qualitative methods.

**PSO 3** Instill a sense of ethical responsibility and integrity in business practices, preparing students to be ethical leaders in their future careers.

**PSO** Improve both written and verbal communication skills, enabling students to effectively present ideas and collaborate in diverse teams.

**PSO5** Inspire innovative thinking and the ability to recognize and capitalize on business opportunities in various environments.

**PSO6** Provide an understanding of global business practices and cultural diversity, preparing students for careers in an interconnected world.

### **Programme Outcome Objectives (POO's)**

**POO 1** Demonstrate a comprehensive understanding of core business concepts, theories, and practices across various disciplines, including finance, marketing, management, and operations.

**POO 2** Apply critical thinking and analytical skills to solve complex business problems and make informed decisions based on quantitative and qualitative data.

**POO 3** Exhibit effective verbal and written communication skills, enabling clear presentation of ideas and persuasive arguments in diverse business contexts.

**POO 4** Work effectively in teams, demonstrating leadership, interpersonal skills, and the ability to manage group dynamics to achieve common goals.

**POO 5** Understand and apply ethical principles and social responsibility in business decision-making, recognizing the impact of business actions on society and the environment.

**POO 6** Analyze and appreciate the impact of globalization on business practices and strategies, and demonstrate cultural awareness in diverse business environments.

**POO 7** Utilize modern technology and information systems to enhance business operations, including data analysis tools and management software.

**POO 8** Foster an entrepreneurial mindset by identifying opportunities, assessing risks, and developing innovative solutions to create value in the marketplace.

**POO 9** Commit to ongoing personal and professional development, recognizing the importance of staying current with industry trends and advancements.

**POO 10** Develop and implement effective business strategies that align with organizational goals and respond to market dynamics.

***Course Structure***

***Ordinance and Regulations***

**BBA FIRST YEAR**

**First Semester**

PAPER CODE	COURSE STRUCTURE	LOAD ALLOCATION/PER WEEK			CREDIT
	SEMESTER I	L	T	P	
BS311	Environmental Studies	4	0	0	4
BS311-A	Nutrition & Well being				
BS311-B	Disaster Management				
BS311-C	Geophysics				
BS312	Micro Economics	4	0	0	4
BS313	Financial Accounting	3	1	0	4
BS314	Management Principles & Applications	4	0	0	4
BS315	Business Organization	4	0	0	4
	<b>TOTAL</b>	<b>19</b>	<b>1</b>	<b>0</b>	<b>20</b>



**Second Semester**

PAPER CODE	COURSE STRUCTURE	LOAD ALLOCATION/PER WEEK			CREDIT
	SEMESTER II	L	T	P	
BS321	Business Law	4	0	0	4
BS321-A/ BS321B/BS321C/BS321D	Intellectual Property Law-1/ IT Law-1/ Competitive Law-1/ Tax Law-1				
BS322	Business Communication	4	0	0	4
BS322-A	Etiquate&Convesational Skills				
BS322-B	Corporate Communication				
BS322-C	Professional Communication				
BS322-D	Personality Development				
BS323	Cost Accounting	3	1	0	4
BS324/BS324A/BS324B/BS324C	Business Mathematics/Elementary Mathematics/Statistical Mathematics/	3	1	0	4
BS325	OrganisationalBehaviour	4	0	0	4
	<b>TOTAL</b>	<b>18</b>	<b>2</b>	<b>0</b>	<b>20</b>

**SECOND YEAR**

**Third Semester**

BS331	SEMESTER III				
	Macroeconomics	5	0	P	
BS332	Corporate Laws	5	0	0	5
BS332-A	Competition Law			0	5
BS332-B	IT Laws			0	5
BS333	Human Resource Management	5	0	0	5
BS334	Computer Applications in Business	4	0		
BS335	Income Tax Law & Practice	4	1		
	TOTAL	23	1	0	5
	SEMESTER III			0	25

**Fourth Semester**

PAPER CODE	COURSE STRUCTURE	LOAD ALLOCATION/PER WEEK			CREDIT
		L	T	P	
	<b>SEMESTER IV</b>				
BS341	Business Statistics	4	1	0	5
BS342	Principles of Marketing	5	0	0	5
BS343	Indian Economy	5	0	0	5
BS344	E-Commerce	5	0	0	5
BS344-A	Web Development				
BS344-B	Data Analytics				
BS345	Entrepreneurship	5	0	0	5
	<b>TOTAL</b>	<b>24</b>	<b>1</b>	<b>0</b>	<b>25</b>

**THIRD YEAR**

**Fifth Semester**

<b>PAPER CODE</b>	<b>SEMESTER V</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>CREDIT</b>
BS351	Fundamentals of Financial Management	4	1	0	5
BS352	Production & Operations Management	5	0	0	5
BS353	Corporate Accounting	4	1	0	5
BS3X1	F1/H1/M1	5	0	0	5
BS3X2	F2/H2/M2	5	0	0	5
	<b>FINANCE</b>				
BS3F1	Financial Markets, Institutions & Services				
BS3F2	Security Analysis and Portfolio Management				
	<b>MARKETING</b>				
BS3M1	Advertising & Consumer Behaviour				
BS3M2	Sales & Distribution				
	<b>HUMAN RESOURCE MANAGEMENT</b>				
BS3H1	Industrial Relations & Labour Laws				
BS3H2	Human Resource Planning				
	<b>TOTAL</b>	<b>23</b>	<b>2</b>	<b>0</b>	<b>25</b>

**Sixth Semester**

<b>PAPER CODE</b>	<b>SEMESTER VI</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>CREDIT</b>
BS361	Business Policy & Strategy	5	0	0	5
BS362	Goods and Services Tax and Customs	4	1	0	5
BS3X3	F3/H3/M3	5	0	0	5
BS3X4	F4/H4/M4	5	0	0	5
BS365	<b>Project Report &amp; Viva</b>	5	0	0	5
	<b>FINANCE</b>				
BS3F4	Insurance & Risk Management				
BS3F5	Banking Principles & Operations				
	<b>MARKETING</b>				
BS3M4	Retail Management				
BS3M5	Services Marketing				
	<b>HUMAN RESOURCE MANAGEMENT</b>				
BS3H4	Training and Development of Human Resources				
BS3H5	Compensation Management				
	<b>TOTAL</b>	<b>24</b>	<b>1</b>	<b>0</b>	<b>25</b>

**Project Work/ Dissertation in lieu of one of the Elective Core discipline papers**

**LIST OF SPECIALISATION ELECTIVE COURSE (DSE):**

**Human Resource Management**

1. H1 - Industrial Relations & Labour Laws
2. H2:- Human Resource Planning
3. H3:- Training and Development of Human Resources
4. H4:- Compensation Management

**Marketing**

1. M1:- Advertising & Consumer Behaviour
2. M2:-Sales & Distribution
3. M3:- Retail Management
4. M4:- Marketing of Services

**Finance**

1. **F1:-** Financial Markets, Institutions & Services
2. **F2:-** Security Analysis and Portfolio Management
3. **F3:-** Insurance & Risk Management
4. **F4:-** Banking Principles & Operations

**ENVIRONMENTAL STUDIES**

**Sub. Code: BS311**

**L – 4, C – 4.**

**Course Objective**

The objective of this course is to provide students with a comprehensive understanding of the relationship between human activities and the environment. It explores the key principles of environmental science, sustainability, and ecological balance, focusing on how environmental issues such as climate change, resource depletion, and pollution affect both global ecosystems and human well-being.

**Unit 1**

Multidisciplinary nature of environmental studies Definition, scope and importance.

**Unit 2**

Natural Resources: Renewable and non-renewable resources: Natural resources and associated problems.

- a) Forest resources: Use and over-exploitation, deforestation, case studies. Timber extraction, Mining, dams and their effects on forest and tribal people.
- b) Water resources: Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams-benefits and problems.
- c) Mineral resources: Use and exploitation, environmental effects of extracting and using mineral resources, case studies.
- d) Food resources: World food problems, changes caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problems, water logging, salinity, case studies.
- e) Energy resources: Growing energy needs, renewable and non-renewable energy sources, use of alternate energy sources. Case studies.
- f) Land resources: Land as a resource, land degradation, man induced landslides, soil erosion and desertification. • Role of an individual in conservation of natural resources. • Equitable use of resources for sustainable lifestyles.

**Unit 3**

Ecosystems • Concept of an ecosystem. • Structure and function of an ecosystem. • Producers, consumers and decomposers. • Energy flow in the ecosystem. • Ecological succession. • Food chains, food webs and ecological pyramids. • Introduction, types, characteristic features, structure and function of the following ecosystem:-

- a. Forest ecosystem
- b. Grassland ecosystem
- c. Desert ecosystem
- d. Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries)

**Unit 4**

Biodiversity and its conservation • Introduction – Definition: genetic, species and ecosystem diversity. • Biogeographically classification of India • Value of biodiversity: consumptive use, productive use, social, ethical, aesthetic and option values • Biodiversity at global, National and local levels. • India as a mega-diversity nation • Hot-spots of biodiversity. • Threats to biodiversity: habitat loss, poaching of

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SCHOOL OF BUSINESS STUDIES & ENTREPRENEURSHIP, GANGOH

wildlife, man-wildlife conflicts. • Endangered and endemic species of India • Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity.

### **Unit 5**

Environmental Pollution Definition • Cause, effects and control measures of: - a. Air pollution b. Water pollution c. Soil pollution d. Marine pollution e. Noise pollution f. Thermal pollution g. Nuclear hazards • Solid waste Management : Causes, effects and control measures of curban and industrial wastes. • Role of an individual in prevention of pollution. • Pollution case studies. • Disaster management: floods, earthquake, cyclone and landslides.

### **SUGGESTED READINGS-**

1. **"Environmental Science: A Global Concern"** by William P. Cunningham and Mary Ann Cunningham
2. **"Principles of Environmental Science: Inquiry and Applications"** by William P. Cunningham and Mary Ann Cunningham
3. **"Environmental Ethics: An Introduction to Environmental Philosophy"** by Joseph R. DesJardins

## **NUTRITION AND WELL-BEING**

**Sub. Code:** BS311 A

**L – 4, C – 4**

### **Objective:**

The objective of the course is to provide students with a comprehensive understanding of nutrition and its impact on well-being. The course focuses on how nutrition affects personal health, productivity, and decision-making in professional environments, while also covering topics like stress management, exercise, and corporate wellness initiatives.

### **CONTENTS:**

#### **Unit 1: Introduction to Nutrition and Health**

- **Concepts of Nutrition:**
  - Understanding the basic principles of nutrition, nutrients, and their functions.
  - Overview of macronutrients (carbohydrates, proteins, fats) and micronutrients (vitamins and minerals).
- **Role of Nutrients in the Body:**
  - Functions of proteins, carbohydrates, fats, vitamins, and minerals.
  - Understanding energy balance, metabolism, and nutrient requirements.
- **Water and Hydration:**
  - Importance of water for bodily functions and hydration guidelines.
  - Dehydration and its effects on health.
- **Balanced Diet:**
  - Importance of a balanced diet in maintaining health, with an emphasis on meal planning and portion control.
  - The food pyramid and dietary guidelines.

#### **Unit 2: Consumer Behavior in Nutrition and Well-being**

- **Consumer Behavior and Dietary Choices:**
  - How consumer preferences and behaviors influence nutrition choices.
  - Psychological, cultural, and social factors that affect food choices.
  - The impact of marketing and food advertisements on eating habits.
- **Nutrition and Mental Well-being:**
  - The relationship between diet and mental health (e.g., depression, anxiety, cognitive function).
  - Foods that support mental clarity and emotional regulation.



- **Mindful Eating:**
  - Principles of mindful eating and its benefits on personal well-being.
  - How mindful eating can improve focus and productivity.

### **Unit 3: Nutrition and Physical Health**

- **Nutrition and Physical Activity:**
  - The role of nutrition in exercise and sports performance.
  - Pre- and post-workout nutrition: optimizing energy, recovery, and performance.
- **Nutrition for Different Life Stages:**
  - Nutritional needs across the lifespan: from childhood to adulthood, pregnancy, and aging.
  - Special nutritional needs for various populations (e.g., athletes, the elderly, pregnant women).
- **Weight Management:**
  - Understanding weight gain and weight loss.
  - The role of diet, exercise, and behavior modification in managing weight.
  - Strategies for achieving and maintaining a healthy body weight.

### **Unit 4: Nutrition in the Workplace and Corporate Wellness**

- **Corporate Wellness:**
  - Importance of nutrition and well-being in the workplace.
  - The business case for workplace wellness programs (e.g., reduced absenteeism, increased productivity).
  - Designing a corporate wellness program: nutrition, exercise, and mental health initiatives.
- **Stress and Nutrition in the Workplace:**
  - Understanding stress and its impact on health.
  - How nutrition can help manage work-related stress and improve mental resilience.
- **Time Management and Healthy Eating:**
  - Strategies for busy professionals to maintain healthy eating habits.
  - Tips for meal planning and preparation in a corporate setting.

### **Unit 5: Nutrition Trends and Public Health**

- **Emerging Nutrition Trends:**
  - Plant-based diets, functional foods, superfoods, and nutritional supplements.
  - The growing demand for healthier food options in the market.
  - The impact of food technology and innovations (e.g., lab-grown meats, food delivery apps).
- **Public Health Nutrition:**
  - The role of public health initiatives in promoting nutrition and wellness.
  - Government policies on food labeling, dietary guidelines, and health education.
- **Sustainability and Nutrition:**
  - The connection between sustainable eating and environmental impact.
  - The business case for sustainability in food production and consumption

**Suggested Readings:**

1. **S. Rajagopalan:** *Nutrition and Wellness*, Oxford University Press.
2. **Melvin H. Williams:** *Nutrition for Health, Fitness, and Sport*, McGraw-Hill Education.
3. **Gretchen Rubin:** *Better Than Before: What I Learned About Making and Breaking Habits*, Crown Publishing Group.
4. **Jeffrey B. Blumberg, Robert R. Williams:** *The Science and Fine Art of Food and Nutrition*, McGraw-Hill Education

**Course Outcome:**

By the end of the course, students will:

- Understand the core principles of nutrition and how they affect physical and mental well-being.
- Be able to apply nutrition knowledge to improve personal productivity, workplace well-being, and quality of life.
- Design and implement basic wellness programs in corporate settings to enhance employee health and organizational efficiency.
- Stay informed about emerging trends in nutrition and public health, and understand the business implications of wellness-related industries.

## **DISASTER MANAGEMENT**

**Sub. Code:** BS 311 BL – 4, C – 4

### **Objective:**

The objective of this course is to provide students with a comprehensive understanding of disaster management, focusing on the prevention, preparedness, response, and recovery processes in disaster situations. The course aims to equip students with the skills to handle disasters effectively, both in terms of human and organizational responses, in a business context.

### **CONTENTS:**

#### **Unit 1: Introduction to Disaster Management**

- **Definition and Concept of Disaster:**
  - What constitutes a disaster?
  - Natural vs. man-made disasters.
  - Historical overview of major disasters and their impacts.
- **Types of Disasters:**
  - Natural Disasters: Earthquakes, floods, hurricanes, droughts, etc.
  - Technological/Man-made Disasters: Industrial accidents, nuclear disasters, oil spills, etc.
  - Biological Disasters: Pandemics, epidemics, etc.
  - Human-Caused Disasters: Terrorism, armed conflicts, and civil unrest.
- **Disaster Risk and Vulnerability:**
  - Risk assessment methodologies.
  - Vulnerability and exposure to disasters.
  - Understanding social, economic, and environmental vulnerabilities.

#### **Unit 2: Disaster Preparedness and Mitigation**

- **Disaster Preparedness:**
  - Planning and preparedness frameworks.
  - Early warning systems and communication strategies.
  - Role of government and international agencies in disaster preparedness.
  - Business continuity planning and disaster recovery planning.
- **Disaster Mitigation:**
  - Mitigation strategies for reducing the impact of disasters.
  - Structural and non-structural mitigation measures.
  - Land use planning and disaster-resilient infrastructure.
  - Case studies on successful mitigation efforts.
- **Role of Technology in Disaster Management:**

- Use of Geographic Information Systems (GIS), Remote Sensing, and satellite technology in disaster management.
- Information technology for real-time disaster monitoring.

### **Unit 3: Disaster Response**

- **Disaster Response Phases:**
  - Immediate, short-term, and long-term responses.
  - Coordinating response efforts among local, national, and international agencies.
  - Role of the military, NGOs, and other humanitarian organizations in disaster response.
- **Disaster Management Teams and Emergency Operations:**
  - Setting up Emergency Operations Centers (EOCs).
  - The Incident Command System (ICS) and National Incident Management System (NIMS).
  - Logistics and resource management during disasters.
  - Psychological first aid and managing mental health post-disaster.
- **Emergency Relief and Aid Distribution:**
  - Planning and coordinating emergency relief efforts.
  - Distribution of food, water, medical supplies, and temporary shelter.
  - Managing the needs of vulnerable groups (children, elderly, disabled).

### **Unit 4: Disaster Recovery and Rehabilitation**

- **Recovery Process:**
  - Phases of disaster recovery: Immediate recovery, intermediate recovery, and long-term recovery.
  - Rebuilding infrastructure, homes, and communities.
  - Managing funds and resources for recovery operations.
  - Economic, social, and environmental aspects of recovery.
- **Rehabilitation and Reconstruction:**
  - Principles of rehabilitation after a disaster.
  - Role of government, NGOs, and businesses in post-disaster reconstruction.
  - Sustainable reconstruction strategies and practices.
  - Case studies on successful recovery efforts.
- **Disaster Recovery in Business:**
  - Business continuity planning and recovery.
  - Financial recovery after a disaster: insurance, funding, and government aid.
  - Impact on supply chains and strategies for quick recovery.

### **Unit 5: International Disaster Management and Policy**

- **International Frameworks for Disaster Management:**
  - The role of the United Nations and its agencies (e.g., UNDRR, UNHCR, WHO) in disaster management.
  - International conventions and protocols: Sendai Framework, Hyogo Framework for Action, etc.
  - Global Disaster Alert and Coordination System (GDACS).

- **Disaster Management Policy and Governance:**
  - National disaster management policies and frameworks.
  - Roles of local, state, and national governments in disaster response and recovery.
  - Disaster risk reduction (DRR) policies and sustainable development goals (SDGs).
- **Role of Businesses in Disaster Management:**
  - Corporate Social Responsibility (CSR) in disaster relief.
  - Private sector preparedness and resilience planning.
  - The role of businesses in community-based disaster risk management.

**Suggested Readings:**

1. **Smith, K.:** *Environmental Hazards: Assessing Risk and Reducing Disaster*, Routledge.
2. **Alexander, D.:** *Principles of Emergency Planning and Management*, Oxford University Press.
3. **UNDRR (United Nations Office for Disaster Risk Reduction):** *Disaster Risk Reduction: A Global Review*, United Nations.
4. **Coppola, D. P.:** *Introduction to International Disaster Management*, Butterworth-Heinemann.

**Course Outcome:**

By the end of this course, students will:

- Have a clear understanding of disaster management concepts and processes.
- Be able to assess risks, prepare for and respond to various disaster scenarios.
- Understand the roles of different stakeholders in disaster management, including governments, businesses, and NGOs.
- Develop strategies for disaster recovery, business continuity, and post-disaster rehabilitation.

## GEOPHYSICS

Sub. Code: BS 311 C

L – 4, C – 4

### CO: COURSE OBJECTIVES

**CO-1** To familiarize students with fundamental geophysical principles and methods, particularly as they apply to resource exploration and environmental assessments.

**CO-2** To explore how geophysical techniques are utilized in industries such as mining, oil and gas, and renewable energy, and their impact on business decisions.

**CO-3** To teach students how to analyze market trends in the geophysical and environmental sectors, including demand for resources and regulatory impacts.

**CO-4** To understand the financial implications of geophysical projects, including investment analysis, cost estimation, and return on investment (ROI) assessments.

### Course Contents

**Unit I: Introduction to Geophysics** : Overview of Geophysics: Definition, history, and importance in industry.

Fundamental Concepts: Earth's structure, composition, and physical properties.

Geophysical Methods: Introduction to seismic, magnetic, electrical, and gravitational methods.

**Unit II: Policy Framework of Education in Pre-Independent Period Geophysical Data and Analysis:**

Data Collection Techniques: Methods of gathering geophysical data in the field.

Data Processing: Techniques for processing and interpreting geophysical data.

Case Studies: Analysis of real-world applications of geophysical data in business contexts.

**Unit III: Business Applications of Geophysics:** Resource Exploration: Role of geophysics in mining, oil and gas, and renewable energy sectors. Market Trends: Understanding demand for natural resources and how geophysical data influences market decisions. Project Management: Planning and executing geophysical projects with a business perspective

**Unit IV: Sustainability: Best practices for environmentally responsible geophysical exploration:**

Regulatory Framework: Overview of laws and regulations affecting geophysical practices.

Ethical Considerations: Discussing the ethical responsibilities of businesses in geophysical exploration.)

Unit V: Communication and Professional Skills : **Technical Communication:** Skills for presenting geophysical findings to non-specialist audiences. **Interdisciplinary Collaboration:** Importance of teamwork in geophysical projects and business settings. **Career Development:** Exploring career opportunities in geophysics and related fields.

### Suggested Readings:

1. *"Geophysical Methods in Business Applications" by A. K. Jain*
2. *"Principles of Geology and Their Business Applications" by R. S. Sharma*
3. *"Business and Environmental Geophysics" by S. P. Singh*
4. *"Energy Resources and Management" by M. S. Venkatesh*

**COURSE OUTCOMES-**

**COs-1** Demonstrate a foundational understanding of key geophysical concepts and methods, including seismic, magnetic, and gravity techniques.

**COs-2** Analyze and articulate how geophysical techniques can be applied in various industries, such as oil and gas, mining, and environmental management.

**COs-3** Interpret geophysical data and translate complex scientific information into actionable business strategies.

**COs-4** Discuss ethical considerations and responsibilities in geophysical exploration and resource management.

## **MICRO ECONOMICS**

**Sub. Code: BS312**

**L – 4, C – 4.**

**Objective:** The objective of the course is to acquaint the students with the concepts of microeconomics dealing with consumer behavior. The course also makes the student understand the supply side of the market through the production and cost behavior of firms.

