

IIS (deemed to be UNIVERSITY), Jaipur

Department- Management Studies

Programme- B.B.A.

OUTCOMES - Academic Year 2020-21

PROGRAMME OUTCOMES

PO1	To appreciate economic, legal, and social surroundings of business and gain domain knowledge related to various functional areas of management.
PO2	To expand skills for critical thinking, business analysis, problem solving and finding innovative solutions.
PO3	To demonstrate a global outlook with the ability to identify aspects of the global business and Cross-Cultural Understanding.
PO4	To extend responsiveness to contextual social issues / problems and exploring solutions, understanding business ethics, and resolving ethical dilemmas.
PO5	To build up effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on).
PO6	To study to collaborate and demonstrate Leadership skills.
PO7	To develop entrepreneurial skills

PROGRAMME SPECIFIC OUTCOMES

PSO 1	The course will provide students with a broad range of managerial capabilities, the capacity for critical thinking, communication and problem-solving skills, legal and ethical behavior.
PSO 2	The course will prepare students for diverse careers in global management, administration and entrepreneurship through a well-rounded business education with a focus on global business operations, emerging markets and technology-enabled organizations
PSO 3	The course will provide the knowledge, skills and attributes to students required to effectively manage themselves and relationships with others within organizations.
PSO 4	The course will enhance the ability to identify, analyze and recommend appropriate actions given international influences, issues, and situations at the industry, business and individual levels.
PSO 5	The course will inculcate the knowledge, skills, and attributes required to conceptualize, apply, analyze, synthesize, evaluate information from a variety of sources, and form substantive recommendations.
PSO 6	The course will provide the knowledge, skills, and attributes required to effectively utilize common business software applications, recognize opportunities to apply technology enhancements, prepare business plans to upgrade technology, and provide leadership on technology projects.
PSO 7	The course will give the knowledge, skills, and attributes needed to convey meaning effectively using verbal, written or other means of expression.

PSO 8	The course will offer knowledge of, and disposition to display, social responsibilities, environmental awareness, and corporate ethics.
PSO 9	The course will demonstrate competency across business disciplines, specifically apply the essential elements of core business principles to analyze and evaluate problems and to construct and implement solutions in the business environment.
PSO 10	The course will to facilitate the students to go for professional courses and to develop ethical reasoning, professional behavior and entrepreneurial skills
PSO 11	The course will help to prepare professional quality business documents and deliver a professional quality business presentation and to develop a global perspective towards various legal issues.
PSO 12	The course will demonstrate the understanding and ability to apply professional standards, theory, and research to address business problems within specific concentrations.

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GBBA 101B	CO 34						√						
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DBBA 501A	CO 143						√					√
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GBBA 202 A	CO 259						√					
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GBBA 202 B	CO 263												√
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CBBA 402	CO 269		√			√							√
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CBBA 601	CO 17						√						
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CBBA 604	CO 332							√					
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DBBA 603 A	CO 345				√	√							
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DBBA 601 B	CO 356	√										
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DBBA 602 B	CO 361							√				√
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DBBA 603B	CO 366									√		
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DBBA 601 C	CO 378	√								√			
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DBBA 602 C	CO 383				√	√							
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DBBA 603 C	CO 388					√				√			
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DBBA 601 D	CO 400							√					
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B.B.A. (2020-2021)

COURSE OUTCOMES - Semester I

PAPER CODE- ABBA