### **CONTENTS**

#### **Unit 1: Demand and Consumer Behaviour**

Concepts of revenue: marginal and Average: Revenue under conditions of Perfect and imperfect competition Elasticity of demand: price, income and cross.

Consumer Behavior: Indifference curve analysis of consumer behavior; Consumer's equilibrium (necessary and sufficient conditions). Price elasticity and price consumption curve, income consumption curve and Engel curve, price change and income and substitution effects. Indifference curves as an analytical tool (cash subsidy v/s. kind subsidy). Revealed Preference Theory.

#### **Unit 2: Production and Cost**

Production isoquants, marginal rate of technical substitution, economic region of production, optimal combination of resources, the expansion path, isoclines, return to scale using isoquants. Cost of Production: Social and private costs of production, long run and short run costs of production. Economies and diseconomies of scale and the shape to the long run average cost. Learning curve and economies of scope.

#### **Unit 3: Perfect Competition**

Perfect competition: Assumptions. Equilibrium of the firm and the industry in the short and the long runs, including industry's long run supply curve. Measuring producer surplus under perfect competition. Stability Analysis – Walrasian and Marshallian. Demand – supply analysis including impact of taxes and subsidy.

#### **Unit 4: Monopoly**

Monopoly: Monopoly short run and long run equilibrium. Shifts in demand curve and the absence of the supply curve. Measurement of monopoly power and the rule of thumb for pricing. Horizontal and vertical integration of firms. The social costs of monopoly power including deadweight loss. Degrees of price discrimination.

#### **Unit 5: Imperfect Competition**

Monopolistic Competition and Oligopoly: Monopolistic competition price and output decision-equilibrium. Monopolistic Competition and economic efficiency Oligopoly and Interdependence – Cournot's duopoly model, Stackelberg model, kinked demand model. Prisoner's dilemma, collusive oligopoly – price-leadership model – dominant firm, cartels, sales maximization, Contestable markets theory. Pricing Public Utilities.



**Suggested Readings:**

1. Pindyck, R.S., D.L. Rubinfeld and P.L. Mehta; *Microeconomics*, Pearson Education.
2. N. Gregory Mankiw, *Principles of Micro Economics*, Cengage Learning
3. Maddala G.S. and E. Miller; *Microeconomics: Theory and Applications*, McGraw-Hill Education.
4. Salvatore, D. Schaum's Outline: *Microeconomic Theory*, McGraw-Hill, Education.
5. Case and Fair, *Principles of Micro Economics*, Pearson Education
6. Kotsoyiannis, *Modern Micro Economic Theory*, Mac Millan
7. C. Snyder, *Microeconomic Theory: Basic Principles and Extensions*, Cengage Learning
8. Bilas, Richard A., *Microeconomics Theory: A Graphical Analysis*, McGraw-Hill Education.
9. Paul A. Samuelson, William D. Nordhaus, *Microeconomics*, McGraw-Hill Education.
10. Amit Sachdeva, *Micro Economics*, Kusum Lata Publishers

**Note: Latest edition of text books shall be used.**

## **FINANCIAL ACCOUNTING**

**Sub. Code: BS313**

**L – 3, T-1, C – 4.**

Objective: To familiarize students with the mechanics of preparation of financial statements, understanding corporate financial statements, their analysis and interpretation.

### **Course Contents**

**Unit I:** Introduction to Financial Accounting: Accounting as an Information System, Importance and Scope, Limitations; Users of accounting information, Concepts, Principles and Conventions – Generally Accepted Accounting Principles; The Accounting Equation; Nature of Accounts, Types of books (Primary and Secondary) and

**Unit II:** Rules of Debit and Credit; Recording Transactions in Journal; Preparation of Ledger Accounts; Opening and Closing Entries; Preparation of Trial Balance.

**Unit III:** Preparation of Financial Statements: Trading Account, Profit & Loss Account and Balance Sheet, Adjustment Entries.

**Unit IV:** Indian Accounting Standards (Ind-AS): Concept, benefits, procedure for issuing Ind-AS in India, salient features of Ind-AS issued by ICAI; International Financial Reporting Standards(IFRS): Main features, uses and objectives of IFRS, IFRS issued by IASB and concept of harmonization and convergence, obstacle in harmonization and convergence, suggestions for increased convergence and harmonization. Depreciation: Concept, Methods of charging depreciation, accounting treatment of depreciation.

**Unit V:** Financial Statement Analysis: Objective of financial statement analysis, sources of information; Techniques of financial statement analysis: Horizontal analysis, Vertical analysis and Ratio Analysis; Financial Ratios: Meaning and Usefulness of Financial Ratios. Analysis of ratios from the perspective of Stakeholders like Investors, Lenders, and ShorttermCreditors.Liquidity Ratios, Solvency Ratios, Profitability Ratios, and Turnover Ratios; Limitation of ratio analysis

### **Reading:**

1. Monga, J.R., *Financial Accounting: Concepts and Applications*, Mayur Paperbacks
2. Tulsian, P.C., *Financial Accounting*, Pearson
3. Maheshwari, S.N. & Maheshwari, S.K. , *Financial Accounting for B. Com., CA, CS, & ICWA (Foundation) Courses*, Vikas Publishing House Pvt. Ltd.
4. Ghosh, T.P., *Financial Accounting for Managers*, Taxman Allied Services (P) Ltd.
5. Balwani, Nitin, *Accounting and Finance for Managers*
6. Gupta, Ambrish: *Financial Accounting for Management*
7. Bhattacharyya, Asish K., *Financial Accounting for Business Managers*
8. Jain, S.P. & Narang, K.L., *Advanced Accountancy*.

## **MANAGEMENT PRINCIPLES AND APPLICATIONS**

**Sub. Code: BS314**

**L – 4, C – 4.**

**Objective:** The objective of the course is to provide the student with an understanding of basic management concepts, principles and practices.

### **Unit1:Introduction**

- a. Concept: Need for Study, Managerial Functions – An overview; Co-ordination: Essence of Manager Ship
- b. Evolution of the Management Thought, Classical Approach – Taylor, Fayol, Neo-Classical and Human Relations Approaches – Mayo, Hawthorne Experiments, Behavioural Approach, Systems Approach, Contingency Approach – Lawrence & Lorsch, MBO – Peter F. Drucker, Re-engineering – Hammer and Champy, Michael Porter – Five-force analysis, Three generic strategies and value-chain, analysis, Senge's Learning Organization, 'Fortune at the Bottom of the Pyramid' – C.K. Prahalad.

### **Unit2:Planning**

- a. Types of Plan – An overview to highlight the differences
- b. Strategic planning – Concept, process, Importance and limitations
- c. Environmental Analysis and diagnosis (Internal and external environment) – Definition, Importance and Techniques (SWOT/TOWS/WOTS-UP, BCG Matrix, Competitor Analysis), Business environment; Concept and Components
- d. Decision-making – concept, importance; Committee and Group Decision-making, Process, Perfect rationality and bounded rationality, Techniques (qualitative and quantitative, MIS, DSS)

### **Unit3:Organizing**

Concept and process of organizing – An overview, Span of management, Different types of authority (line, staff and functional), Decentralization, Delegation of authority  
Formal and Informal Structure; Principles of Organizing; Network Organization Structure

### **Unit 4: Staffing and Leading**

- a. Staffing: Concept of staffing, staffing process
- b. Motivation: Concept, Importance, extrinsic and intrinsic motivation; Major Motivation theories – Maslow's Need-Hierarchy Theory; Herzberg's Two-factor Theory, Vroom's Expectancy Theory.
- c. Leadership: Concept, Importance, Major theories of Leadership (Likert's scale theory, Blake and Mouton's Managerial Grid theory, House's Path Goal theory, Fred Fielder's situational Leadership), Transactional leadership, Transformational Leadership, Transforming Leadership.
- d. Communication: Concept, purpose, process; Oral and written communication; Formal and informal communication networks, Barriers to communication, Overcoming barriers to communication.

**Unit5:Control**

- a. Control: Concept, Process, Limitations, Principles of Effective Control, Major Techniques of control - Ratio Analysis, ROI, Budgetary Control, EVA, PERT/CPM.
- b. Emerging issues in Management

**Suggested Readings:**

1. Harold Koontz and Heinz Weihrich, *Essentials of Management: An International and Leadership Perspective*, McGrawHill Education
2. Stephen P. Robbins and Madhushree Nanda Agrawal, *Fundamentals of Management: Essential Concepts and Applications*, Pearson Education.
3. Newman, Summer, and Gilbert, *Management*, PHI
4. James H. Donnelly, *Fundamentals of Management*, Pearson Education.
5. Griffin, *Management Principles and Application*, Cengage Learning
6. Robert Kreitner, *Management Theory and Application*, Cengage Learning
7. T. N. Chhabra, *Management Concepts and Practice*, Dhanpat Rai & Co. (Pvt. Ltd.), New Delhi
8. Peter F. Drucker, *Practice of Management*, Mercury Books, London

**Note: Latest edition of text books may be used.**

**BUSINESS ORGANISATION**

**Sub. Code: BS315**

**L – 4, C – 4.**

**Course Objective-**

The objective of this course is to provide students with a comprehensive understanding of how businesses are structured, operate, and make strategic decisions. The course explores the core functions of a business organization, including management, marketing, finance, and human resources, while also emphasizing the dynamics of organizational behavior, leadership, and communication.

**Unit – I:**

Meaning and definition of business essentials & scope of business Classification of Business Activities, Meaning, Definition, Characteristics and objectives of Business Organisation, Evolution of Business Organisation . Modern Business, Business & Profession.

**Unit – II:**

Business Unit, Establishing a new business unit. Meaning of Promotion. Features for business, Plant location, Plant Layout & size of business unit.

**Unit – III:**

Forms of Business Organisation. Sole Proprietorship, Partnership, Joint Stock Companies & Co-operatives.

**Unit – IV:**

Business Combination Meaning Causes, Objectives, Types and Forms Mergers, Takeovers and Acquisitions.

**Unit – V:**

Business Finance: Financial need of Business methods & sources offinance. Security Market, Money Market, Study of Stock Exchange & SEBI.

**Suggested Readings:**

1. *Modern Business Organization* by S. A. Sherlekar
2. *Industrial Organization Management:* Sherlekar, Patil, Paranjpe, Chitale
3. *Business Organization and Management* By Jallo, Tata McGraw Hill
4. *Business Environment Text and Cases* By F. Cherunilam (Himalaya Publication House)
5. *Organizing and Financing of Small Scale Industry* By Dr. V. Desai
6. *Industrial Organization and Management* By Dr. C. B. Gupta, Publisher Sultan Chand & Co. Delh

**BUSINESS LAW**

**Sub. Code: BS321**

**L – 4, C – 4.**

**Course Objective-**

The objective of this course is to provide students with a comprehensive understanding of the legal principles and frameworks that govern business operations. The course focuses on key areas of business law, including contract law, intellectual property, employment law, torts, and regulatory compliance, while also addressing the legal implications of business decisions and transactions.

**Unit1:TheIndianContractAct,1872:GeneralPrincipleofLawofContract**

- a) Contract—meaning, characteristics and kinds  
Essentials of a valid contract - Offer and acceptance, consideration, contractual capacity, free consent, legality of objects.
- b) Void agreements
- c) Discharge of a contract—modes of discharge, breach and remedies against breach of contract.
- d) Contingent contracts
- e) Quasi-contracts

**Unit2:TheIndianContractAct,1872:SpecificContract**

- a) Contract of Indemnity and Guarantee
- b) Contract of Bailment
- c) Contract of Agency

**Unit3:TheSaleofGoodsAct,1930**

- a) Contract of sale, meaning and difference between sale and agreement to sell.
- b) Conditions and warranties
- c) Transfer of ownership in goods including sale by a non-owner
- d) Performance of contract of sale
- e) Unpaid seller—meaning, rights of an unpaid seller against the goods and the buyer.

**Unit 4:PartnershipLaws**

**A) ThePartnershipAct,1932**

- a. Nature and Characteristics of Partnership
- b. Registration of a Partnership Firm
- c. Types of Partners
- d. Rights and Duties of Partners
- e. Implied Authority of a Partner
- f. Incoming and outgoing Partners
- g. Mode of Dissolution of Partnership

**B) TheLimitedLiabilityPartnershipAct,2008**

- a) Salient Features of LLP
- b) Differences between LLP and Partnership, LLP and Company
- c) LLP Agreement,
- d) Partners and Designated Partners

- e) Incorporation Document
- f) Incorporation by Registration
- g) Partners and their Relationship

**Unit 5: The Negotiable Instruments Act 1881**

- a) Meaning, Characteristics, and Types of Negotiable Instruments: Promissory Note, Bill of Exchange, Cheque
- b) Holder and Holder in Due Course, Privileges of Holder in Due Course.
- c) Negotiation: Types of Endorsements
- d) Crossing of Cheque
- e) Bouncing of Cheque

**Suggested Readings:**

1. M.C. Kuchhal, and Vivek Kuchhal, *Business Law*, Vikas Publishing House, New Delhi.
2. Avtar Singh, *Business Law*, Eastern Book Company, Lucknow.
3. Ravinder Kumar, *Legal Aspects of Business*, Cengage Learning.
4. SN Maheshwari and SK Maheshwari, *Business Law*, National Publishing House, New Delhi.
5. Sushma Arora, *Business Laws*, Taxman Publications.
6. Akhileshwar Pathak, *Legal Aspects of Business*, McGraw Hill Education, 6th Ed.
7. PCTulsian and Bharat Tulsian, *Business Law*, McGraw Hill Education

**Note: Latest edition of text books may be used.**

## **INTELLECTUAL PROPERTY LAW-1**

**Sub. Code:** BS321A

**L – 4, C – 4**

### **Objective:**

The objective of this course is to introduce students to the key concepts of Intellectual Property (IP) law, covering various types of intellectual property rights such as copyrights, trademarks, patents, and trade secrets. The course aims to provide a deep understanding of how IP is protected legally and its role in fostering innovation, creativity, and economic development.

### **CONTENTS:**

#### **Unit 1: Introduction to Intellectual Property**

- **Concept and Evolution of Intellectual Property:**
  - Definition of Intellectual Property.
  - Historical development of IP laws.
  - Importance of IP for economic and cultural growth.
  - Types of IP: Copyright, Trademark, Patent, Trade Secret, Geographical Indications.
  - Role of international treaties and organizations (WIPO, TRIPS, Berne Convention, etc.).
- **Fundamentals of IP Protection:**
  - The concept of ownership and protection of intellectual creations.
  - The relationship between IP and competition law.
  - The concept of infringement and remedies available.

#### **Unit 2: Copyright Law**

- **Concept and Scope of Copyright:**
  - Definition of copyright.
  - What is protectable under copyright?
  - Duration and territorial aspects of copyright protection.
  - The owner of copyright and related rights.
  - Moral rights and economic rights of authors.
  - International conventions for the protection of copyright.



- **Infringement of Copyright:**
  - Copyright infringement and remedies available.
  - Fair use and exceptions to copyright.
  - Case studies on copyright infringement (e.g., digital media and software piracy).

### **Unit 3: Patent Law**

- **Introduction to Patents:**
  - Definition of a patent and its purpose.
  - Patentable inventions: Novelty, inventive step, and industrial applicability.
  - Patent filing process: Application, examination, and grant.
  - Rights of the patentee: Exclusive rights and duration.
  - International patent protection: PCT (Patent Cooperation Treaty) and the role of WIPO.
- **Patent Infringement and Remedies:**
  - Types of patent infringement: Direct, indirect, and contributory infringement.
  - Defenses to patent infringement.
  - Remedies available: Injunctions, damages, and account of profits.
- **Case Law:**
  - Landmark cases related to patents (e.g., the Novartis case, Roche v. Cipla).

### **Unit 4: Trademark Law**

- **Introduction to Trademarks:**
  - Definition and types of trademarks: Word marks, logo marks, shape marks, etc.
  - Trademark registration process and requirements.
  - Rights of trademark owners and the duration of protection.
  - International protection of trademarks: Madrid Protocol and TRIPS.
- **Trademark Infringement and Remedies:**
  - Infringement of trademarks: Likelihood of confusion test.
  - Defenses to trademark infringement: Fair use and descriptive use.
  - Remedies: Injunctions, damages, and account of profits.
  - Passing off and trade dress protection.
- **Case Law:**
  - Landmark cases on trademark law (e.g., Coca-Cola v. Pepsico, Christian Louboutin v. YSL).

### **Unit 5: Trade Secrets and Other IP Rights**

- **Trade Secret Protection:**
  - Definition and scope of trade secrets.
  - Legal protection for trade secrets: Common law, contractual protection.
  - The concept of misappropriation and remedies available.
  - Famous trade secret cases: e.g., Coca-Cola's secret formula.
- **Other IP Rights:**
  - Geographical Indications (GIs) and their role in the global market.
  - Industrial Designs and layout-designs of integrated circuits.
  - Plant Variety Protection (PVP).

- Protection of traditional knowledge and folklore.
- **IP Licensing and Technology Transfer:**
  - Licensing of IP rights and contractual arrangements.
  - Technology transfer agreements: Principles, importance, and legal framework.

**Suggested Readings:**

1. **Cornish, W. R.:** *Intellectual Property: Patents, Copyright, Trade Marks and Allied Rights*, Sweet & Maxwell.
2. **Bently, L., & Sherman, B.:** *Intellectual Property Law*, Oxford University Press.
3. **Merges, R. P., & Duffy, J. F.:** *Intellectual Property in the New Technological Age*, Aspen Publishers.
4. **Davison, M., & Kirk, D.:** *Australian Intellectual Property Law*, Cambridge University Press.

**Course Outcome:**

By the end of this course, students will:

- Understand the basic principles of IP law and its various types, including copyright, patents, trademarks, and trade secrets.
- Be able to navigate the IP registration process, infringement issues, and related legal procedures.
- Analyze and solve complex IP-related legal problems, focusing on real-world applications.
- Gain a global perspective on intellectual property law through the study of international treaties and practices.
- Develop a critical understanding of the role of IP in fostering innovation and creativity in the business and legal contexts.

## **INFORMATION TECHNOLOGY LAW-1**

**Sub. Code:** BS321 B

**L – 4, C – 4**

### **Objective:**

The objective of this course is to provide students with a thorough understanding of the legal aspects of information technology and digital commerce. The course will explore key concepts in IT law, including cybercrimes, data protection, e-commerce, intellectual property rights related to technology, and the regulatory frameworks governing the digital space.

### **CONTENTS:**

#### **Unit 1: Introduction to Information Technology Law**

- **Overview of IT Law:**
  - Definition and scope of Information Technology Law.
  - Importance of law in the digital world.
  - Key areas of IT law: Cybersecurity, E-commerce, Data Privacy, Intellectual Property.
  - Role of government agencies, international bodies (e.g., UN, EU, WIPO), and national legal systems in regulating IT.
- **Legal Foundations of IT:**
  - Constitutional and statutory principles.
  - Jurisdiction in the digital world: Territorial boundaries, cross-border disputes, and international conventions.
  - Key legislative frameworks: Information Technology Act (India), GDPR (Europe), and others.

#### **Unit 2: Cybercrimes and Cybersecurity**

- **Cybercrimes:**
  - Definition and types of cybercrimes: Hacking, identity theft, cyberbullying, phishing, etc.
  - Legal provisions governing cybercrimes.
  - Case studies on significant cybercrime incidents and their legal outcomes.
  - Investigation and prosecution of cybercrimes.
- **Cybersecurity Laws:**
  - Cybersecurity policies and frameworks: NIST, ISO 27001, etc.
  - The role of cybersecurity in preventing crimes and securing data.
  - The role of government and private sector in ensuring cybersecurity.
  - Legal obligations of companies under cybersecurity laws.

### **Unit 3: E-Commerce and Digital Transactions**

- **E-Commerce Regulations:**
  - Legal principles of electronic contracts and digital signatures.
  - Framework for E-commerce transactions under the Information Technology Act, 2000 (India).
  - Consumer protection laws in digital transactions.
  - Dispute resolution mechanisms in online contracts.
  - Taxation and payment systems in e-commerce.
- **Legal Issues in Digital Transactions:**
  - Electronic funds transfer, payment gateways, and the role of banks.
  - Legal aspects of online payments: Security and fraud prevention.
  - Cross-border e-commerce and jurisdictional challenges.

### **Unit 4: Data Protection and Privacy Laws**

- **Data Privacy and Protection:**
  - Introduction to data privacy laws: GDPR (Europe), CCPA (California), and the IT Act (India).
  - Principles of data protection: Consent, transparency, purpose limitation, etc.
  - Rights of data subjects: Right to access, right to rectification, and right to erasure.
  - Data breaches and notification requirements.
  - Cross-border data transfers and legal challenges.
- **Corporate Responsibility and Data Handling:**
  - Legal obligations for data controllers and processors.
  - Privacy policies and compliance with data protection laws.
  - Case studies of major data breaches and their legal implications.

### **Unit 5: Intellectual Property in IT**

- **Intellectual Property (IP) in IT:**
  - Overview of IP law: Copyright, patents, trademarks, and trade secrets in the context of IT.
  - Protection of software, databases, and digital content.
  - Licensing and open-source software agreements.
  - IP protection in digital media, social networks, and e-commerce.
  - Enforcement of IP rights in the online environment.
- **Challenges and Future Trends:**
  - The evolving role of AI, blockchain, and cloud computing in IT law.
  - Legal challenges with digital innovations and new technologies.
  - The future of IP law in the digital age: AI-generated works, data ownership, etc.

**Suggested Readings:**

1. **Gopalan, N.:** *Cyber Law in India*, McGraw Hill Education.
2. **Dhar, A.:** *Information Technology and Law*, Oxford University Press.
3. **Biedenkapp, E. L.:** *Cyberlaw: A Legal Arsenal for Online Business*, Pearson Education.
4. **Sharma, S.:** *Cyber Law in India*, Asia Law House.
5. **Kerr, I.:** *Information Technology Law: The Law and Society*, Oxford University Press.
6. **Agarwal, V.:** *Cyber Law and E-Commerce*, Oxford University Press.
7. **Desai, D.:** *Data Protection and Privacy Laws*, LexisNexis.
8. **Bailey, M.:** *The Law of Digital Commerce*, Cambridge University Press.
9. **Sands, P.:** *International Economic Law and Policy*, Oxford University Press.
10. **Bennet, R.:** *E-Commerce Law: National and International Perspectives*, Routledge.

**Course Outcome:**

Upon completing this course, students will:

- Understand the key legal principles of IT law, including cybercrimes, data protection, and e-commerce regulations.
- Be familiar with the regulatory framework governing digital transactions and privacy laws.
- Be able to apply legal concepts to emerging issues such as cybersecurity, digital contracts, and the protection of digital assets.
- Be well-equipped to analyze complex legal issues in the context of rapidly evolving technology and digital business models.

## **COMPETITIVE LAW-1**

**Sub. Code:** BS321C

**L – 4, C – 4**

### **Objective:**

The objective of the course is to familiarize students with the fundamental principles of competition law and policy, focusing on the regulation of anti-competitive behavior, monopolistic practices, and the enforcement of fair competition in markets. The course will cover national and international competition laws, including case studies and the economic principles behind competitive markets.

### **CONTENTS:**

#### **Unit 1: Introduction to Competitive Law**

- **Overview of Competition Law:**
  - Definition and scope of competition law.
  - The role of competition law in promoting economic welfare and consumer protection.
  - History and evolution of competition law: Origins and development in different jurisdictions (EU, USA, India, etc.).
  - Key objectives of competition law: Promoting market efficiency, preventing market abuses, and protecting consumers.
- **Legal Framework of Competition Law:**
  - Major competition laws: The Sherman Act (USA), the Competition Act (India), EU competition rules (Article 101 and 102 TFEU), and others.
  - The role of regulatory bodies: Federal Trade Commission (FTC), European Commission (EC), Competition Commission of India (CCI), and others.
  - Jurisdictional challenges and enforcement mechanisms in cross-border competition cases.

#### **Unit 2: Anti-Competitive Agreements and Practices**

- **Cartels and Collusive Behavior:**
  - Definition and types of cartels: Price-fixing, market-sharing, bid-rigging, and supply restrictions.
  - The economic impact of cartels on market efficiency and consumer welfare.
  - Legal prohibitions and penalties for cartel behavior under competition laws.
  - Case studies: Key cartel investigations and decisions in various jurisdictions.
- **Restraints of Trade and Vertical Agreements:**

- Horizontal agreements: Agreements between competitors and their impact on competition.
- Vertical agreements: Agreements between firms at different levels of the supply chain (e.g., resale price maintenance, exclusive distribution).
- Analyzing market effects of vertical restraints under competition law.
- The "Rule of Reason" vs. "Per Se" approach to antitrust enforcement.

### **Unit 3: Abuse of Dominance and Monopolistic Practices**

- **Abuse of Market Dominance:**
  - Definition and elements of dominance in competition law.
  - Types of abuse: Predatory pricing, exclusive dealing, tying and bundling, refusal to deal, and price discrimination.
  - The legal standards for determining abuse: The "dominance test" and the "effect on competition" test.
  - Case studies: Abuse of dominance in major global markets (e.g., Microsoft, Google).
- **Monopolies and Market Power:**
  - The difference between monopolies and dominant market positions.
  - The role of monopolies in market regulation and concerns regarding their abuse.
  - Antitrust responses to monopolistic practices and the regulation of monopolies.
  - Remedies and enforcement actions in monopoly cases.

### **Unit 4: Merger Control and Market Concentration**

- **Mergers and Acquisitions:**
  - Definition and types of mergers: Horizontal, vertical, and conglomerate mergers.
  - Legal and economic analysis of mergers: Impact on market competition and consumer welfare.
  - Merger control frameworks: Notification, investigation, and approval procedures.
  - Case studies of landmark merger decisions: Google/DoubleClick, Facebook/WhatsApp, etc.
- **Market Concentration and Anti-Trust Concerns:**
  - The concept of market concentration: Market share, Herfindahl-Hirschman Index (HHI), and the significance of concentration ratios.
  - The effects of high market concentration on competition and consumer prices.
  - Legal tests for merger approval: Substantial Lessening of Competition (SLC), significant impediment to effective competition (SIEC) test.
  - Remedies for anti-competitive mergers: Divestitures, behavioral remedies, and merger conditions.

### **Unit 5: International and Regional Competition Law**

- **Globalization and Competition Law:**
  - The impact of globalization on market structures and the enforcement of competition law.
  - International cooperation in competition law enforcement: OECD, UNCTAD, and the role of multilateral treaties.

- Comparative analysis of competition laws in key jurisdictions: USA, EU, India, and China.
- International cartels and enforcement: The role of global regulatory bodies in dealing with cross-border anti-competitive practices.
- **Regional Competition Regimes:**
  - The European Union's competition law regime: Articles 101 and 102 TFEU.
  - Competition law in emerging economies: The BRICS nations and their approach to competition regulation.
  - Competition law and policy in India: Key provisions of the Competition Act, 2002, and the role of the Competition Commission of India (CCI).
  - Case studies of cross-border competition law enforcement in regional trade agreements (e.g., NAFTA, ASEAN).

**Suggested Readings:**

1. **Whish, R.:** *Competition Law*, 9th Edition, Oxford University Press.
2. **Baker, J. B., and Salop, S. C.:** *Antitrust: Analysis and Advocacy*, Foundation Press.
3. **Lowe, P. and K. L. B.:** *Competition Law in the EU and UK*, Hart Publishing.
4. **Kohler, M., and Drexel, J.:** *EU Competition Law and the Regulation of Mergers*, Edward Elgar Publishing.
5. **Puri, V.:** *Competition Law in India*, LexisNexis.
6. **Motta, M.:** *Competition Policy: Theory and Practice*, Cambridge University Press.
7. **Elhauge, E.:** *Global Antitrust Law and Economics*, Foundation Press.
8. **Bishop, S., and Walker, M.:** *The Economics of EC Competition Law: Concepts, Application and Measurement*, Sweet & Maxwell.
9. **Suffield, D.:** *Competition Law: A Practitioner's Guide*, Sweet & Maxwell.
10. **Whelan, R., and Fenton, M.:** *Global Antitrust Enforcement*, Cambridge University Press.

**Course Outcome:**

Upon completion of this course, students will:

- Understand the key concepts and principles of competition law and policy.
- Be able to analyze anti-competitive practices, mergers, and monopolistic behavior from both legal and economic perspectives.
- Gain familiarity with competition law enforcement agencies and regulatory frameworks at both national and international levels.
- Be equipped to critically evaluate competition policy and its impact on market efficiency and consumer welfare



## **TAX LAW-1**

**Sub. Code:** BS321D

**L – 4, C – 4**

### **Objective:**

The objective of this course is to introduce students to the fundamental principles of tax law, focusing on the various types of taxes, their impact on individuals and businesses, and the legal framework governing taxation. The course also aims to provide students with an understanding of tax administration, tax compliance, and the rights and obligations of taxpayers.

### **CONTENTS:**

#### **Unit 1: Introduction to Taxation**

- **Overview of Taxation:**
  - Definition and importance of taxation in the economy.
  - Principles of taxation: Equity, efficiency, simplicity, and transparency.
  - Types of taxes: Direct taxes vs. indirect taxes.
  - Taxation system in India and other jurisdictions.
  - History and evolution of tax law.
- **Classification of Taxes:**
  - Direct taxes: Income tax, wealth tax, capital gains tax.
  - Indirect taxes: Goods and services tax (GST), excise duty, customs duty, and sales tax.
  - Overview of global tax systems and international tax law.

#### **Unit 2: Income Tax Law**

- **Income Tax Act, 1961:**
  - Definition of "income" under the Income Tax Act.
  - Residential status and its implications on tax liability.
  - Income from various sources: Salaries, business/profession, capital gains, house property, other sources.
  - Computation of total income and the concept of exemptions.
  - Tax deductions and rebates available under the Act.
- **Assessment and Taxation of Individuals:**

- Calculation of taxable income and tax payable for individuals.
- Provisions relating to deductions under Section 80C, 80D, 80G, etc.
- Taxation of non-resident individuals and foreign income.
- Tax evasion and avoidance: Concepts and differences.

### **Unit 3: Goods and Services Tax (GST)**

- **Overview of GST:**
  - Introduction to GST: Need for GST in India, GST vs. earlier tax regime.
  - Structure of GST: Central GST (CGST), State GST (SGST), Integrated GST (IGST).
  - Types of supply: Goods vs. services, taxable and non-taxable supplies.
  - Registration, GST returns, and compliance requirements.
- **GST Liability and Input Tax Credit (ITC):**
  - Calculation and determination of GST liability for goods and services.
  - Input Tax Credit mechanism and conditions for availing ITC.
  - GST exemptions and special provisions for small businesses and specific sectors.
  - GST audits, assessments, and refunds.

### **Unit 4: Corporate Taxation and Tax Planning**

- **Corporate Taxation:**
  - Taxation of companies: Resident vs. non-resident companies.
  - Corporate tax rates, minimum alternate tax (MAT), and other provisions.
  - Dividend distribution tax (DDT) and capital gains tax on corporate assets.
  - Transfer pricing rules for international transactions.
- **Tax Planning and Avoidance:**
  - Tax planning strategies for businesses.
  - Legal vs. illegal tax avoidance practices.
  - Tax sheltering and the role of tax havens.
  - Corporate restructuring and tax implications.

### **Unit 5: Tax Administration and Compliance**

- **Tax Authorities and Procedure:**
  - Roles and powers of the Income Tax Department, GST authorities, and other tax bodies.
  - Tax assessment procedures: Self-assessment, scrutiny assessment, re-assessment.
  - Filing of tax returns: Income tax return forms, GST returns.
  - Penalties, prosecutions, and tax litigation procedures.
- **Tax Disputes and Resolution:**
  - Dispute resolution mechanisms in tax law: Settlement Commission, Appellate Tribunal.
  - Role of Tax Tribunals, High Courts, and the Supreme Court in tax matters.
  - Judicial review and important case law in tax disputes.
  - Anti-avoidance and anti-evasion measures: GAAR (General Anti-Avoidance Rules).

**Suggested Readings:**

1. **Singh, A.:** *Income Tax Law and Practice*, Taxmann Publications.
2. **Bahl, S.:** *Goods and Services Tax Law and Practice*, CCH India.
3. **Chaturvedi, V. and Mehrotra, H.C.:** *Income Tax Law and Accounts*, Bharat Law House.
4. **Vasudevan, G.R.:** *Corporate Tax Planning and Management*, Taxmann.
5. **Mithani, D. and Desai, V.K.:** *Indirect Taxes*, Himalaya Publishing House.

**Course Outcome:**

Upon completion of this course, students will:

- Gain a comprehensive understanding of tax law and taxation policies in India and internationally.
- Learn how to compute taxes for individuals and corporations and comply with relevant tax laws.
- Understand the concepts of tax avoidance, tax planning, and the compliance process.
- Develop the ability to analyze and resolve tax disputes, and appreciate the role of tax authorities and courts in tax administration.

## **BUSINESS COMMUNICATION**

**Sub. Code: BS322**

**L – 4, C – 4.**

### **Course Objective:**

The objective of this course is to introduce students to the essential principles and practices of business communication. The course aims to develop students' skills in both written and verbal communication within a business context, emphasizing clarity, professionalism, and effectiveness. Students will gain an understanding of the various forms of business communication, including emails, reports, presentations, and interpersonal communication.

### **Unit1:Introduction:**

NatureofCommunication,ProcessofCommunication,TypesofCommunication(verbal&Non Verbal),ImportanceofCommunication,DifferentformsofCommunication  
Barriers to Communication Causes, Linguistic Barriers, Psychological Barriers, Interpersonal Barriers, Cultural Barriers, Physical Barriers, Organizational Barriers

### **Unit 2:BusinessCorrespondence:**

Letter Writing, presentation, Inviting quotations, Sending quotations, Placing orders, Inviting tenders,Salesletters,claim&adjustmentlettersandsocialcorrespondence,Memorandum,Inter-officeMemo,Notices,Agenda,Minutes,Jobapplicationletter,preparingtheResume.

### **Unit 3:ReportWriting:**

Businessreports,Types,Characteristics,Importance,Elementsofstructure,Processofwriting, Orderofwriting,thefinaldraft,and check listsforreports.

### **Unit4:Vocabulary**

Words often confused, Words often misspelt, common errors in English.

### **Unit 5:OralPresentation:**

Importance, Characteristics, Presentation Plan, Power point presentation, Visual aids.

### **Suggested Readings:**

1. Bovee,andThill,*BusinessCommunicationEssentials*,PearsonEducation
2. ShirleyTaylor,*CommunicationforBusiness*,PearsonEducation
3. Locker and Kaczmarek, *Business Communication: Building Critical Skills*, McGraw Hill Education
4. Herta A Murphy, Herbert W Hildebrandt, Jane P. Thomas, *Effective Business Communication(SIE)*,McGrawHillEducation
5. Dona Young, *Foundations of Business Communication: An Integrative Approach*, McGrawHillEducation
6. Raymond V. Lesikar, Marie E. Flatley, Kathryn Rentz, Paula Lentz, and NeerjaPande,*Business Communication: Connecting in a Digital World (SIE)*, McGraw Hill Education

## **ETIQUETTE & CONVERSATIONAL SKILLS**

**Sub. Code:** BS322A

**L – 4, C – 4**

### **Objective:**

The objective of this course is to equip students with essential interpersonal communication skills, focusing on verbal and non-verbal communication, etiquette, and effective conversational techniques. The course aims to enhance students' ability to interact professionally in various social and business settings, develop self-confidence, and foster positive relationships.

### **CONTENTS:**

#### **Unit 1: Introduction to Etiquette and Communication**

- **Importance of Etiquette:**
  - Definition of etiquette and its role in social and professional settings.
  - The impact of good manners and etiquette on personal and professional life.
  - Differences in cultural and regional etiquettes.
  - Basic principles of politeness, respect, and consideration for others.
- **Types of Communication:**
  - Verbal communication: Tone, pitch, clarity, and pace.
  - Non-verbal communication: Body language, facial expressions, gestures, and posture.
  - Written communication: Email etiquette, formal letters, and business correspondence.
  - Listening skills: Active listening, paraphrasing, and feedback.

#### **Unit 2: Conversational Skills**

- **Effective Conversations:**
  - Understanding the flow of conversation: Opening, engaging, and closing a conversation.
  - Making small talk and starting conversations in various situations (e.g., social, business, formal).
  - Engaging in two-way communication: Asking open-ended questions, listening actively, and building rapport.
  - Overcoming conversational barriers: Nervousness, silence, and awkward moments.
- **Building Confidence in Conversations:**
  - Overcoming communication anxiety and self-doubt.

- Speaking with confidence, clarity, and purpose.
- Strategies to improve self-expression and articulate thoughts clearly.
- The art of storytelling and humor in conversation.

### **Unit 3: Professional Etiquette**

- **Business Etiquette:**
  - Professional greeting and introductions: Handshakes, eye contact, and formal titles.
  - Dining etiquette: Proper table manners, business meals, and social dining settings.
  - Workplace etiquette: Email writing, telephone etiquette, and maintaining professionalism in the office.
  - Attire and grooming: Dress codes for different occasions and professional settings.
- **Virtual Etiquette:**
  - Best practices for virtual communication (e.g., Zoom, Teams, email).
  - Managing virtual meetings: Punctuality, clear communication, and respectful participation.
  - Etiquette for online networking and social media presence.

### **Unit 4: Cross-Cultural Communication**

- **Cultural Sensitivity:**
  - Understanding cultural differences in communication styles and etiquette.
  - The impact of cultural awareness on effective communication.
  - Adapting communication styles to diverse cultural norms and practices.
  - Case studies of international business etiquette.
- **Global Networking and Diplomacy:**
  - Building a global network through effective communication.
  - Navigating diplomatic conversations and maintaining politeness in cross-cultural settings.
  - Business etiquette in international contexts.

### **Unit 5: Conflict Resolution and Handling Difficult Conversations**

- **Resolving Conflicts through Communication:**
  - Techniques for managing disagreements and resolving conflicts peacefully.
  - Managing emotions during difficult conversations.
  - Negotiation skills and finding win-win solutions.
  - Handling criticism and giving constructive feedback.
- **Dealing with Difficult People:**
  - Strategies for handling rude, aggressive, or difficult individuals.
  - Keeping conversations calm and respectful in tense situations.
  - Maintaining professionalism in challenging conversations.

**Suggested Readings:**

1. **Thompson, L.:** *The Etiquette Advantage in Business: Personal Skills for Professional Success*, McGraw-Hill.
2. **Gilbert, M.:** *The Essentials of Business Etiquette*, The Career Press.
3. **Cox, A. and Durst, A.:** *Mastering the Art of Conversation: A Guide to Building Strong Social Skills*, Wiley.
4. **Katzenbach, J.R. and Smith, D.K.:** *The Wisdom of Teams: Creating the High-Performance Organization*, Harper Business.

**Course Outcome:**

Upon successful completion of this course, students will:

- Develop the ability to engage confidently in professional and social conversations.
- Master essential business etiquette for various settings, including virtual communication.
- Improve interpersonal communication skills, including active listening and conflict resolution.
- Be able to navigate cross-cultural communication with sensitivity and professionalism.
- Demonstrate polished social skills that will enhance their personal and professional relationships.

## **CORPORATE COMMUNICATION**

**Sub. Code:** BS322B

**L – 4, C – 4**

### **Objective:**

The aim of this course is to provide students with a comprehensive understanding of corporate communication principles and practices. It focuses on enhancing communication strategies in organizations, fostering effective internal and external communication, and building corporate reputation through public relations, branding, crisis communication, and digital media.

### **CONTENTS:**

#### *Unit 1: Introduction to Corporate Communication*

- **Concept of Corporate Communication:**
  - Definition and scope of corporate communication.
  - The role of communication in corporate success and organizational growth.
  - Key elements of corporate communication: message, audience, channel, and feedback.
  - The importance of corporate identity, image, and reputation.
- **Communication Models in Corporations:**
  - One-way and two-way communication models.
  - Models of corporate communication flow (top-down, bottom-up, and horizontal communication).
  - Integration of communication channels: oral, written, and non-verbal.

#### *Unit 2: Corporate Branding and Public Relations*

- **Corporate Branding:**
  - The concept of corporate brand and its elements.
  - Brand building and management strategies.
  - The role of communication in shaping a company's brand image.
  - Corporate visual identity: logo, colors, typography, and design elements.
- **Public Relations (PR):**
  - Definition, objectives, and functions of PR.
  - Tools of PR: press releases, conferences, media relations, newsletters, and reports.
  - Building relationships with stakeholders: investors, customers, employees, and the community.
  - Crisis communication and the role of PR in reputation management.



*Unit 3: Internal Communication*

- **Internal Communication and Its Importance:**
  - The role of internal communication in enhancing organizational efficiency and employee engagement.
  - Channels of internal communication: emails, meetings, memos, intranet, and team collaboration tools.
  - Communication styles within teams and departments.
  - Leadership communication and its impact on employee motivation and organizational culture.
- **Employee Communication:**
  - The relationship between employee satisfaction and internal communication.
  - Best practices for effective employee communication: transparency, feedback, and recognition.
  - Managing change communication: communication during organizational change, mergers, and restructuring.

*Unit 4: External Communication and Media Relations*

- **Media Relations:**
  - The role of media in corporate communication.
  - Building and maintaining relationships with journalists and media houses.
  - Press releases, media kits, and interviews.
  - Strategies for positive media coverage and reputation management.
- **Advertising and Marketing Communications:**
  - The role of corporate communication in advertising.
  - Integration of advertising and PR strategies.
  - Digital marketing communication: social media, content marketing, and online advertising.
  - Corporate sponsorships, events, and promotions as part of external communication strategy.

*Unit 5: Crisis Communication and Reputation Management*

- **Crisis Communication:**
  - Definition and types of crises in a corporate context.
  - The importance of proactive crisis communication plans.
  - Crisis communication strategies: addressing the crisis, controlling the narrative, and managing public perception.
  - Case studies of successful and failed crisis communication strategies.
- **Reputation Management:**
  - Building and maintaining a positive corporate reputation.
  - The role of corporate communication in dealing with public perception.
  - Monitoring reputation: tools and strategies for measuring corporate image.
  - Online reputation management and managing digital media's impact on corporate image.

*Unit 6: Digital Corporate Communication and Social Media*

- **The Role of Digital Media in Corporate Communication:**
  - The rise of digital media in corporate communication strategies.
  - Social media platforms for corporate communication: Twitter, LinkedIn, Facebook, YouTube, etc.
  - The role of corporate blogs, podcasts, and webinars in engaging audiences.
  - Building an online presence and managing online communities.
- **Social Media Crisis and Brand Management:**
  - Managing social media crises and online reputation.
  - Responding to online customer feedback and criticism.
  - The role of influencers and social media advocates in corporate communication.
  - Ethical considerations in digital communication.

*Suggested Readings:*

1. **Cornelissen, J.:** *Corporate Communication: A Guide to Theory and Practice*, Sage Publications.
2. **Morris, T. and Powley, E.:** *Corporate Communication: Theory and Practice*, Oxford University Press.
3. **Van Riel, C. B. M., and Fombrun, C. J.:** *Essentials of Corporate Communication*, Routledge.
4. **Argenti, P. A.:** *Corporate Communication*, McGraw-Hill Education.
5. **Cutlip, S. M., Center, A. H., & Broom, G. M.:** *Effective Public Relations*, Pearson Education.

*Course Outcome:*

Upon completion of this course, students will:

- Understand the fundamentals of corporate communication and its applications in different contexts.
- Be equipped with skills in internal communication, media relations, and crisis management.
- Gain the ability to plan and implement effective corporate branding and PR strategies.
- Be capable of managing corporate reputation in both traditional and digital media landscapes.

**Note:** Latest editions of textbooks shall be used.

**PROFESSIONAL COMMUNICATION**

**Sub. Code:** BS322C

**L – 4, C – 4**

**Objective:**

The objective of this course is to develop students' skills in professional communication. It focuses on enhancing their ability to effectively convey information in written and oral forms, improve interpersonal communication, and understand the dynamics of communication in professional settings.

**CONTENTS:**

*Unit 1: Introduction to Professional Communication*

- **Concept of Professional Communication:**
  - Definition and importance of professional communication in the workplace.
  - Differences between formal and informal communication.
  - The role of communication in career development.
  - Components of communication: sender, message, channel, receiver, feedback, and noise.
- **Communication Process:**
  - The communication cycle and feedback loop.
  - Barriers to effective communication (physical, psychological, and semantic barriers).
  - Overcoming communication barriers.
  - Non-verbal communication: body language, facial expressions, and gestures.

*Unit 2: Written Communication Skills*

- **Business Writing:**
  - Structure and format of professional documents (letters, memos, reports, emails).
  - The importance of clarity, conciseness, and tone in written communication.
  - Writing persuasive and effective business emails.
  - Common writing styles: formal, informal, and semi-formal.
- **Reports and Proposals:**
  - Structure and components of a business report.
  - Writing proposals for projects and business solutions.
  - The importance of research and data in professional writing.
  - Executive summaries and their role in professional documents.

*Unit 3: Oral Communication and Presentation Skills*

- **Public Speaking and Presentations:**
  - The fundamentals of delivering effective presentations.
  - Structure of a presentation: introduction, body, and conclusion.

- Using visual aids and technology in presentations (e.g., PowerPoint, Prezi).
- Managing audience questions and feedback.
- **Speech Delivery:**
  - Vocal techniques: pitch, tone, and pace.
  - Managing stage fright and building confidence.
  - Effective use of gestures and eye contact.
  - Rehearsing and preparing for public speaking engagements.

#### *Unit 4: Interpersonal and Team Communication*

- **Interpersonal Communication:**
  - Understanding interpersonal dynamics in a professional setting.
  - Active listening and empathy in communication.
  - Conflict resolution techniques and negotiation skills.
  - The role of feedback in personal and professional growth.
- **Team Communication:**
  - Effective communication within teams: roles, responsibilities, and group dynamics.
  - Collaborative communication tools and techniques.
  - Managing virtual teams and remote communication.
  - Handling communication challenges in multicultural and diverse teams.

#### *Unit 5: Communication in Professional Settings*

- **Communication in Meetings:**
  - Types of meetings: formal, informal, brainstorming, and decision-making.
  - The role of the chairperson, facilitator, and note-taker in meetings.
  - Preparing an agenda and minutes.
  - Conducting and participating effectively in meetings.
- **Client and Customer Communication:**
  - Building relationships with clients and customers through effective communication.
  - Understanding client needs and expectations.
  - Professional telephone etiquette and virtual meetings.
  - Communication during negotiations and conflict resolution.

#### *Unit 6: Digital Communication and Social Media*

- **Digital Communication Tools:**
  - Using professional digital communication tools (email, messaging apps, video conferencing).
  - Writing professional emails, memos, and instant messages.
  - Understanding the digital etiquette for professional communication.
  - Maintaining professionalism on social media platforms (LinkedIn, Twitter, etc.).
- **Social Media and Online Branding:**
  - Managing your professional online presence and reputation.
  - Building a professional network through social media.
  - Ethical considerations in digital communication.

- Crisis communication in the digital age.

**Suggested Readings:**

1. **Mohan, K.:** *Business Communication: Principles, Methods and Techniques*, Tata McGraw-Hill Education.
2. **Lesikar, R. V., & Flatley, M. E.:** *Basic Business Communication: Skills for Empowering the Internet Generation*, McGraw-Hill.
3. **Bovee, C. L., & Thill, J. V.:** *Business Communication Today*, Pearson Education.
4. **Penrose, J. M., Rasberry, R., & Myers, D.:** *Business Communication: A Handbook for Professionals*, Pearson Education.
5. **Reinsch, N. L., & Shelby, K. H.:** *Business and Professional Communication: A Global Perspective*, Sage Publications.

**Course Outcome:**

Upon completion of this course, students will:

- Develop proficiency in both written and oral business communication.
- Gain the skills needed to manage effective communication in professional environments.
- Be able to create clear and concise reports, proposals, and presentations.
- Understand the dynamics of team communication and interpersonal relationships in the workplace.
- Be equipped to handle communication challenges in the digital world.

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**Note:** Latest editions of textbooks shall be used.

**PERSONALITY DEVELOPMENT**

**Sub. Code:** BS322D

**L – 4, C – 4**

**Objective:**

The objective of the course is to help students understand the key aspects of personality development. The course focuses on improving interpersonal skills, enhancing self-awareness, building confidence, and developing emotional intelligence to succeed in both personal and professional environments.

**CONTENTS:**

*Unit 1: Understanding Personality*

- **Introduction to Personality:**
  - Definition and components of personality.
  - Types of personalities (Introversion vs. Extraversion, Thinking vs. Feeling, etc.).
  - Personality development theories (Freud, Jung, Rogers, etc.).
  - The role of genetics and environment in shaping personality.
- **Self-Assessment:**
  - Methods of assessing one's own personality.
  - Self-reflection and self-awareness exercises.
  - Identifying strengths and areas for improvement.
  - The role of self-esteem and self-image in personality development.

*Unit 2: Building Self-Confidence and Self-Esteem*

- **The Importance of Self-Confidence:**
  - Understanding the relationship between self-esteem and self-confidence.
  - Techniques for improving self-confidence (positive thinking, visualization, setting achievable goals).
  - Overcoming self-doubt and fear of failure.
  - Role of body language in conveying confidence.
- **Building a Positive Self-Image:**
  - Strategies for developing a healthy self-image.
  - The impact of positive and negative self-talk.
  - Understanding the impact of social media on self-esteem and self-image.
  - Cultivating a mindset of success and growth.

*Unit 3: Effective Communication Skills*

- **Verbal Communication:**
  - Principles of effective speaking: clarity, tone, and pace.
  - Public speaking and presentations skills.

- Overcoming stage fright and speaking confidently in public.
- The role of storytelling in communication.
- **Non-Verbal Communication:**
  - Understanding body language, facial expressions, and gestures.
  - Reading and interpreting non-verbal cues in others.
  - The importance of eye contact, posture, and handshakes.
  - Using non-verbal communication to build rapport.
- **Listening Skills:**
  - Active listening and its importance in communication.
  - Techniques for improving listening skills (attentive listening, empathetic listening).
  - Barriers to effective listening and how to overcome them.
  - The role of feedback in communication.

#### *Unit 4: Emotional Intelligence (EQ)*

- **Understanding Emotional Intelligence:**
  - Definition and components of emotional intelligence: self-awareness, self-regulation, motivation, empathy, social skills.
  - The role of emotional intelligence in personal and professional success.
  - Techniques for enhancing emotional intelligence.
  - Managing emotions in challenging situations.
- **Building Empathy and Social Skills:**
  - The importance of empathy in personal and professional relationships.
  - Developing interpersonal skills for building positive relationships.
  - Conflict resolution and negotiation skills.
  - Effective team communication and collaboration.

#### *Unit 5: Time Management and Goal Setting*

- **Time Management Skills:**
  - Understanding the importance of time management in personal and professional life.
  - Techniques for effective time management (prioritization, the Eisenhower Matrix, Pomodoro Technique).
  - Avoiding procrastination and managing distractions.
  - Setting achievable deadlines and sticking to schedules.
- **Goal Setting and Motivation:**
  - The SMART goal-setting framework.
  - Strategies for staying motivated and focused on long-term goals.
  - Overcoming obstacles and setbacks in goal achievement.
  - The role of discipline and persistence in achieving success.

#### *Unit 6: Leadership and Teamwork*

- **Leadership Skills:**
  - Understanding different leadership styles (transformational, transactional, situational, etc.).

- Developing leadership qualities: vision, integrity, decisiveness, and responsibility.
- Leading by example and inspiring others.
- Decision-making and problem-solving in leadership roles.
- **Teamwork and Collaboration:**
  - The importance of teamwork in achieving organizational goals.
  - The role of communication and cooperation in successful teamwork.
  - Managing conflict and differing opinions in a team environment.
  - Building trust and respect within teams.

#### *Unit 7: Personal Grooming and Etiquette*

- **Personal Grooming:**
  - The importance of grooming in creating a positive first impression.
  - Tips for professional attire and appearance in different settings.
  - Hygiene and personal care as aspects of personality development.
  - The impact of grooming on self-confidence and public perception.
- **Etiquette and Manners:**
  - Social and professional etiquette: greetings, introductions, and table manners.
  - Networking etiquette in professional settings.
  - Handling professional and social situations with grace and respect.
  - Digital etiquette in the workplace and on social media.

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#### *Suggested Readings:*

1. **Baron, R. A.:** *Social Psychology: The Science of Everyday Life*, Pearson Education.
2. **Goleman, D.:** *Emotional Intelligence: Why It Can Matter More Than IQ*, Bantam Books.
3. **Covey, S. R.:** *The 7 Habits of Highly Effective People*, Free Press.
4. **Carnegie, D.:** *How to Win Friends and Influence People*, Pocket Books.
5. **Pease, A., & Pease, B.:** *The Definitive Book of Body Language*, Bantam.

#### *Course Outcome:*

Upon completion of this course, students will:

- Gain deeper self-awareness and insight into their own personality traits.
- Develop enhanced communication, emotional intelligence, and leadership skills.
- Learn how to set and achieve personal and professional goals effectively.
- Acquire the tools and strategies to enhance their self-confidence, self-esteem, and overall personality.
- Be able to navigate social and professional settings with poise and etiquette.

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**Note:** Latest editions of textbooks shall be used



## **COST ACCOUNTING**

**Sub. Code: BS323**

**L – 3, T-1, C – 4.**

### **Course Objective:**

The objective of this course is to introduce students to the fundamental principles of cost accounting, focusing on the identification, measurement, and analysis of costs within a business. The course aims to provide students with an understanding of various costing methods, such as job order costing, process costing, and activity-based costing, and their application in decision-making.

### **Unit1:Introduction**

Meaning, objectives and advantages of cost accounting; Difference between cost accounting and financial accounting; Cost concepts and classifications; Elements of cost; Installation of a costing system; Role of a cost accountant in an organisation

### **Unit2:ElementsofCost:MaterialandLabour**

- a. Materials: Material/inventory control techniques. Accounting and control of purchases, storage and issue of materials. Methods of pricing of materials issues — FIFO, LIFO, Simple Average, Weighted Average, Replacement, Standard Cost. Treatment of Material Losses
- b. Labour: Accounting and Control of labour cost. Time keeping and time booking. Concept and treatment of idle time, over time, labour turnover and fringe benefits. Methods of wage payment and the Incentive schemes- Halsey, Rowan, Taylor's Differential piece wage.

### **Unit3:ElementsofCost:Overheads**

Classification, allocation, apportionment and absorption of overheads; Under- and over-absorption; Capacity Levels and Costs; Treatments of certain items in costing like interest on capital, packing expenses, bad debts, research and development expenses; Activity based cost allocation.

### **Unit 4: MethodsofCosting**

Unit costing, Job costing, Contract costing, Process costing (process losses, valuation of work in progress, joint and by-products), Service costing (only transport).

### **Unit5:BookKeepinginCostAccounting**

Integral and non-integral systems; Reconciliation of cost and financial accounts

### **Suggested Reading:**

1. Charles T. Horngren, Srikant M. Datar, Madhav V. Rajan, *Cost Accounting: A Managerial Emphasis*, Pearson Education.
2. Drury, Colin. *Management and Cost Accounting*. Cengage Learning.
3. Nigam, B.M. Lall and I.C. Jain. *Cost Accounting: Principles and Practice*. PHI Learning
4. Rajiv Goel, *Cost Accounting*. International Book House
5. Singh, Surender. *Cost Accounting*, Scholar Tech Press, New Delhi.

6. Jain, S.P. and K.L. Narang. *Cost Accounting: Principles and Methods*. Kalyani Publishers
7. Arora, M.N. *Cost Accounting – Principles and Practice*. Vikas Publishing House, New Delhi.
8. Maheshwari, S.N. and S.N. Mittal. *Cost Accounting: Theory and Problems*. Shri Mahavir Book Depot, New Delhi.
9. Iyengar, S.P. *Cost Accounting*. Sultan Chand & Sons

**Note: Latest edition of text books may be used.**

## **BUSINESS MATHEMATICS**

**Sub. Code: BS324**

**L – 3, T-1, C – 4.**

**Course Objective :**

The objective of this course is to provide students with a solid foundation in the mathematical concepts and techniques essential for solving business-related problems. The course focuses on applying mathematical tools to areas such as financial analysis, accounting, budgeting, and economic decision-making.

**Unit 1: Matrices and Determinants**

- a. Algebra of matrices. Inverse of a matrix, Matrix Operation – Business Application
- b. Solution of system of linear equations (having unique solution and involving not more than three variables) using matrix inversion Method and Cramer's Rule, The Leontief Input Output Model (Open Model Only).

**Unit 2: Calculus I**

- a. Mathematical functions and their types – linear, quadratic, polynomial, exponential,
- b. Logarithmic function Concepts of limit, and continuity of a function
- c. Concept and rules of differentiation, Maxima and Minima involving second or higher order derivatives.
- d. Concept of Marginal Analysis, Concept of Elasticity, Applied Maximum and Minimum Problems including effect of Tax on Monopolist's optimum price and quantity, Economic Order Quantity.

**Unit 3: Calculus II**

- a. Partial Differentiation: Partial derivatives up to second order; Homogeneity of functions and Euler's theorem; Total differentials; Differentiation of implicit functions with the help of total differentials
- b. Maxima and Minima: Cases of two variables involving not more than one constraint including the use of the Lagrangian multiplier.
- c. Integration: Standard forms. Methods of integration – by substitution, by parts, and by use of partial fractions; Definite integration; Finding areas in simple cases
- d. Application of Integration to marginal analysis. Consumer's and Producer's Surplus, Rate of Sales and the Learning Curve

**Unit 4: Mathematics of Finance**

- a. Rates of interest – nominal, effective – and their inter-relationships in different compounding situations.
- b. Compounding and discounting of assuming different types of rates.
- c. Types of annuities, like ordinary, due, deferred, continuous, perpetual, and their future and present values using different types of rates of interest. Depreciation of Assets. (General annuities to be excluded)

**Unit 5: Linear Programming**

- a. Formulation of linear programming problem (LPP). Graphical solution to LPP. Cases of unique and multiple optimal solutions. Unbounded solutions, infeasibility, and redundant constraints.
- b. Solution to LPP using Simplex method – maximization and minimization cases. Shadow prices of the resources. Identification of unique and multiple optimal solutions, unbounded solution, infeasibility and degeneracy.

**Suggested Readings:**

- 1. Mizrahi and Sullivan. *Mathematics for Business and Social Sciences*. Wiley and Sons.
- 2. Budnick, P. *Applied Mathematics*. McGraw Hill Education.

**ELEMENTARY MATHEMATICS**

**Sub. Code:** BS324A

**L – 4, C – 4**

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**Objective:**

The objective of this course is to provide students with fundamental mathematical tools that are essential for solving problems in economics, business, and other fields. The course covers basic concepts of algebra, calculus, and matrices, which are foundational to the understanding of advanced economic and financial models.

**CONTENTS:**

*Unit 1: Algebra and Equations*

- **Basic Algebraic Concepts:**
  - Variables, constants, and coefficients.
  - Operations on real numbers.
  - Laws of exponents and logarithms.
  - Simplification and factorization of algebraic expressions.
  - Polynomial expressions.
- **Linear and Quadratic Equations:**
  - Solving linear equations (one variable, two variables).
  - Applications of linear equations in economics.
  - Solving quadratic equations by factorization, completing the square, and the quadratic formula.
  - Graphing quadratic functions.
- **Simultaneous Equations:**
  - Solving simultaneous linear equations using substitution and elimination methods.
  - Applications of simultaneous equations in economic models.

*Unit 2: Functions and Graphs*

- **Functions and Their Properties:**
  - Definition and types of functions (linear, polynomial, rational, exponential, logarithmic).
  - Domain and range of a function.
  - Graphs of functions (plotting linear, quadratic, and exponential functions).
  - Inverse functions and their properties.
- **Equations of Lines and Curves:**

- Slope-intercept form of a straight line.
- Equation of a line through two points.
- Parabolas, hyperbolas, and other basic curves.
- Applications in economic analysis (e.g., demand and supply curves).

### *Unit 3: Matrix Algebra*

- **Introduction to Matrices:**
  - Definition and types of matrices (row, column, square, diagonal, identity, inverse).
  - Matrix operations (addition, subtraction, multiplication).
  - Determinants and their properties.
  - Inverse of a matrix and solving simultaneous equations using matrices.
- **Applications of Matrices:**
  - Economic applications of matrices (input-output models, Leontief matrix).
  - Matrix applications in solving linear equations and optimization problems.

### *Unit 4: Differentiation and its Applications*

- **Introduction to Differentiation:**
  - Definition of derivative and basic rules of differentiation (sum, product, quotient, chain rules).
  - Derivatives of common functions (power functions, exponential functions, logarithmic functions).
  - Higher order derivatives.
- **Applications of Differentiation:**
  - Marginal analysis in economics (marginal cost, marginal revenue).
  - Optimization problems: finding maxima and minima (first and second derivative tests).
  - Elasticity of demand and its relationship with derivatives.
  - Rate of change and slope of curves in economic contexts.

### *Unit 5: Integration and its Applications*

- **Introduction to Integration:**
  - Basic rules of integration (power rule, substitution rule).
  - Definite and indefinite integrals.
  - Integration of common functions (polynomials, exponential, and logarithmic functions).
- **Applications of Integration:**
  - Consumer surplus and producer surplus.
  - Total revenue and total cost calculations.
  - Area under curves and its economic interpretation.
  - Calculating the area between curves in economic contexts.

### *Unit 6: Probability and Statistics*

- **Basic Probability Theory:**

- Introduction to probability and its rules (addition and multiplication rules).
- Conditional probability and Bayes' Theorem.
- Random variables and probability distributions (discrete and continuous).
- Expected value and variance of random variables.
- **Basic Statistics:**
  - Measures of central tendency (mean, median, mode).
  - Measures of dispersion (variance, standard deviation, range).
  - Correlation and regression analysis.
  - Applications of statistics in economic analysis (e.g., forecasting, trend analysis).

#### *Unit 7: Mathematical Optimization*

- **Optimization Techniques:**
  - Definition of optimization and its importance in economics.
  - Constrained optimization problems and the method of Lagrange multipliers.
  - Applications in economics: profit maximization, cost minimization, and utility maximization.
- **Constrained Optimization:**
  - Solving optimization problems under constraints.
  - First and second order conditions for optimization.
  - Economic applications of optimization (e.g., production functions, cost functions).

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#### *Suggested Readings:*

1. **Simon, C. P., & Blume, L.:** *Mathematics for Economists*, W.W. Norton & Company.
2. **Dowling, E. T.:** *Mathematics for Economics*, Schaum's Outline Series.
3. **Alpha C. Chiang & Kevin Wainwright:** *Fundamental Methods of Mathematical Economics*, McGraw-Hill Education.
4. **Kreyszig, E.:** *Advanced Engineering Mathematics*, Wiley.
5. **Berck, P., & W. A. Schrag:** *Mathematics for Economists*, Routledge.

#### *Course Outcome:*

Upon completion of this course, students will:

- Have a solid understanding of key mathematical concepts required for economic analysis.
- Be able to apply algebraic and calculus-based methods to solve economic problems.
- Understand the use of matrices in economic models and optimization.
- Be proficient in applying probability and statistics to economic data and decision-making.
- Have the skills to solve optimization problems in economics, such as profit maximization and cost minimization.

## STATISTICAL MATHEMATICS

**Sub. Code:** BS324C

**L – 4, C – 4**

### Objective:

The objective of this course is to introduce students to the mathematical techniques used in statistics, emphasizing their application in solving real-world problems. The course will cover probability theory, descriptive statistics, inferential statistics, and statistical methods, with a focus on their practical use in economics, business, and social sciences.

### CONTENTS:

#### *Unit 1: Basic Concepts in Statistics*

- **Introduction to Statistics:**
  - Definition of statistics, types of data: qualitative and quantitative.
  - Levels of measurement: nominal, ordinal, interval, and ratio.
  - Collection, presentation, and organization of data.
  - Frequency distribution and graphical representations: histograms, bar charts, pie charts, and cumulative frequency curves.
- **Measures of Central Tendency:**
  - Mean, median, and mode: definition, calculation, and interpretation.
  - Properties and application of measures of central tendency.
  - Weighted mean and its applications.

#### *Unit 2: Measures of Dispersion and Skewness*

- **Measures of Dispersion:**
  - Range, variance, standard deviation, and coefficient of variation.
  - Interpretation of dispersion and its economic significance.
  - Relationship between mean and standard deviation in normal distribution.
- **Skewness and Kurtosis:**
  - Definition and measurement of skewness and kurtosis.
  - Interpretation of skewness: positive, negative, and zero skew.
  - Role of kurtosis in understanding the shape of the data distribution.

#### *Unit 3: Probability Theory*

- **Introduction to Probability:**
  - Basic concepts: sample space, events, and probability.
  - Laws of probability: addition, multiplication, and conditional probability.
  - Theorems of probability: Bayes' Theorem, total probability.
- **Random Variables and Probability Distributions:**

- Definition of random variables: discrete and continuous.
- Probability mass function (PMF) and probability density function (PDF).
- Expected value, variance, and standard deviation of random variables.
- **Important Probability Distributions:**
  - Binomial distribution: properties, applications, and examples.
  - Normal distribution: properties, standard normal distribution, and Z-scores.
  - Poisson distribution: application in modeling rare events.

#### *Unit 4: Sampling and Estimation*

- **Sampling Techniques:**
  - Types of sampling: random, stratified, systematic, and cluster sampling.
  - Sampling distribution and the central limit theorem (CLT).
  - Standard error of the mean and its significance.
- **Point Estimation and Interval Estimation:**
  - Definition of estimators and properties (unbiasedness, consistency, efficiency).
  - Confidence intervals for population parameters (mean, proportion).
  - Sample size determination for estimation.

#### *Unit 5: Hypothesis Testing*

- **Introduction to Hypothesis Testing:**
  - Formulation of null and alternative hypotheses.
  - Type I and Type II errors, significance level (alpha), and p-value.
  - One-tailed and two-tailed tests.
- **Tests for Population Mean and Proportion:**
  - Z-test and t-test for population mean.
  - Test for population proportion.
  - Chi-square tests for goodness of fit and independence.
- **Analysis of Variance (ANOVA):**
  - One-way ANOVA and its application in comparing multiple means.
  - F-distribution and its properties.
  - Assumptions of ANOVA and interpretation of results.

#### *Unit 6: Regression and Correlation*

- **Simple Linear Regression:**
  - Model of simple linear regression: assumptions, estimation, and interpretation.
  - Least squares method and its application in fitting a line.
  - Coefficient of determination (R-squared) and its significance.
- **Multiple Linear Regression:**
  - Model of multiple linear regression: assumptions, estimation, and interpretation.
  - Multicollinearity, heteroscedasticity, and model diagnostics.
- **Correlation Analysis:**
  - Definition and types of correlation: Pearson, Spearman, and Kendall's rank correlation.
  - Calculation and interpretation of correlation coefficient.



*Unit 7: Time Series Analysis and Forecasting*

- **Introduction to Time Series Data:**
  - Components of time series: trend, seasonal variation, cyclical variation, and irregular variation.
  - Methods for trend analysis: moving averages and exponential smoothing.
- **Time Series Forecasting:**
  - Forecasting methods: Naïve approach, ARIMA model, and seasonal adjustments.
  - Applications of time series forecasting in economics and business.

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**Suggested Readings:**

1. **Anderson, D. R., Sweeney, D. J., & Williams, T. A.:** *Statistics for Business and Economics*, Cengage Learning.
2. **Gujarati, D. N. & Porter, D. C.:** *Basic Econometrics*, McGraw-Hill Education.
3. **Keller, G.:** *Statistics for Management and Economics*, Cengage Learning.
4. **Mendenhall, W., Beaver, R. J., & Beaver, B. M.:** *Introduction to Probability and Statistics*, Cengage Learning.
5. **Walpole, R. E., Myers, R. H., & Myers, S. L.:** *Probability and Statistics for Engineers and Scientists*, Pearson.

**Course Outcome:**

Upon completion of this course, students will:

- Understand the fundamental concepts of statistical mathematics, including probability, sampling, estimation, and hypothesis testing.
- Be able to apply statistical methods to analyze economic and business data.
- Have a solid foundation in regression, correlation analysis, and time series forecasting.
- Be equipped to interpret statistical results and make informed decisions based on data analysis.

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**Note:** Latest editions of textbooks shall be used.

## **ORGANISATIONAL BEHAVIOUR**

**Sub. Code: BS325**

**L – 4, C – 4.**

### **Course Objective:**

The objective of this course is to provide students with a comprehensive understanding of the behaviors, dynamics, and interactions within organizations. The course focuses on how individual, group, and organizational factors influence workplace performance, communication, motivation, leadership, and decision-making.

### **Course Contents:**

#### **Unit 1**

Conceptual Foundations and Importance of organisation Behaviour, Management Challenges, A Paradigm Shift, Individual Behaviour at Work, Perception and Attribution: Concept, Nature, Process, Attitude: Components, functions and changing attitudes; Personality: Concept, Types and Theories of Personality: Learning: Concept and Theories of Learning, reinforcement, Right and Left brain concept, Emotional Intelligence.

#### **Unit II**

Motivation: Concepts and their application, Need (Maslow and Herzberg), Content & Process theories, Expectancy theory, Equity theory, goal Setting theory, Empowerment and economic incentives as motivational tools.

#### **Unit III**

Leadership: Leaders and Leadership Process: Traits, Behaviours, and situations theories, Blake & Mouton's: Managerial grid, Hersey & Blanchard's' situational Leadership Model, Likert's 4 system model, Fiedler's Leadership contingency theory, House's Path-goal theory, Contemporary Leadership issues: Charismatic, Transformational Leadership, Substitutes and Neutralizers for Leadership.

#### **Unit IV**

Group Dynamics: Definition, Stages of Group Development, Group Cohesiveness, Formal and Informal Groups, Group Processes and Decision Making, Dysfunctional Groups, Importance of team work in organisations, developing team leadership skills, Analysis of Interpersonal Relationship: Transactional Analysis, Johari Window.

#### **Unit V**

Organisational Change: Concept, Nature, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change. Conflict: Concept, Sources, Types, Stages of conflict, Management of conflict.

**Readings:**

1. Robbins Stephen P.: *Organisational Behaviour*, Pearson Education, 12th Edition
2. Luthans Fred : *Organisational Behaviour*, Tata McGraw Hill
3. Davis, Keith: *Human Behaviour at Works*, Tata McGraw Hill, New Delhi.
4. Hersey Paul, Blanchard, Kenneth H and Johnson Dewey E.: *Management of Organisational Behaviour: Leading Human Resources*, Pearson Education, 8th Edition

**Supplementary Readings:**

1. Newstrom John W.: *Organisational Behaviour*, Tata McGraw Hill, 12th Edition
2. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - *Organisational Behaviour*; Tata McGraw Hill, 3rd Edition

## **MACRO ECONOMICS**

**Sub. Code: BS331**

**L – 5, C – 5.**

### **Course Objective :**

The objective of this course is to provide students with a comprehensive understanding of the key principles and concepts of macroeconomics and their impact on national and global economies. The course focuses on how aggregate economic factors, such as GDP, unemployment, inflation, fiscal policy, and monetary policy, influence economic growth, stability, and public welfare.

### **Unit1:Introduction**

Concepts and variables of macroeconomics, income, expenditure and the circular flow, components of expenditure. Static macroeconomic analysis short and the long run – determination of supply, determination of demand, and conditions of equilibrium

### **Unit2:Economyintheshortrun**

IS–LM framework, fiscal and monetary policy, determination of aggregate demand, shifts in aggregate demand, aggregate supply in the short and long run, and aggregate demand- aggregate supply analysis.

### **Unit3:Inflation,UnemploymentandLabormarket**

Inflation: Causes of rising and falling inflation, inflation and interest rates, social costs of inflation;Unemployment–naturalrateofunemployment,frictionalandwaitunemployment. Labourmarketanditsinteractionwithproductionsystem;Phillipscurve,thetrade-offbetween inflationandunemployment,sacrificeratio,roleofexpectationsadaptiveandrational

### **Unit4:Openeconomy**

Openeconomy–flowsofgoodsandcapital,savingandinvestmentinasmallandalargeopen economy, exchange rates, Mundell – Fleming model with fixed and flexible prices in a small openeconomywithfixedandwithflexibleexchangerates,interest-ratedifferentialscaseofa largeeconomy.

### **Unit5:**

BehavioralFoundations-Investment–determinantsofbusinessfixedinvestment, effect to tax, determinants of residential investment and inventory investment. Demand for Money – Portfolioandtransactionstheoriesofdemandforrealbalances,interestandincomeelasticities ofdemandforrealbalances.Supplyofmoney

### **Suggested Readings**

1. Mankiw,N.Gregory.*PrinciplesofMacroeconomics*.CengageLearning
2. Froyen, *Macroeconomics*
3. RobertJ. Gordon,*Macroeconomics*,PearsonEducation

4. Branson, William H. *Macroeconomic Theory and Policy*. HarperCollins India Pvt. Ltd.
5. Rudiger Dornbusch, Stanley Fischer, and Richard Startz, *Macroeconomics*. McGraw Hill Education
6. Oliver J. Blanchard, *Macroeconomics*, Pearson Education
7. G.S. Gupta, *Macroeconomics: Theory and Applications*, McGraw-Hill Education
8. Shapiro, *Macroeconomic Analysis*,
9. Paul A Samuelson, William D Nordhaus, and Sudip Chaudhuri, *Macroeconomic*, McGraw Hill

## **CORPORATE LAW**

**Sub. Code: BS332**

**L – 5, C – 5**

**Course Objective :**

The objective of this course is to provide students with a comprehensive understanding of the legal framework governing corporate entities and business operations. The course focuses on the formation, structure, and management of corporations, as well as the rights and responsibilities of directors, shareholders, and other stakeholders.

**UNIT1:Introduction**

Administration of Company Law [including National Company Law Tribunal (NCLT), National Company Law Appellate Tribunal (NCLAT), Special Courts]; Characteristics of a company; lifting of corporate veil; types of companies including one person company, small company, and dormant company; association not for profit; illegal association; formation of company, on-line filing of documents, promoters, their legal position, pre-incorporation contract; on-line registration of a company.

**UNIT2:Documents**

Memorandum of association, Articles of association, Doctrine of constructive notice and indoor management, prospectus-shelf and red herring prospectus, misstatement in prospectus, GDR; book-building; issue, allotment and forfeiture of share, transmission of shares, buyback and provisions regarding buyback; issue of bonus shares.

**UNIT3:Management**

Classification of directors, women directors, independent director, small shareholder's director; disqualifications, director identity number (DIN); appointment; Legal positions, powers and duties; removal of directors; Key managerial personnel, managing director, manager; Meetings: Meetings of shareholders and board of directors; Types of meetings, Convening and conduct of meetings, Requisites of a valid meeting, postal ballot, meeting through video conferencing, e-voting. Committees of Board of Directors-Audit Committee, Nomination and Remuneration Committee, Stakeholders Relationship Committee, Corporate Social Responsibility Committee

**UNIT4:**

**Dividends, Accounts, Audit:** Provisions relating to payment of Dividend, Provisions relating to Books of Account, Provisions relating to Audit, Auditors' Appointment, Rotation of Auditors, Auditors' Report, Secretarial Audit.

**Winding Up:** Concept and modes of Winding Up.

**Insider Trading, Whistle Blowing:** Insider Trading; meaning & legal provisions; Whistle-blowing: Concept and Mechanism.

**UNIT 5:DepositoriesLaw**

The Depositories Act 1996 – Definitions; rights and obligations of depositories; participants issuers and beneficial owners; inquiry and inspections, penalty.

**Suggested Readings:**

1. MCKuchhal, \_\_\_\_\_ and  
VivekKuchhal, *Modern Indian Company Law*, Shri Mahavir Book Depot (Publishers), Delhi.
2. GK Kapoor and Sanjay Dhamija, *Company Law*, Bharat Law House, Delhi.

## COMPETITION LAW

**Sub. Code:** BS322A

**L – 4, C – 4**

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### Objective:

The objective of this course is to familiarize students with the key concepts of competition law, covering legal frameworks, market dynamics, antitrust laws, and their application in promoting fair competition and protecting consumers. The course will also explore the role of competition law in regulating monopolistic practices, cartels, and mergers and acquisitions.

### CONTENTS:

#### *Unit 1: Introduction to Competition Law*

- **Concepts of Competition:**
  - Definition of competition and competitive markets.
  - The importance of competition in a market economy.
  - Economic efficiency, consumer welfare, and the role of competition.
  - Overview of competition law and its objectives: promoting competition and regulating anti-competitive practices.
- **Historical Development of Competition Law:**
  - Evolution of competition law in different jurisdictions (United States, European Union, India, etc.).
  - Key milestones and international conventions in competition law.
  - The role of international organizations: WTO, UNCTAD, OECD.
- **Objectives of Competition Law:**
  - Preventing anti-competitive agreements, abuse of dominant positions, and anti-competitive mergers.
  - Enhancing consumer welfare and fostering economic growth.
  - Regulatory frameworks and enforcement mechanisms.

#### *Unit 2: Anti-Competitive Agreements*

- **Types of Anti-Competitive Agreements:**
    - Horizontal agreements (e.g., cartels, price-fixing).
    - Vertical agreements (e.g., resale price maintenance, territorial restrictions).
    - Tacit collusion vs. explicit collusion.
    - Agreements that restrict competition (cartels, market-sharing agreements, price-fixing, etc.).
  - **Competition Law and Cartels:**
    - Definition of cartels and their harmful effects on markets and consumers.
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- Legal frameworks for cartel prohibition.
- Leniency programs and whistleblower policies.
- Case studies of notable cartel investigations.
- **Exemptions to Anti-Competitive Agreements:**
  - Legal exemptions under competition law (e.g., joint ventures, standardization agreements, etc.).
  - Rule of reason and per se violations in antitrust law.

### *Unit 3: Abuse of Dominant Position*

- **Concept of Dominance:**
  - Definition of market dominance and the factors determining dominance.
  - Market share thresholds and their implications.
  - Abuse of market power and its impact on competition.
- **Forms of Abuse of Dominant Position:**
  - Predatory pricing, price discrimination, refusal to supply, tying and bundling.
  - Abuse through exclusionary practices, excessive pricing, and other exploitative practices.
- **Regulation of Abuse of Dominance:**
  - Legal standards for identifying abusive behavior.
  - Case studies of abuse of dominant position.
  - Enforcement and penalties for abuse.

### *Unit 4: Mergers and Acquisitions*

- **Merger Control under Competition Law:**
  - Definition and significance of mergers and acquisitions.
  - Types of mergers: horizontal, vertical, and conglomerate mergers.
  - Economic analysis of mergers and their impact on competition.
- **Merger Review Process:**
  - Merger notification and review process in different jurisdictions.
  - Antitrust issues in mergers: market concentration, anti-competitive effects, and efficiencies.
  - Regulatory bodies and their role in merger control (e.g., the European Commission, US Federal Trade Commission, Competition Commission of India).
- **Case Studies of Mergers and Acquisitions:**
  - High-profile cases in antitrust law (e.g., Google/DoubleClick, Facebook/WhatsApp).
  - Economic and legal analysis of merger cases.

### *Unit 5: Competition Law in India*

- **The Competition Act, 2002:**
  - Key provisions and objectives of the Indian Competition Act.
  - Regulatory bodies: Competition Commission of India (CCI) and its role.
  - Framework for preventing anti-competitive practices, abuse of dominance, and regulating mergers and acquisitions.



- **Anti-Competitive Agreements under Indian Law:**
  - Legal provisions regarding cartels and anti-competitive agreements in India.
  - Significant cases handled by the Competition Commission of India (CCI).
  - Policy and enforcement challenges in the Indian context.
- **Regulation of Mergers and Acquisitions in India:**
  - Guidelines and thresholds for merger control in India.
  - Case studies of mergers reviewed by the CCI.
  - Examination of market impact and anti-competitive concerns in Indian merger cases.

*Unit 6: International Competition Law and Policy*

- **Global Overview of Competition Laws:**
  - Key competition law frameworks around the world: US (Sherman Act, Clayton Act), EU (EU competition law), and others.
  - International coordination and cooperation in enforcing competition laws.
- **International Cartels and Cross-Border Enforcement:**
  - Legal challenges in cross-border cartel enforcement.
  - International cartel cases and cooperation between competition authorities.
  - OECD, UNCTAD, and other international bodies in the regulation of competition.
- **Global Trends in Competition Policy:**
  - Emerging issues in global competition law: digital markets, big data, and platform monopolies.
  - New challenges in regulating technology giants (e.g., Google, Amazon, Facebook).

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*Suggested Readings:*

1. **Whish, R., & Bailey, D.:** *Competition Law*, Oxford University Press.
2. **Lowe, P., & Rainer, B.:** *Competition Law: A Guide to the Merger Control Regulation*, Bloomsbury Professional.
3. **Katz, M. L., & Shapiro, C.:** *Antitrust and Competition Policy*, MIT Press.
4. **Bellamy, C.:** *Bellamy & Child: European Union Law of Competition*, Oxford University Press.
5. **Trebilcock, M. J., & Howse, R.:** *The Regulation of International Trade*, Routledge.

*Course Outcome:*

Upon completion of this course, students will:

- Understand the principles and frameworks of competition law.
  - Be able to analyze and assess anti-competitive behavior, abuse of dominance, and merger control.
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## IT LAW

**Sub. Code:** BS332

**L – 4, C – 4**

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### Objective:

The objective of this course is to provide students with an understanding of the legal aspects related to Information Technology. This includes intellectual property, data protection, cybercrimes, e-commerce, and legal regulations governing online transactions. The course also aims to acquaint students with emerging issues in the digital economy, such as blockchain and artificial intelligence, and how these technologies interact with legal frameworks.

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### CONTENTS:

#### *Unit 1: Introduction to IT Law*

- **Overview of IT Law:**
    - Definition and scope of Information Technology law.
    - Role of IT law in the digital age and its importance in regulating online and offline business transactions.
    - Relationship between technology and law: Challenges in regulating fast-evolving technologies.
  - **Constitutional and Legal Framework for IT:**
    - Basic principles of IT law and its legal foundations.
    - National and international regulatory bodies overseeing IT law.
    - Overview of key international treaties and conventions on IT governance (e.g., Convention on Cybercrime, WTO and TRIPS Agreement).
  - **E-Governance and Legal Frameworks:**
    - Role of e-governance in modern democracies.
    - Legal frameworks supporting e-governance: E-Signatures, digital contracts, and public records in the digital domain.
    - Key acts and policies shaping e-governance, such as the National E-Governance Plan (NEGP) and Digital India initiative.
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#### *Unit 2: Intellectual Property (IP) in the Digital Age*

- **Overview of Intellectual Property:**
    - Introduction to IP law: Copyright, Trademark, Patent, and Trade Secrets.
    - The impact of the digital environment on IP rights and protection.
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- Importance of protecting digital content and online creations.
- **Copyright and Digital Content:**
  - Copyright law and digital content: Software, databases, and online works.
  - Fair use, licenses, and Digital Rights Management (DRM).
  - Enforcement of copyright in the digital age and the role of Internet Service Providers (ISPs).
- **Patents and Software:**
  - Patentability of software, algorithms, and digital inventions.
  - The patenting process and issues related to software patents.
  - Patent infringement in the digital space and litigation.
- **Trademark and Domain Names:**
  - Trademark law and its relevance in cyberspace.
  - Domain names as trademarks and disputes (e.g., cybersquatting).
  - ICANN and the regulation of domain names.

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### *Unit 3: Cybercrimes and Legal Issues*

- **Overview of Cybercrimes:**
  - Definition and types of cybercrimes: Hacking, identity theft, phishing, cyberstalking, and online fraud.
  - Cybercrime legislation in different jurisdictions (e.g., Cybercrime laws in India, the US, and the EU).
  - Key issues in enforcement: Challenges in jurisdiction and international cooperation in tackling cybercrime.
- **Cybercrime Investigation and Law Enforcement:**
  - Role of law enforcement agencies in investigating cybercrimes.
  - Tools and technologies used for cybercrime investigation.
  - Challenges of digital forensics and evidence gathering.
- **Laws Relating to Data Protection:**
  - Introduction to data protection laws: The right to privacy, data security, and encryption.
  - Key legislations: The Personal Data Protection Bill (India), GDPR (Europe), and CCPA (California).
  - Role of organizations in data protection, including obligations and penalties.

### *Unit 4: E-Commerce and Digital Transactions*

- **Legal Framework for E-Commerce:**
  - Regulatory frameworks governing e-commerce transactions.
  - Electronic contracts, digital signatures, and their legal validity.
  - Consumer protection in e-commerce transactions.
  - E-commerce dispute resolution: Mediation, arbitration, and online dispute resolution (ODR).
- **Cybersecurity and Legal Issues in E-Commerce:**
  - Cybersecurity challenges in e-commerce: Protecting transactions and customer data.
  - Legal obligations of businesses to protect consumer information.

- Cybersecurity laws and regulations (e.g., NIST Cybersecurity Framework, IT Act 2000 in India).
- **Consumer Protection in the Digital Age:**
  - Consumer rights in online transactions.
  - E-commerce platforms and their role in protecting consumers.
  - Role of consumer protection laws in regulating digital transactions (e.g., the Consumer Protection (E-commerce) Rules 2020 in India).

#### *Unit 5: The Digital Economy and Emerging Technologies*

- **Blockchain and Legal Implications:**
  - Overview of blockchain technology and its applications in business and law.
  - Legal challenges in the use of blockchain: Smart contracts, cryptocurrencies, and decentralized applications (dApps).
  - Regulatory issues around cryptocurrencies and Initial Coin Offerings (ICOs).
- **Artificial Intelligence (AI) and Law:**
  - Impact of AI on legal frameworks: Ethical issues, liability, and accountability.
  - AI in law enforcement: Surveillance, profiling, and predictive policing.
  - Legal regulations concerning AI technologies and autonomous systems.
- **Privacy and Ethical Issues in the Digital Economy:**
  - Privacy concerns in the digital economy: Data collection, profiling, and surveillance.
  - The concept of "digital rights" and ethical implications of technology use.
  - Ethical considerations in AI, data usage, and cybersecurity.

#### *Suggested Readings:*

1. **Brettel, M., & Spengler, T.:** *Cyber Law: The Law of the Internet and Information Technology*, Springer.
2. **Sigh, P., & Chauhan, V.:** *Cyber Laws and IT Protection in India*, University Press.
3. **Taylor, L., & Gannon, M.:** *Information Technology and the Law*, Routledge.
4. **Bada, A., & Dlamini, S.:** *The Law of Cyberspace*, Oxford University Press.
5. **Rouse, M., & Cooper, A.:** *E-Commerce and the Law*, Cengage Learning

#### *Course Outcome:*

Upon completion of this course, students will:

- Understand the fundamental principles of IT law and its application in digital transactions, intellectual property, and cybersecurity.
- Be equipped to analyze and assess legal challenges posed by emerging technologies such as blockchain and artificial intelligence.
- Gain practical knowledge of the regulation of e-commerce, digital contracts, and data protection.
- Develop the ability to apply IT law to real-world situations and contribute to policy discussions on digital governance.

## HUMAN RESOURCE MANAGEMENT

Sub. Code: BS333

L – 5, C – 5.

### Course Objective :

The objective of this course is to provide students with a comprehensive understanding of the principles, strategies, and practices involved in managing human resources within an organization. The course focuses on key HR functions such as recruitment, selection, training and development, performance management, compensation and benefits, and employee relations.

### Unit1:Introduction

Human Resource Management: Concept and Functions, Role, Status and competencies of HR Manager, HR Policies, Evolution of HRM, HRM vs HRD. Emerging Challenges of Human Resource Management; Workforce diversity; Empowerment; Downsizing; VRS; Human Resource Information System

### Unit2:AcquisitionofHumanResource

Human Resource Planning- Quantitative and Qualitative dimensions; job analysis – job description and job specification; Recruitment – Concept and sources; Selection – Concept and process; test and interview; placement and induction

### Unit3:TrainingandDevelopment

Concept and Importance; Identifying Training and Development Needs; Designing Training Programme; Role-Specific and Competency-Based Training; Evaluating Training Effectiveness; Training Process Outsourcing; Management Development; Career Development.

### Unit 4:PerformanceAppraisal

Nature, objectives and importance; Modern techniques of performance appraisal; potential appraisal and employee counseling; job changes - transfers and promotions; Compensation: concept and policies; job evaluation; methods of wage payments and incentive plans; fringe benefits; performance linked compensation.

### Unit5:Maintenance

Employee health and safety; employee welfare; social security; Employer-Employee relations - an overview; grievance handling and redressal; Industrial Disputes: causes and settlement machinery

### Suggested Readings:

1. Gary Dessler. *A Framework for Human Resource Management*. Pearson Education.
2. DeCenzo, D.A. and S.P. Robbins, *Personnel/Human Resource Management*, Pearson Education.
3. Bohlendar and Snell, *Principles of Human Resource Management*, Cengage Learning
4. Ivancevich, John M. *Human Resource Management*. McGraw Hill.
5. Wreather and Davis. *Human Resource Management*. Pearson Education.
6. Robert L. Mathis and John H. Jackson. *Human Resource Management*. Cengage Learning.
7. TN Chhabra, *Human Resource Management*, Dhanpat Rai & Co., Delhi

## **COMPUTER APPLICATIONS IN BUSINESS**

**Sub. Code: BS334**

**L – 4, P-2, C – 5,**

**Objectives:** To provide computer skills and knowledge for commerce students and to enhance the student understanding of usefulness of information technology tools for business operations.

### **Unit 1: Computer System:**

Hardware: input devices, output devices, and peripheral devices. Software: system software, operating system - Windows, application software, antivirus, computer networks. Internet applications.

### **Unit 2: Word Processing**

Introduction to word Processing, Word processing concepts, Use of Templates, Working with word document: Editing text, Find and replace text, Formatting, spell check, Autocorrect, Autotext; Bullets and numbering, Tabs, Paragraph Formatting, Indent, Page Formatting, Header and footer, Tables: Inserting, filling and formatting a table; Inserting Pictures and Video; Mail Merge: including linking with Database; Printing documents

**Creating Business Documents using the above facilities**

### **Unit 3: Preparing Presentations**

Basics of presentations: Slides, Fonts, Drawing, Editing; Inserting: Tables, Images, texts, Symbols, Media; Design; Transition; Animation; and Slideshow.

**Creating Business Presentations using above facilities**

### **Unit 4: Spreadsheet and its Business Applications**

**Spreadsheet concepts,** Managing worksheets; Formatting, Entering data, Editing, and Printing a worksheet; Handling operators in formula, Project involving multiple spreadsheets, Organizing Charts and graphs

**Generally used Spreadsheet functions:** Mathematical, Statistical, Financial, Logical, Date and Time, Lookup and reference, Database, and Text functions

### **Unit 5: Creating Business Spreadsheet**

**Creating spreadsheet in the area of:** Loan and Lease statement; Ratio Analysis; Payroll statements; Capital Budgeting; Depreciation Accounting; Graphical representation of data; Frequency distribution and its statistical parameters; Correlation and Regression

### **Suggested Readings:**

1. "The Digital Transformation Playbook: Rethink Your Business for the Digital Age" by David L. Rogers
2. "Information Systems for Managers: Text and Cases" by G. C. C. K. P. K. and D. S. H.

## **INCOME TAX LAW AND PRACTICE**

**Sub. Code: BS335**

**L – 4, T-1, C – 5.**

### **Course Objective :**

The objective of this course is to provide students with a comprehensive understanding of the principles, provisions, and practical applications of income tax law. The course focuses on how income tax laws affect individuals, businesses, and organizations, with an emphasis on the computation of taxable income, tax deductions, exemptions, and the filing of tax returns. Students will explore key topics such as the scope of income, tax rates, tax planning strategies, and the role of tax authorities.

### **Unit1:Introduction**

**Basic concepts:** Income, agricultural income, person, assessee, assessment year, previous year, gross total income, total income, maximum marginal rate of tax; Permanent Account Number (PAN)**Residential status;** Scope of total income on the basis of residential status  
Exempted income under section 10

### **Unit2:ComputationofIncomeunderdifferentheads-1**

Income from Salaries; Income from house property

### **Unit3:ComputationofIncomeunderdifferentheads-2**

Profits and gains of business or profession; Capital gains; Income from other sources

### **Unit4:ComputationofTotalIncomeandTaxLiability**

Income of other persons included in assessee's total income; Aggregation of income and set-off and carry forward of losses; Deductions from gross total income; Rebates and reliefs. Computation of total income of individuals and firms; Tax liability of an individual and a firm; five leading cases decided by the Supreme Court

### **Unit5:PreparationofReturnofIncome**

Filing of returns: Manually, On-line filing of Returns of Income & TDS; Provision & Procedures of Compulsory On-Line filing of returns for specified assesses.

### **Note:**

1. There shall be a practical examination of 20 Marks on E-filing of Income Tax Returns using a software utility tool. The student is required to fill appropriate Form and generate the XML file.
2. There shall be 4 Credit Hrs. for Lectures + one Credit hr. (Two Practical Periods per week per batch) for Practical Lab + one credit Hr for Tutorials (per group)
3. Latest edition of textbooks and Software may be used.

### **Suggested readings:**

1. Singhania, Vinod K. and Monica Singhania. *Students' Guide to Income Tax*, University Edition. Taxman Publications Pvt. Ltd., New Delhi.
2. Ahuja, Girish and Ravi Gupta. *Systematic Approach to Income Tax*. Bharat Law House, Delhi.

### **Journals**

1. IncomeTaxReports.CompanyLawInstituteofIndiaPvt.Ltd.,Chennai.
2. Taxman.TaxmanAlliedServicesPvt.Ltd.,New Delhi.
3. CurrentTaxReporter.CurrentTaxReporter,Jodhpur.

**Software**

1. VinodKumarSinghanian,e-filingofIncomeTaxReturnsandComputationofTax,  
TaxmanPublicationPvt.Ltd,NewDelhi.Latestversion
2. 'ExcelUtility'availableatincometaxindiaefiling.gov.in



## BUSINESS STATISTICS

**Sub. Code: BS341**

**L – 4, T-1, C – 5.**

### **Course Objective:**

The objective of this course is to provide students with a comprehensive understanding of statistical methods and techniques used in business decision-making. The course focuses on how to collect, analyze, interpret, and present data to make informed decisions in various business contexts.

### **Unit1:StatisticalDataandDescriptiveStatistics**

- a. Nature and Classification of data: univariate, bivariate and multivariate data; time-series and cross-sectional data
- b. Measures of Central Tendency
  - i. Mathematical averages including arithmetic mean, geometric mean and harmonic mean. Properties and applications.
  - ii. Positional Averages  
Mode and Median (and other partition values including quartiles, deciles, and percentiles) (including graphic determination)
- c. Measures of Variation: absolute and relative.  
Range, quartile deviation, mean deviation, standard deviation, and their coefficients, Properties of standard deviation/variance
- d. Skewness: Meaning, Measurement using Karl Pearson and Bowley's measures; Concept of Kurtosis

### **Unit2:ProbabilityandProbabilityDistributions**

- a. Theory of Probability. Approaches to the calculation of probability; Calculation of event probabilities. Addition and multiplication laws of probability (Proof not required); Conditional probability and Bayes' Theorem (Proof not required)
- b. Expectation and variance of a random variable
- c. Probability distributions:
  - i. Binomial distribution: Probability distribution function, Constants, Shape, Fitting of binomial distribution
  - ii. Poisson distribution: Probability function, (including Poisson approximation to binomial distribution), Constants, Fitting of Poisson distribution
  - iii. Normal distribution: Probability distribution function, Properties of normal curve, Calculation of probabilities

### **Unit3:SimpleCorrelationandRegressionAnalysis**

- a. **Correlation Analysis:** Meaning of Correlation: simple, multiple and partial; linear and non-linear, Correlation and Causation, Scatter diagram, Pearson's co-efficient of correlation; calculation and properties (Proof not required). Correlation and Probable error; Rank Correlation
- b. **Regression Analysis:** Principle of least squares and regression lines, Regression equations and estimation; Properties of regression coefficients; Relationship between Correlation and Regression coefficients; Standard Error of Estimate and its use in interpreting the results.

### **Unit 4:IndexNumbers**

Meaning and uses of index numbers; Construction of index numbers: fixed and chain base: univariate and composite. Aggregative and average of relatives – simple and weighted

Tests of adequacy of index numbers, Base shifting, splicing and deflating. Problems in the construction of index numbers; Construction of consumer price indices: Important share price indices, including BSE SENSEX and NSE NIFTY

#### **Unit 5: TimeSeriesAnalysis**

Components of time series; Additive and multiplicative models; Trend analysis: Fitting of trend line using principle of least squares—linear, second degree parabola and exponential. Conversion of annual linear trend equation to quarterly/monthly basis and vice-versa; Moving averages; Seasonal variations: Calculation of Seasonal Indices using Simple averages, Ratio-to-trend, and Ratio-to-moving averages methods. Uses of Seasonal Indices

#### **Note:**

1. Latest edition of textbooks may be used.

#### **Suggested Readings:**

1. Levin, Richard, David S. Rubin, Sanjay Rastogi, and H M Siddiqui. *Statistics for Management*. 7th ed, Pearson Education.
2. David M. Levine, Mark L. Berenson, Timothy C. Krehbiel, P. K. Viswanathan, *Business Statistics: A First Course*, Pearson Education.
3. Siegel Andrew F. *Practical Business Statistics*. McGraw Hill Education.
4. Vohra N. D., *Business Statistics*, McGraw Hill Education.
5. Murray R Spiegel, Larry J. Stephens, Narinder Kumar. *Statistics (Schaum's Outline Series)*, McGraw Hill Education.
6. Gupta, S. C. *Fundamentals of Statistics*. Himalaya Publishing House.
7. Anderson, Sweeney, and Williams, *Statistics for Students of Economics and Business*, Cengage Learning.

## PRINCIPLES OF MARKETING

Sub. Code: BS342

L – 5, C – 5.

**Objective:** The objective of this course is to provide basic knowledge of concepts, principles, tools and techniques of marketing.

**Contents:**

**Unit1:Introduction:**

Nature, scope and importance of marketing; Evolution of marketing; selling vs marketing; Marketing mix, Marketing environment: concept, importance, and components (Economic, Demographic, Technological, Natural, Socio-Cultural and Legal).

**Unit2:**

**a. Consumer Behaviour:** Nature and Importance, Consumer buying decision process; Factors influencing consumer buying behaviour.

**b. Market segmentation:** concept, importance and bases; Target market selection; Positioning concept, importance and bases; Product differentiation vs. market segmentation.

**Unit3:Product:**

Concept and importance, Product classifications; Concept of product mix; Branding, packaging and labeling; Product-Support Services; Product life-cycle; New Product Development Process; Consumer adoption process.

**Unit4:**

**a. Pricing:** Significance. Factors affecting price of a product. Pricing policies and strategies.

**b. Distribution Channels and Physical Distribution:** Channels of distribution - meaning and importance; Types of distribution channels; Functions of middleman; Factors affecting choice of distribution channel; Wholesaling and retailing; Types of Retailers; e-tailing, Physical Distribution.

**Unit5:**

**a. Promotion:** Nature and importance of promotion; Communication process; Types of promotion: advertising, personal selling, public relations & sales promotion, and their distinctive characteristics; Promotion mix and factors affecting promotion mix decisions;

**b. Recent developments in marketing:** Social Marketing, online marketing, direct marketing, services marketing, green marketing, Rural marketing; Consumerism

**Suggested Readings:**

1. Kotler, Philip, Gary Armstrong, Prafulla Agnihotri. *Principles of Marketing*. 17th edition. Pearson Education.
2. Michael, J. Etzel, Bruce J. Walker, William J Stanton and Ajay Pandit. *Marketing: Concepts and Cases*. (Special Indian Edition)., McGraw Hill Education
3. William D. Perreault, and McCarthy, E. Jerome. *Basic Marketing*. Pearson Education.
4. Majaro, Simon. *The Essence of Marketing*. Pearson Education, New Delhi.
5. The Consumer Protection Act 1986.
6. Iacobucci and Kapoor, *Marketing Management: A South Asian Perspective*. Cengage Learning.
7. Dhruv Grewal and Michael Levy, *Marketing*, McGraw Hill Education.
8. Chhabra, T.N., and S.K. Grover. *Marketing Management*. Fourth Edition. Dhanpat Rai & Company.
9. Neeru Kapoor, *Principles of Marketing*, PHI Learning
10. Rajendra Maheshwari, *Principles of Marketing*, International Book House

## INDIAN ECONOMY

Sub. Code: BS343

L – 5, C – 5.

### Course Objective:

The objective of this course is to provide students with a comprehensive understanding of the structure, growth, and challenges of the Indian economy. The course focuses on key economic concepts such as economic planning, industrial development, agriculture, services, and trade, while also examining the role of government policies, fiscal management, and monetary systems in shaping economic outcomes.

### Unit 1: Basic Issues in Economic Development

Concept and Measures of Development and Underdevelopment; Human Development

### Unit 2: Basic Features of the Indian Economy at Independence

Composition of national income and occupational structure, the agrarian scene and industrial structure

### Unit 3: Policy Regimes

- a) The evolution of planning and import substituting industrialization.
- b) Economic Reforms since 1991.
- c) Monetary and Fiscal policies with their implications on the economy

### Unit 4: Growth, Development and Structural Change

- a) The experience of Growth, Development and Structural Change in different phases of growth and policy regimes across sectors and regions.
- b) The Institutional Framework: Patterns of assets ownership in agriculture and industry; Policies for restructuring agrarian relations and for regulating concentration of economic power;
- c) Changes in policy perspectives on the role of institutional framework after 1991.
- d) Growth and Distribution; Unemployment and Poverty; Human Development; Environmental concerns.
- e) Demographic Constraints: Interaction between population change and economic development.

### Unit 5: Sectoral Trends and Issues

- a) Agriculture Sector: Agrarian growth and performance in different phases of policy regimes i.e. pre green revolution and the two phases of green revolution; Factors influencing productivity and growth; the role of technology and institutions; price policy, the public distribution system and food security.
- b) Industry and Services Sector: Phases of Industrialisation – the rate and pattern of industrial growth across alternative policy regimes; Public sector – its role, performance and reforms; the small scale sector; Role of Foreign capital.
- c) Financial Sector: Structure, Performance and Reforms. Foreign Trade and balance of Payments: Structural Changes and Performance of India's Foreign Trade and Balance of Payments; Trade Policy Debate; Export policies and performance; Macro Economic Stabilisation and Structural Adjustment; India and the WTO, Role of FDI, Capital account convertibility,

### Suggested Readings:

1. Puri and Mishra, *Indian Economy*, Himalaya Publishing House
2. ICDhingra, *Indian Economics*, Sultan Chand & Sons
3. Gaurav Dutt and Ashwini Mahajan, *Indian Economy*, S. Chand & Company.
4. Ahluwalia, Montek S. State-level Performance under Economic Reforms in India in A.O. Krueger. (Ed.). *Economic Policy Reforms and the Indian Economy*, The University of Chicago Press.

5. Khanna, Sushil. Financial Reforms and Industrial Sector in India. *Economic and Political Weekly*. Vol. 34. No. 45.
6. Uma Kapila (Ed), *Indian Economy since Independence*, Relevant articles.
7. Rangarajan, C. and N. Jadhav. Issues in Financial Sector Reform. Bimal Jalan. (Ed). *The Indian Economy*. Oxford University Press, New Delhi.

**Note: Latest edition of text books may be used.**

## **E-COMMERCE**

**Sub. Code: BS344**

**L – 5, C – 5.**

**Course Objective:**

The objective of this course is to provide students with a comprehensive understanding of the principles, technologies, and business models that drive e-commerce. The course focuses on how online platforms and digital tools are transforming traditional business practices, enabling companies to reach global markets, and enhancing customer experiences.

**Unit1:Introduction:**

Meaning, nature, concepts, advantages, disadvantages and reasons for transacting online, types of E-Commerce, e-commerce business models (introduction , key elements of a business model and categorizing major E-commerce business models), forces behind e-commerce.

**Technology used in E-commerce:** The dynamics of world wide web and internet (meaning, evolution and features); Designing, building and launching e-commerce website (A systematic approach involving decisions regarding selection of hardware, software, outsourcing vs. in-house development of a website)

**Unit 2: Security and Encryption:**

Need and concepts, the e-commerce security environment: (dimension, definition and scope of e-security), security threats in the E-commerce environment (security intrusions and breaches, attacking methods like hacking, sniffing, cyber-vandalism etc.), technology solutions (Encryption, security channels of communication, protecting networks and protecting servers and clients),

**Unit 3: IT Act 2000 and Cyber Crimes**

IT Act 2000: Definitions, Digital signature, Electronic governance, Attribution, acknowledgement and dispatch of electronic records, Regulation of certifying authorities, Digital signature certificates, Duties of subscribers, Penalties and adjudication, Appellate Tribunal, Offences and Cyber-crimes

**Unit 4:E-paymentSystem:**

Models and methods of e-payments (Debit Card, Credit Card, Smart Cards, e-money), digital signatures (procedure, working and legal position), payment gateways, online banking (meaning, concepts, importance, electronic fund transfer, automated clearing house, automated ledger posting), risks involved in e-payments.

**Unit 5: On-line Business Transactions:**

Meaning, purpose, advantages and disadvantages of transacting online, E-commerce applications in various industries like (banking, insurance, payment of utility bills, online marketing, e-tailing (popularity, benefits, problems and features), online services (financial, travel and career), auctions, online portal, online learning, publishing and entertainment) Online shopping (amazon, snap deal, Alibaba, flipkart, etc.)

**Note: Latest edition of textbooks may be used.**

**Suggested Readings**

1. Kenneth C. Laudon and Carlo Guercio Traver, *E-Commerce*, Pearson Education.
2. David Whiteley, *E-commerce: Strategy, Technology and Applications*, McGraw Hill Education

## WEB DEVELOPMENT

**Sub. Code:** BS344A

**L – 4, C – 4**

**Objective:**

The objective of this course is to introduce students to the core concepts of web development, covering both front-end and back-end technologies. Students will gain hands-on experience with designing, developing, and maintaining interactive, responsive, and dynamic websites. By the end of the course, students will be proficient in using modern web development tools, frameworks, and technologies to create fully functional web applications.

### CONTENTS:

#### *Unit 1: Introduction to Web Development*

- **Overview of Web Development:**
  - What is Web Development? Understanding the difference between front-end and back-end.
  - Basic structure of the web: Client-server model.
  - Web browsers and servers, HTTP/HTTPS protocol.
  - The concept of web hosting and domain names.
- **Web Technologies:**
  - Introduction to the core web technologies: HTML, CSS, JavaScript.
  - The role of databases in web development.
  - Tools and platforms for web development: IDEs, Version control with Git/GitHub.
  - Introduction to responsive web design and mobile-first approach.

#### *Unit 2: Front-End Web Development*

- **HTML (HyperText Markup Language):**
  - Structure of a web page: Tags, attributes, and elements.
  - Basic HTML tags: <html>, <head>, <body>, <h1> - <h6>, <p>, <div>, <a>, <img>, <form>.
  - Tables, lists, and forms.
  - Introduction to semantic HTML for better SEO and accessibility.
- **CSS (Cascading Style Sheets):**
  - Introduction to CSS: Inline, internal, and external styles.
  - Selectors, properties, and values.
  - The box model: Margin, padding, border, content.
  - Positioning elements using CSS (absolute, relative, fixed, and sticky).
  - Layout techniques: Flexbox, Grid system.
  - Media queries for responsive design.
- **JavaScript (JS):**
  - Introduction to JavaScript: Syntax, variables, data types, operators.
  - Functions, loops, conditionals, and events.
  - DOM manipulation: Selecting elements, modifying content, and handling user events.
  - Introduction to JSON (JavaScript Object Notation) and AJAX.
  - Client-side validation of forms using JavaScript.

### *Unit 3: Advanced Front-End Development*

- **JavaScript Libraries and Frameworks:**
  - Introduction to jQuery for DOM manipulation and handling AJAX requests.
  - Using Bootstrap framework for responsive design.
  - Introduction to CSS preprocessors (SASS, LESS).
- **Single Page Applications (SPAs):**
  - Understanding the concept of SPAs: Advantages and challenges.
  - Introduction to modern JavaScript frameworks: React.js, Angular, and Vue.js.
  - Understanding Components, Props, and State in React.js.
  - Building a simple SPA with React.js.
- **Web APIs and AJAX:**
  - Introduction to Web APIs: Fetching data from external sources.
  - Working with external APIs using JavaScript (e.g., JSONPlaceholder API).
  - Making asynchronous HTTP requests using Fetch API and XMLHttpRequest.
  - Using AJAX for dynamic content updates without reloading the page.

### *Unit 4: Back-End Web Development*

- **Introduction to Server-Side Development:**
  - Overview of the back-end and its interaction with the front-end.
  - Understanding HTTP requests and responses, and the role of web servers (Apache, Nginx).
  - Introduction to server-side scripting languages: PHP, Node.js, Python.
- **Node.js and Express.js:**
  - Overview of Node.js: Asynchronous programming and event-driven architecture.
  - Introduction to npm (Node Package Manager) and installing dependencies.
  - Building a basic server with Express.js: Routing and middleware.
  - Handling HTTP requests: GET, POST, PUT, DELETE.
  - Working with RESTful APIs in Node.js.
- **Databases and Back-End Integration:**
  - Introduction to databases: Relational (MySQL, PostgreSQL) vs NoSQL (MongoDB).
  - Introduction to Object-Relational Mapping (ORM) tools: Sequelize for SQL databases.
  - CRUD operations (Create, Read, Update, Delete) in databases.
  - Connecting a Node.js app with MongoDB using Mongoose.

### *Unit 5: Full-Stack Development*

- **Full-Stack Web Development:**
  - Understanding Full-Stack development: Combining front-end and back-end technologies.
  - Building a simple Full-Stack application with React.js (front-end) and Node.js/Express (back-end).
  - Communicating between front-end and back-end using AJAX, Fetch API, or Axios.
  - Authentication and Authorization: Introduction to session-based authentication and JWT.
- **Web Application Deployment:**
  - Introduction to cloud platforms: Heroku, AWS, Netlify, etc.
  - Deploying front-end applications (React, Angular, Vue) on Netlify.
  - Deploying full-stack applications on Heroku with Node.js and MongoDB.



- Introduction to Continuous Deployment and Version Control with Git/GitHub.
- **Security Best Practices:**
  - Introduction to common security threats: SQL Injection, XSS (Cross-Site Scripting), CSRF (Cross-Site Request Forgery).
  - Basic security measures: Data validation, password hashing, HTTPS, secure cookie handling.

**Suggested Readings:**

1. **Jon Duckett:** *HTML & CSS: Design and Build Websites*, Wiley.
2. **David Flanagan:** *JavaScript: The Definitive Guide*, O'Reilly Media.
3. **Kyle Simpson:** *You Don't Know JS (book series)*, O'Reilly Media.
4. **Brad Traversy:** *Modern Web Development*, Traversy Media (available on Udemy).
5. **Ben Frain:** *Responsive Web Design with HTML5 and CSS3*, Packt Publishing.

**Course Outcome:**

Upon successful completion of this course, students will be able to:

- Develop and deploy responsive and interactive websites using HTML, CSS, and JavaScript.
- Build dynamic web applications using front-end libraries and frameworks like React.js, Angular, or Vue.js.
- Set up and manage a server-side environment using Node.js, Express.js, and databases (MongoDB, MySQL).
- Understand the principles of Full-Stack web development and integrate front-end and back-end systems.
- Deploy web applications to cloud platforms such as Heroku, Netlify, and AWS.
- Ensure security and best practices in web application development.

**Note:** Latest editions of textbooks shall be used.

## DATA ANALYTICS

**Sub. Code:** BS344B

**L – 4, C – 4**

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### Objective:

The objective of the course is to provide students with a comprehensive understanding of data analytics concepts and methodologies. The course focuses on equipping students with the tools and techniques required to analyze, interpret, and present data effectively, enabling them to make data-driven decisions. Topics include statistical analysis, data visualization, data cleaning, predictive modeling, and machine learning.

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### CONTENTS:

#### *Unit 1: Introduction to Data Analytics*

- **Introduction to Data Analytics:**
    - What is data analytics? Importance and applications in business, economics, and various sectors.
    - Types of data: Qualitative vs Quantitative, Structured vs Unstructured.
    - The data analytics workflow: Data collection, cleaning, analysis, interpretation, and presentation.
    - Tools and software used in data analytics: Excel, Python, R, and Tableau.
    - Overview of descriptive, diagnostic, predictive, and prescriptive analytics.
  - **Data Collection & Data Types:**
    - Types of data sources: Primary and Secondary data.
    - Methods of data collection: Surveys, Experiments, Observations, Data mining.
    - Understanding data types: Nominal, Ordinal, Interval, and Ratio scales.
    - Data storage and retrieval: Relational databases, data lakes, and cloud-based storage.
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#### *Unit 2: Data Cleaning and Preprocessing*

- **Data Cleaning:**
    - Importance of data quality: Missing data, duplicates, outliers.
    - Techniques for data cleaning: Handling missing values (imputation, deletion), removing duplicates, handling outliers.
    - Data transformation: Normalization, standardization, encoding categorical variables.
    - Dealing with errors and inconsistencies in data.
  - **Exploratory Data Analysis (EDA):**
    - Descriptive statistics: Mean, median, mode, variance, standard deviation.
    - Data visualization techniques: Histograms, Box plots, Pie charts, and Bar graphs.
    - Identifying patterns and trends in data using graphical methods.
    - Introduction to Python libraries for EDA: Pandas, NumPy, Matplotlib, Seaborn.
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*Unit 3: Statistical Analysis for Data Analytics*

- **Probability and Distributions:**
  - Basic concepts in probability: Events, outcomes, conditional probability.
  - Probability distributions: Normal distribution, Binomial distribution, Poisson distribution.
  - Central Limit Theorem and its importance in data analysis.
  - Descriptive statistics vs inferential statistics.
- **Hypothesis Testing and Statistical Inference:**
  - Formulation of hypotheses: Null and alternative hypotheses.
  - Types of tests: t-test, z-test, Chi-square test.
  - P-value, significance level, and confidence intervals.
  - Introduction to regression analysis: Linear regression and multiple regression.
  - Correlation vs causation.

*Unit 4: Predictive Analytics and Machine Learning*

- **Introduction to Predictive Analytics:**
  - What is predictive analytics? Applications in forecasting and trend analysis.
  - Types of predictive models: Regression, classification, time series forecasting.
  - Overview of machine learning: Supervised vs unsupervised learning.
  - Basic machine learning algorithms: Linear regression, decision trees, k-Nearest Neighbors (k-NN).
- **Supervised Learning:**
  - Classification models: Logistic regression, Support Vector Machines (SVM), k-NN, Decision Trees, Random Forest.
  - Model evaluation metrics: Accuracy, precision, recall, F1-score, ROC curve, and AUC.
  - Overfitting and underfitting: Bias-variance tradeoff.
- **Unsupervised Learning:**
  - Clustering algorithms: K-means, hierarchical clustering, DBSCAN.
  - Dimensionality reduction techniques: Principal Component Analysis (PCA), t-SNE.
  - Applications of unsupervised learning: Customer segmentation, anomaly detection.

*Unit 5: Data Visualization and Interpretation*

- **Data Visualization:**
    - Importance of effective data visualization in decision-making.
    - Visualization principles: Choosing the right chart type, color schemes, and layout.
    - Advanced data visualization techniques: Heatmaps, scatter plots, 3D plots.
    - Using Tableau and Power BI for creating interactive dashboards and reports.
  - **Interpretation and Communication of Results:**
    - Translating data analysis into actionable insights.
    - Communicating findings to non-technical audiences.
    - Writing data reports and giving presentations.
    - Storytelling with data: Creating compelling narratives using data insights.
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**Suggested Readings:**

1. **R. N. Choudhury & R. B. Agarwal:** *Data Analytics: Concepts, Tools, and Applications*, PHI Learning.
2. **Jeffrey D. Camm, James J. Cochran, et al.:** *Data Science for Business*, O'Reilly Media.
3. **Nina Zumel, John Mount:** *Practical Data Science with R*, Manning Publications.
4. **Harvard Business Review:** *Competing on Analytics: The New Science of Winning*, Harvard Business Press.
5. **Cathy O'Neil & Rachel Schutt:** *Doing Data Science: Straight Talk from the Frontline*, O'Reilly Media.

**Course Outcome:**

Upon successful completion of this course, students will be able to:

- Understand and apply key concepts in data analytics, including statistical analysis, data cleaning, and visualization.
- Use tools such as Python, R, Excel, and Tableau to analyze and interpret data.
- Implement predictive models using machine learning algorithms and evaluate their performance.
- Present data-driven insights in an accessible and compelling manner to support decision-making in business or other domains.
- Solve real-world problems using data analysis techniques and effectively communicate findings.

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**Note:** Latest editions of textbooks shall be used.

## **ENTREPRENEURSHIP**

**Sub. Code: BS345**

**L – 5, C – 5.**

**Objective:** The purpose of the paper is to orient the learner toward entrepreneurship as a career option and creative thinking and behavior.

**Contents:**

### **Unit 1: Introduction**

Meaning, elements, determinants and importance of entrepreneurship and creative behavior; Entrepreneurship and creative response to the society's problems and at work; Dimensions of entrepreneurship: intrapreneurship, technopreneurship, cultural entrepreneurship, international entrepreneurship, netpreneurship, ecopreneurship, and social entrepreneurship

### **Unit 2: Entrepreneurship and Micro, Small and Medium Enterprises**

Concept of business groups and role of business houses and family business in India; The contemporary role models in Indian business: their values, business philosophy and behavioral orientations; Conflict in family business and its resolution

**Unit 3:** Public and private system of stimulation, support and sustainability of entrepreneurship. Requirement, availability and access to finance, marketing assistance, technology, and industrial accommodation, Role of industries/entrepreneur's associations and self-help groups, The concept, role and functions of business incubators, angel investors, venture capital and private equity fund.

### **Unit 4: Sources of business ideas and tests of feasibility.**

Significance of writing the business plan/ project proposal; Contents of business plan/ project proposal; Designing business processes, location, layout, operation, planning & control; preparation of project report (various aspects of the project report such as size of investment, nature of product, market potential may be covered); Project submission/ presentation and appraisal thereof by external agencies, such as financial/non-financial institutions

### **Unit 5: Mobilizing Resources**

Mobilizing resources for start-up. Accommodation and utilities; Preliminary contracts with the vendors, suppliers, bankers, principal customers; Contract management: Basic start-up problems

### **Suggested Readings:**

1. Kuratko and Rao, *Entrepreneurship: A South Asian Perspective*, Cengage Learning.
2. Robert Hisrich, Michael Peters, Dean Shepherd, *Entrepreneurship*, McGraw-Hill Education
3. Desai, Vasant. *Dynamics of Entrepreneurial Development and Management*. Mumbai, Himalaya Publishing House.
4. Dollinger, Mare J. *Entrepreneurship: Strategies and Resources*. Illinois, Irwin.
5. Holt, David H. *Entrepreneurship: New Venture Creation*. Prentice-Hall of India, New Delhi.
6. Plsek, Paul E. *Creativity, Innovation and Quality*. (Eastern Economic Edition), New Delhi: Prentice-Hall of India. ISBN-81-203-1690-8.
7. Singh, Nagendra P. *Emerging Trends in Entrepreneurship Development*. New Delhi: ASEED.
8. SSKhanka, *Entrepreneurial Development*, Chand & Co, Delhi.
9. K Ramachandran, *Entrepreneurship Development*, McGraw-Hill Education
10. SIDBI Report on Small Scale Industries Sector.

**Note: Latest edition of text books may be used.**

**BBA Semester – V**

**FUNDAMENTALS OF FINANCIAL MANAGEMENT**

**Sub. Code: BS351**

**L – 4, T-1, C – 5.**

**Course Objective :**

The objective of this course is to provide students with a comprehensive understanding of the key principles and concepts of financial management and their application in business decision-making. The course focuses on how financial planning, budgeting, and financial analysis support the growth and sustainability of an organization

**Unit1: Introduction**

Nature, scope and objective of Financial Management, Time value of money, Risk and return (including Capital Asset Pricing Model), Valuation of securities – Bonds and Equities

**Unit 2: Investment Decisions**

The Capital Budgeting Process, Cash flow Estimation, Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index, Capital budgeting under Risk – Certainty Equivalent Approach and Risk-Adjusted Discount Rate.

**Unit 3: Financing Decisions**

Cost of Capital and Financing Decision: Sources of long-term financing Estimation of components of cost of capital. Methods for Calculating cost of equity capital, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average cost of capital (WACC) and Marginal cost of capital. Capital structure – Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach). Operating and financial leverage; Determinants of capital structure

**Unit 4: Dividend Decisions**

Theories for Relevance and irrelevance of dividend decision for corporate valuation; Cash and stock dividends; Dividend policies in practice

**Unit 5: Working Capital Decisions**

Concepts of working capital, the risk-return trade off, sources of short-term finance, working capital estimation, cash management, receivables management, inventory management and payables management.

**Note:**

1. There shall be 4 Credit Hrs. for Lectures + one Credit hr for Tutorials (per group)
2. Latest edition of textbooks may be used.

**Suggested Readings**

1. James C. Van Horne and Wockowitz, *Fundamentals of Financial Management*, Pearson Education
2. Levy H. and M. Sarnat. *Principles of Financial Management*. Pearson Education
3. Brigham and Houston, *Fundamentals of Financial Management*, Cengage Learning
4. Prasanna Chandra, *Fundamentals of Financial Management*. McGraw Hill Education
5. Rustagi, R.P. *Fundamentals of Financial Management*. Taxman Publications Pvt. Ltd.
6. Singh, Surrender and Kaur, Rajeev. *Fundamentals of Financial Management*. Mayur Paperback, New Delhi.
7. Pandey, I.M. *Financial Management*. Vikas Publications.
8. Bhabatosh Banerjee, *Fundamentals of Financial Management*, PHI Learning

**PRODUCTION & OPERATIONS MANAGEMENT**

**Paper Code:BS352**

**L – 5, C – 5.**

**Objectives:**

To develop basic understanding of concepts, theories and techniques of production process and operation management

**Unit I**

Introduction to Operation Management and Forecasting of Demand: Why study OM, Five P's of Production, Types of Transformation: Forecasting, Quantitative & Qualitative Techniques in Forecasting

**Unit II**

Waiting Line & Inventory Management: Economics of Waiting Line, Queuing System, and four Waiting Line Models alongwith application: Inventory management and analysis, Inventory Models.

**Unit III**

Quality Management & Statistical Quality Control: TQM, Quality Specification, Design Quality, Quality at Source, Zero Defects, Cost of Quality, Continuous Improvement, Benchmarking, Poka – Yokes, Quality Awards; Statistical Quality Control: Acceptance Sampling, AQL & LTPD, P—Chart, X & R Chart.

**Unit IV**

Facility Location and Layout: Issue in Facility Location, Plant Location Methods, Factor Rating, Centre of Gravity Methods, Analytic Delphi Method, Four Basic Lay out Formats, Assembly Line Balancing, splitting Tasks, Problems in Facility Layout.

**Suggested Readings**

1. N.J. Aquilano, R.B. Chase & F.R. Jacob: *Operation Management for Competitive Advantage*, Tata Mac Graw –Hill, 9th Edition.
2. R.C. Manocha: *Production & Operation Management* (Latest Edition).
3. S.P. Gupta; *Statistical Method*, Sultan Chand,
4. E.S. Buffa; *Modern Production Management*, John Wiley Ed. 2002.
5. S.N. Charry; *Production and Operation Management*, Tata McGraw-Hill, 2000.
6. Paneerselvam: *Production and Operation Management*, Prentice Hall, 2003.
7. D.D. Sharma; *Total Quality Management*, Sultan Chand & Sons, Ed. 2002.

## **CORPORATE ACCOUNTING**

**Paper Code: BS353**

**L – 4, T-1, C – 5**

**Objectives:** To help the students to acquire the conceptual knowledge of the corporate accounting and to learn the techniques of preparing the financial statements.

### **Contents**

#### **Unit 1. Accounting for Share Capital & Debentures**

Issue, forfeiture and reissue of forfeited shares: concept & process of book building; Issue of rights and bonus shares; Buy back of shares; Redemption of preference shares; Issue and Redemption of Debentures

#### **Unit 2. Final Accounts**

Preparation of profit and loss account and balance sheet of corporate entities, excluding calculation of managerial remuneration, Disposal of company profits

#### **Unit 3. Valuation of Goodwill and Valuation of Shares**

Concepts and calculation: simple problem only

#### **Unit 4. Amalgamation of Companies**

Concepts and accounting treatment as per Accounting Standard: 14 (ICAI) (excluding inter-company holdings). Internal reconstruction: concepts and accounting treatment excluding scheme of reconstruction.

#### **Unit 5. Accounts of Holding Companies/Parent Companies**

Preparation of consolidated balance sheet with one subsidiary company. Relevant provisions of Accounting Standard: 21 (ICAI).

#### **Unit 6. Banking Companies**

Difference between balance sheet of banking and non-banking company; prudential norms. Asset structure of a commercial bank. Non-performing assets (NPA).

#### **Unit 7. Cash Flow Statement**

Concepts of funds. Preparation of cash flow statement as per Indian Accounting Standard (Ind-AS): 7.

### **Note:**

- 1. The relevant Indian Accounting Standards in line with the IFRS for all the above topics should be covered.**
- 2. Any revision of relevant Indian Accounting Standard would become applicable immediately.**

### **Suggested Readings:**

2. J.R. Monga, *Fundamentals of Corporate Accounting*. Mayur Paper Backs, New Delhi.
3. M.C. Shukla, T.S. Grewal, and S.C. Gupta. *Advanced Accounts*. Vol.-II. S. Chand & Co., New Delhi.
4. S.N. Maheshwari, and S. K. Maheshwari. *Corporate Accounting*. Vikas Publishing House, New Delhi.
5. Ashok Sehgal, *Fundamentals of Corporate Accounting*. Taxman Publication, New Delhi.
6. V.K. Goyal and Ruchi Goyal, *Corporate Accounting*. PHI Learning.
7. Jain, S.P. and K.L. Narang. *Corporate Accounting*. Kalyani Publishers, New Delhi.
8. P.C. Tulsian and Bharat Tulsian, *Corporate Accounting*, S. Chand
9. Amitabha Mukherjee, Mohammed Hanif, *Corporate Accounting*, McGraw Hill Education
10. Compendium of Statements and Standards of Accounting. The Institute of Chartered Accountants of India, New Delhi.

**Note: Latest edition of text books may be used.**



**BBA Semester – VI  
BUSINESS POLICY & STRATEGY**

**Paper Code :BS361**

**L – 5, C – 5**

**Objectives:**

The course aims to acquaint the students with the nature, scope and dimensions of Business Policy and Strategy Management Process.

**Unit I**

Introduction: Nature, scope and importance of the course on Business Policy; Evolution of this course – Forecasting, Long-range planning, strategic planning and strategic management. Strategic Management Process: Formulation Phase – vision, mission, environmental scanning, objectives and strategy; implementation phase – Strategic Activities, Evaluation and Control.

**Unit II**

Environmental Analysis: Need, Characteristics and categorization of environmental factors; approaches to the environmental scanning process – structural analysis of competitive environment; ETOP a diagnosis tool.

**Unit III**

Analysis of Internal Resources: Strengths and Weakness; Resource Audit; Strategic Advantage Analysis; Value-Chain Approach to Internal Analysis; Methods of analysis and diagnosing Corporate Capabilities – Functional Area Profile and Resource Deployment Matrix, Strategic Advantage Profile; SWOT analysis.

**Unit IV**

Formulation of Strategy: Approaches to Strategy formation; major strategy options – Stability, Growth and Expansion, Diversification, Retrenchment, Mixed Strategy; Choice of Strategy – BCG Model; Stop-Light Strategy Model; Directional Policy Matrix (DPM) Model, Product/Market Evolution – Matrix and Profit Impact of Market Strategy (PIMS) Model; Major Issues involved in the Implementation of strategy: Organization structure; leadership and resource allocation.

**Suggested Readings:**

1. Ghosh, P. K.; *Strategic Planning and Management*, Sultan Chand & Sons, New Delhi, 8th ed., 2000.
2. Kazmi, Azhar; *Business Policy*, Tata McGraw-Hill, New Delhi, 2000.
3. Suri R.K.; *Business Policy & Strategic Management*, Brijwasi Publisher & Distributor, 2005
4. Thompson, Arthur A. and A. J. Strickland; *Strategic Management*, McGraw Hill, New York, 1999.
5. Ansoff, H.Igor, "Corporate Strategy", Penguin.
6. McCarthy, Minichiello & Curran; *Business Policy and Strategy: Concepts and Readings*, Richard D. Irwin and AITBS, Delhi, 4th ed., 1996.
7. Jauch and Glueck; *Business Policy and Strategic Management*, McGraw-Hill.

**BBA: Semester – VI**

**GOODS AND SERVICES TAX AND CUSTOMS**

**Sub. Code: BS362**

**L – 4, T-1, C – 5**

**Objective:** To provide basic knowledge and equip students with application of principles and provisions of the Goods and Services Tax and Customs.

**Unit I: Introduction :** Constitutional framework of Indirect Taxes before GST (Taxation Powers of Union & State Government); concept of indirect tax, differentiation between direct tax and indirect tax, Major Defects in the structure of Indirect Taxes prior to GST; Meaning of GST Rationale for GST; Structure of GST (SGST, CGST, UTGST & IGST); GST Council, GST Network

**Unit II: levy and collection of tax:** Taxable event-“Supply” of Goods and Services; Place of Supply: Within state, Interstate, Import and Export; Time of supply; Valuation for GST- Valuation rule; Exemption from GST; Classification of Goods and Services.

**Unit III: Input Tax Credit :** Eligible and Ineligible Input Tax Credit; Tax Credit in respect of Capital Goods; Recovery of Excess Tax Credit; Availability of Tax Credit in special circumstances; Transfer of Input Credit (Input Service Distribution); Payment of Taxes;

**Unit IV: Registration, assessment, refund, offences and penalty:** Provision for registration of existing manufacturer and new manufacturer to GST, assessment, provision for offences and penalties, appeal and revisions.

**Unit V: Customs law:** Basic concepts of customs law, role of customs in international trade, important term and definition under customs act 1962-: Assessable Value, Baggage, Bill of entry, Bill of lading, export manifest, types of customs duties; Baggage rules and exemptions.

**Note: In case of any subsequent notifications/amendments regarding GST or customs law by the government, the syllabus would be updated accordingly.**

**Suggested Readings:**

1. The Central Goods and Services Tax, 2017
2. The Integrated Goods and Services Tax, 2017
3. The Union Territory Goods and Services Tax, 2017
4. The Goods and Services Tax (Compensation to States), 2017
5. The Constitution (One hundred and First Amendment) Act,
6. Nitya Tax Associates; Basic of GST: Taxman's
7. B. Vishwanathan: Basic of Goods & services tax in India, New Century publication, ed.2016

## **SPECIALISATION ELECTIVE COURSE**

### **Specialization 1:- Human Resource Management**

#### **BS3H1: Industrial Relations & Labour Laws**

**L – 5, C – 5.**

**Objective:** To enable the student to learn the concepts of industrial relations including trade unions, collective bargaining, discipline and various labour enactments.

#### **Contents:**

##### **Unit 1: Industrial Relations**

Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Factors affecting IR in changing Environment, Evolution of IR in India; Role of State; Trade Union; Employers' Organization; Human Resource Management and IR Role of ILO in Industrial Relations, International Dimension of IR

##### **Unit 2: Trade Union**

Trade Union: Origin and growth, unions after Independence, unions in the era of liberalization; Factors Affecting Growth of Trade Unions in India, Multiplicity & Recognition of Trade Unions; Major Provisions of Trade Union Act 1926

##### **Unit 3: Collective Bargaining and Workers' Participation in Management**

- a) Collective Bargaining: Meaning, Nature, Types, Process and Importance of Collective Bargaining, pre-requisites, issues involved; Status of Collective Bargaining in India, Functions and role of Trade Unions in collective bargaining
- b) Workers' Participation in Management: Consent, practices in India, Works Committees, Joint management councils; Participative Management and co-ownership; Productive Bargaining and Gain Sharing

##### **Unit 4: Discipline and Grievance Redressal**

Discipline: Causes of indiscipline, Maintenance of discipline and misconduct; Highlights of domestic enquiries; Principle of Natural Justice; Labor turnover; Absenteeism; Grievance: Meaning of Grievance, Grievance redressal machinery in India, Grievance handling procedure; salient features of Industrial Employment (Standing orders) Act 1946

##### **Unit 5:**

- a) **The Industrial Disputes Act, 1947:** Definitions of Industry, workman, and Industrial Dispute; Authorities under the Act: Procedure, Powers and Duties of Authorities; Strikes and Lock outs: Lay-off and Retrenchment: Provisions relating to Layoff, Retrenchment, and closure

- b) **The Factories Act, 1948:** Provisions relating to Health, Safety, Welfare facilities, working hours, Employment of young persons, Annual Leave with wages

#### **Suggested Readings:**

1. PK Padhi, *Industrial Relations and Labour Law*, PHI Learning
2. Arun Monappa, *Industrial Relations and Labour Law*, McGraw Hill Education
3. SCSrivastav, *Industrial Relations and Labour Law*, Vikas Publishing House
4. C.S Venkata Ratnam, *Industrial Relations*, Oxford University Press
5. P.L. Malik's *Handbook of Labour and Industrial Law*, Vol 1 and 2, Eastern Book Company
6. R.C. Sharma, *Labour Law*

## **SPECIALISATION ELECTIVE COURSE**

### **Specialization 1:- Human Resource Management**

#### **BS3H2: Human Resource Planning**

**L – 5, C – 5.**

#### **Objective:**

The objective of this paper is to develop a conceptual as well as a practical understanding of Human Resource Planning, Development and Development in Organizations.

#### **Unit - I: Human Resource Planning**

Human Resource Planning Process, Tools and Methods of Analysis; Employee integration with the Organization (Induction, Socialization Process, Placement)

#### **Unit - II: Human Resource Development**

Concepts, Objectives, Role and Significance; Structure of HRD System; Role of Training in HRD; Career Planning, Succession Planning; Skills and Multi-Skill Development.

#### **Unit - III: Measurement Tools in Human Resource Planning**

Human Resource Information System; Human Resource Audit; Human Resource Accounting – Concepts and Methods

#### **Unit - IV: HRD- Strategies, Experiences and Emerging Issues**

HR Strategy; Human Resource Retention Strategies; Task Analysis; Counselling and Monitoring; HRD Practices in Indian Corporate Sector. Quality of Work Life and Role Efficiency; Developing Self-Renewal – OD and Research.

#### **Unit – V**

**Case Studies:** The List of the Case studies shall be provided in the class.

Note: A single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

#### **Suggested Readings:**

1. Pareek & Rao: *Designing & Managing Human Resource System*, IBH, New Delhi
2. Bhattacharya: *Human Resource Planning*, Excel Books, New Delhi.
3. Beardwell & Holden: *Human Resource Management*, McMillan India Ltd.
4. Arthur, M. *Career Theory Handbook*, Englewood Cliff, Prentice Hall Inc.
5. Belkaoui, A. R. and Belkaoui, J. M.: *Human Resource Valuation: A Guide to Strategic and Techniques*, Greenwood, Quorum Books

## **SPECIALISATION ELECTIVE COURSE**

### **Specialization 1:- Human Resource Management**

#### **BS3H4: Training & Development of Human Resources**

**L – 5, C – 5.**

#### **Objective:**

The purpose of this paper is to provide an in-depth understanding of the role of Training in the HRD, and to enable the course participants to manage the Training systems and processes.

#### **Unit -I:**

Nature and Importance of Training in Organization Development and Individual Development. Learning through Training; Knowledge and Skill Development Organizational Set-up and Responsibility for Training.

#### **Unit -II:**

Making Training Effective, Designing, Budgeting and Organizing for Training Programme. Instructional Objectives and Lesson Planning, Learning Process.

#### **Unit -III:**

Developing Training Climate, and Pedagogy; Developing Training Modules; Trainer and Training Styles; Evaluation and Follow-up of Training Programme; Facilities Planning and Training Aids; Training Communication; Training and Development in India

#### **Unit - IV:**

Comprehensive Case Study equivalent to Two Units.

**Note:** A compulsory comprehensive case (running into not more than 3 to 4 printed pages) relating to the issues detailed under one or more of the first three units shall be given as Unit IV. As far as possible the theoretical questions and the case should not relate to the same issues / topics. The case study will be equivalent to two unit's value

#### **Suggested Readings:**

1. Beunet, Roger ed.: *Improving Training Effectiveness*, Aldershot, Gower.
2. Buckley R & Caple, Jim: *The Theory & Practice of Training*, London, Kogan & Page
3. Lynton, R Pareek, U.: *Training for Development*, 2<sup>nd</sup> ed. New Delhi, Vistaar
4. Pepper, Allan D.: *Managing the Training and Development Function*, Aldershot, Gower
5. Rae, L.: *How to Measure Training Effectiveness*, Aldershot, Gower
6. Reid, M. A. etc.: *Training Interventions: Managing Employee Development* 3<sup>rd</sup> ed. London, IPM
7. Senge, P.: *The Fifth Discipline: The Art and Practice of the Learning Organization*, London, and century

## **SPECIALISATION ELECTIVE COURSE**

### **Specialization 1:- Human Resource Management**

#### **BS3H5: Compensation ManagementL – 5, C – 5.**

**Objective:** To familiarize students about concepts of performance and compensation management and how to use them to face the challenges of attracting, retaining and motivating employees to high performance.

#### **Unit I**

Introduction- Concept, Philosophy, History from performance appraisal to performance development. Contemporary PMS.

#### **Unit II**

4 dimensions of PMS, Performance Planning, Feedback and coaching, performance appraisal outcome and reward. Performance Planning, Goal Sheet, Goal Alignment, Coaching and mentoring processes. Alignment with organizational goals. Performance Counselling-Planning for new cycle, Strategic PMS, International Aspects of PMS.

#### **Unit III**

Incentives for production employees, Modern trends in compensation-from wage and salary to cost to company concept, compensation surveys, managers & executives. Incentives for other professionals: Developing effective incentive plans. Supplementary pay benefits, insurance benefits, retirement benefits, employee services benefits & Incentive practices in industry.

#### **Unit IV**

Wages in India: Minimum wage, fair wage and living wage. Methods of state regulation of wages. wage differentials & national wage policy Regulating payment of wages, wage boards, Pay commissions, dearness allowances, linking wages with productivity,.

#### **Readings:**

1. Milkovich& Newman , *Compensation*, 9th Edition
2. T.J.Bergman , *Compensation Decision Making*, 4th Ed
3. National commission on labour, report, Labour Law Reviews Govt. of India.
4. Harvard Business review on compensation :
5. Rober E. Sibson, *Compensation*, 5th Ed
6. Richard Henderson, *Compensation management in a knowledge*, 7th Ed, based world.
7. T.N.Chhabra&SavithaRastogi *Compensation management*, 2007
8. Gary Dessler , *Human Resource Management*(2007)

## **SPECIALISATION ELECTIVE COURSE**

### **Specialization 2:- Marketing**

#### **BS3M1: Advertising & Consumer BehaviourL – 5, C – 5.**

#### **Objective:**

Designed for students planning to make a career in the field of Marketing. The course objective is to familiarize them with the world of media and advertising which has gradually emerged as an industry with reference to India. Effort has also been made to provide them with practical exposure to the field through illustrations, case studies, and exercises in various aspects of the craft of advertising and media planning.

#### **Unit - I: Introduction:**

Promotion mix and a comparative analysis of promotional tools. Career options in media and advertising. Functions of an Ad. Agency. The 5 M framework for advertising management. Designing a promotional/advertising campaign.

#### **Unit - II: Advertising Objectives:**

Objectives of advertising. DAGMAR approach. Functions, advantages and limitations of advertising. Effects of advertising. Social, Ethical and Legal Issues in Advertising.

#### **Unit -III: Consumer Behavior**

Nature, Importance; Types of Consumers, Basic Determinants of Consumer Behavior, Consumer Decision Making Process, Motivation, Motivation Research.

#### **Unit -IV: Cultural, Social and Economic Factors Affecting Consumer Behavior**

Consumer Attitude Formation and Change, Group Influence, Buying Roles, Status and Family Influences, Consumer Behavior and Marketing Communication.

#### **Unit – V**

**Case Studies:** The List of the Case studies shall be provided in the class

#### **Suggested Readings:-**

1. C. Glenn Walters: *Consumer Behavior*, Richard D. Irvin Inc., Homewood, Illinois
2. Douglas W. Mellott Jr.: *Fundamentals of Consumer Behavior*, McMillan Publishing Co., New York.
3. Chunawala, S. A.: *Foundation of Advertising – Theory and Practice*, HPH
4. Aaker, David A., Batra, Rajiv, Myers, John G.: *Advertising Management*, New Age International Publishers
5. Mathur, U. C.: *Advertising Management*, New Age International Publishers
6. George E Belch, Michael A Belch, KeyoorPurani, *Advertising and Promotion : An IntegratedMarketingCommunicationsPerspective(SIE)*, McGrawHillEducation
7. Burnett, Wells, andMoriatty.*Advertising:PrinciplesandPractice*.5thed.PrenticeHallof India, NewDelhi.



## **SPECIALISATION ELECTIVE COURSE**

### **Specialization 2:- Marketing**

#### **BS3M2: Sales & DistributionL – 5, C – 5.**

#### **Objective:**

The course will focus on manufacturer's perspective on sales and distribution and understanding of their management.

#### **Unit I**

The Selling Process: Preapproach – acquiring product knowledge, acquiring competition and market knowledge, Identifying and qualifying prospects – sources of prospecting, conditions for qualification, Opening a sale – methods of approaching, Sales presentation – presentation strategies and methods, Sales demonstration – planning effective demonstration, use of sales tools, Handling objection – types of objections, determining hidden objections, strategies for handling objections, Closing a sale – trial close, closing techniques, Post sales follow up.

#### **Unit II:**

Introduction to sales force management: Objectives of Sales management, Role of a sales manager; Managing Sales force – Recruitment, Selection, Training, Compensation and evaluation of sales force; Sales Territory Coverage: Sales Territory Concept, Reasons for establishing sales territories, procedures for selling up sales territories

#### **Unit - III:**

Distribution Management – Meaning, Nature, Objectives and Constraints, Channel Design, Channel Levels, Managing Channel members, Channel Conflict and Management.

#### **Unit –IV:**

- (a). Market Logistics – Objectives, Logistics Decision, Nature and Scope of Sales Management.
- (b). Personal Selling, Sales Organization, Warehousing.

#### **Unit – V**

**Case Studies:** The List of the Case studies shall be provided in the class.

#### **Suggested Readings:-**

1. Still, Cundiff&Govani – *Sales Management*, 5th Edition. Prentice Hall of India
2. Charles Futrell – *Fundamentals of Selling*.
3. Ingram, Avila, Schwepker – *Sales Management*.
4. Hair, Anderson & Mehta – *Sales Management*.
5. Anderson – *Professional Sales Management*.
6. *Professional Selling A trust based approach*, Ingram, Laforge, Avita: Harcourt College Publications.
7. *Smart Selling*, Christopher Power.
8. *What makes a good salesman*, David Mayer and H M Greenberg
9. *Management of Sales force*, Stanton, Bursnick and Spiro.



## **SPECIALISATION ELECTIVE COURSE**

### **Specialization 2:- Marketing**

#### **BS3M3: Retail Management**

**L – 5, C – 5.**

#### **Objective:**

The primary objective of the course is to have students develop marketing competencies in retailing and retail consulting. The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies. Besides learning more about retailing and retail consulting, the course is designed to foster the development of the student's critical and creative thinking skills.

#### **Unit I:**

Introduction to retailing Definition, Characteristics, Evolution of Retailing in India, Retailing in India, Emerging Trends in Retailing, Factors Behind the change of Indian Retail Industry. Retail Formats Retail Sales by ownership, On the basis of Merchandise offered, non-store Based retail mix & Non-traditional selling.

#### **Unit II:**

Store Planning, Design & Layout;

Store Planning: Location Planning and its importance, Store design and the retailing image mix, Effective Retail Space Management, Floor Space Management.

#### **Unit III:**

Retail Marketing Advertising & Sales Promotion, Retail Mktg. Strategies, Store Positioning, Retail Marketing. Mix, CRM, Advertising in Retailing, Types of Retail Sales Promotion.

#### **Unit IV:**

Retail Merchandising Buying function, Mark-ups& Markdown in merchandise management, shrinkage in Retail merchandise management. Merchandise Pricing Concept of Merchandise Pricing, Pricing Options, Pricing Strategies, Pricing Objectives, Types of Pricing.

#### **Suggested Readings:-**

1. Cullen & Newman – *Retailing – Environment & Operations*.
2. Berman & Evarv – *Retail Management*.
3. Bajaj, Tuli & Srivastava, *Retail Management*- Oxford University Publications
4. Ogden & Ogden *Integrated Retail Management*, Biztantra Publications
5. Gibson G Vedamani, *Retail Management: Functional principles & practices*, Jaico Publishing House

## **SPECIALISATION ELECTIVE COURSE**

### **Specialization 2:- Marketing**

#### **BS3M4: Services Marketing**

**L – 5, C – 5.**

#### **Objective**

The subject aims to provide the basic insights into the marketing of services and develops the understanding of various types of services and current scenario of service sector in India.

#### **Unit I:**

Meaning and nature of services marketing, goods and services - a comparative study, significance, marketing mix for services, Classification of services.

#### **Unit II:**

MIS in Service Marketing, Market Segmentation and positioning, Behaviour of consumer, Service Management.

#### **Unit III:**

Marketing of Services in India: bank, insurance, tourism, hospital and consultancy.

#### **Unit IV:**

Promotion mix strategy for services, Relationship marketing, Services under WTO.

#### **SUGGESTED READINGS:**

1. Helen Woodruffe, *Services Marketing*.
2. Zieithaml Valarie, Parasuraman A. and Leonard L. Berry, *Delivering Quality Services*.
3. Shetty Y.K. and J.E. Ross, *Quality and its Management in Services*.
4. Lovelock Christopher H., *Service Marketing*.

## **SPECIALISATION ELECTIVE COURSE**

### **Specialization 3:-Finance**

#### **BS3F1: Financial Markets, Institutions & Services**

**L – 5, C – 5.**

**Objective:** To provide the student a basic knowledge of financial markets and institutions and to familiarize them with major financial services in India.

#### **Contents**

##### **Unit1: Introduction**

**Financial System and its Components** – financial markets and institutions; financial intermediation; Flow of funds matrix; financial system and economic development; an overview of Indian financial system

##### **Unit 2: Financial Markets**

Money market – functions, organization and instruments. Role of central bank in money market; Indian money market – An overview

Capital Markets – functions, organization and instruments. Indian debt market; Indian equity market – primary and secondary markets; Role of stock exchanges in India

##### **Unit 3: Financial Institutions**

Commercial banking – introduction, its role in project finance and working capital finance; Development Financial institutions (DFIs) – An overview and role in Indian economy; Life and non-life insurance companies in India; Mutual Funds – Introduction and their role in capital market development. Non-banking financial companies (NBFCs).

##### **Unit 4: Financial Services**

Overview of financial services industry: Merchant banking – pre and post issue management, underwriting. Regulatory framework relating to merchant banking in India

##### **Unit 5: Leasing and hire-purchase**

Consumer and housing finance; Venture capital finance; Factoring services, bank guarantees and letter of credit; Credit rating; Financial counseling.

#### **Suggested Readings:**

1. L M Bhole, and Jitendra Mahakud. *Financial Institution and Markets*, McGraw-Hill Education
2. Khan, M. Y. *Indian Financial System*, McGraw-Hill Education.
3. Dhaneekar. *Pricing of Securities*. New Delhi: Bharat Publishing House.
4. Prasanna, Chandra. *Financial Management: Theory and Practice*. McGraw-Hill Education.
5. Clifford Gomez, *Financial Markets, Institutions and Financial Services*, PHI Learning
6. MY Khan and PK Jain. *Financial Services*. McGraw Hill Education.
7. Singh, J. K. *Venture Capital Financing in India*. Dhanpat Rai and Company, New Delhi.
8. Annual Reports of Major Financial Institutions in India.

**Note: Latest edition of text books may be used**

## SPECIALISATION ELECTIVE COURSE

### Specialization 3:-Finance

#### BS3F2: Security Analysis & Portfolio Management

L – 4, T- 1, C – 5.

#### Objective:

The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis and to give the students an in-depth knowledge of the theory and practice of Portfolio Management.

#### Unit - I:

**Fundamental Analysis** - Economic analysis, Industry Analysis and Company analysis; **Technical Analysis** - Price and volume indicators, indices and moving averages; Interpretation of trends and indices.

#### Unit - II:

**Efficient Market Hypothesis** – Weak, Semi-strong and Strong Markets; Testing of different forms of Market efficiency and their significance; **Valuation of Fixed Income Securities** – Bonds, Debentures, Preference Shares and Convertible Securities; **Valuation of Variable Income Securities** – Equity Shares.

#### Unit - III:

**Portfolio Management** – Meaning, Importance, Objective and Various Issues in Portfolio Construction, Revision of Portfolio and Evaluation; **Portfolio Analysis** - Estimating rate of return and standard deviation of portfolio return; Effects of combining securities; Markowitz risk – return optimization.

#### Unit - IV:

**Single Index Model** – Portfolio total risk, Portfolio market risk and unique risk; Sharpe's optimization solution; **Capital Market Theory** – Capital market line, Security market line; Risk free lending and borrowing.

#### Unit - V:

**Portfolio Construction** - Techniques of Portfolio Construction, Feasible Portfolio, Efficient Frontier; **Portfolio Performance Evaluation** – Measure of return, Risk adjusted measures of performance evaluation, Market timing, Evaluation criteria and procedures

#### Suggested Readings:

1. Fischer, Donald E. and Jordan, Ronald J.: *Security Analysis and Portfolio Management*, PHI, New Delhi
2. Bhall, V. K.: *Investment Management – Security Analysis and Portfolio Management*, S. Chand, New Delhi
3. Alexander, Gordon J. and Sharpe, William F.: *Fundamentals of Investments*: Englewood Cliffs, Prentice Hall Inc., And New Jersey
4. Elton, Edwin J and Gruber, Martin J.: *Modern Portfolio Theory and Investment Analysis*, John Wiley, New York.
5. Amling, Frederic: *Investment*, Englewood Cliffs, Prentice Hall, New Jersey

## **SPECIALISATION ELECTIVE COURSE**

### **Specialization 3:-Finance**

#### **BS3F3: Insurance & Risk Management**

**L – 5, C – 5.**

#### **Objective:-**

It will help the students to learn the basics and fundamentals of insurance principles and practices being practiced in the insurance industry. The knowledge in this field of insurance may help the students to adopt this as a career.

#### **Unit I**

Introduction: History of insurance in general and in India in particular. Basic nature of insurance. Definition of insurance. Comparison of Life Insurance with other forms of insurance. Principles of contract and its applicability to the valid insurance contract.

#### **Unit II**

Principles of Life insurance and its impact on insurability. Morality tables and its kind. Basic elements in computation of premium. Peculiarities of life insurance product and the classification Nature of group insurance and types of group Insurance covers Policy claims and its procedures for settlement of various type of claims. Policy document and its various components including conditions and privileges under the policy.

#### **Unit III**

Study of various proposal and policy forms used in general Insurance Scope of coverage of fire insurance and Marine insurance, Motor insurance Various kinds of miscellaneous insurances Describe classes of insurances requiring specialized knowledge i.e. industrial all risk insurance, aviation insurance, oil and gas insurance Regulatory provisions under Insurance Act 1938, and IRDA Act 1999. Underwriting practice and procedures, types and classification of hazards

#### **Unit IV**

Basic concept of risk, classification of risks, and process of risk management. Identification and evaluation of risk – risk analysis. Risk control – loss prevention and its importance. Risk financing and transfer of risks, Risk retention and its importance/basis of reinsurance

#### **Suggested Readings:**

1. Books published by Insurance Institute of India.
2. “Life Insurance”, - By Kenneth Black (Jr.) and Harold Skipper (Jr.)
3. “*Fundamentals of Risk and Insurance*”, by Emmett J. Vaughan, Therase Vaughan
4. “*Principles of Risk management and Insurance*”, by George E. Rejda

## **SPECIALISATION ELECTIVE COURSE**

### **Specialization 3:-Finance**

#### **BS3F4: Banking Principles & Operations**

**L – 5, C – 5.**

#### **Unit I:**

Indian financial System, Banking System in India, Financial sector reforms in India, RBI – role, functions, monetary policy and credit control, commercial banking in India, Regulatory Environment for commercial bank in Indian core banking.

#### **Unit II:**

Operational Aspect of commercial banks in India, Relationship between Banker and customers, Types of customer a/c, Cheques, Endorsement, Presentment, Dishonour, Rights and liabilities of Paying and collecting Banker, Time Value of money – calculation of interest on loan & deposits, EMIs, Present Value, future value and loan Amortization.

#### **Unit III:**

Negotiable Instruments, Bills of Exchange and Promissory notes, Rights and liabilities of parties, Bills discounting and purchasing, ancillary Services of the Bankers.

#### **Unit IV:**

Employment of funds by Commercial Banks Financial statement analysis, Types of securities, mode of creating charge, Bank guarantees, Asset – liability management in commercial Banks. Basel norms.

## **SUGGESTED READINGS**

**1. K.C. Shekhar and LekshmyShekhar, Banking Theory and Practice (2018), 21<sup>st</sup> edition**

2. JaiswalBimal:*Banking Operations Management*

3. JhinghanM.L.*Banking Theory & Practice*

4. Chabra, T. N., *Elements of Banking Law*, DhanpatRai and Sons

5. Saxena, G. S; *Legal Aspects of Banking Operations*, Sultan Chand and Sons

6.Suneja, H R.,*Practical and Law of Banking*, Himalaya Publishing House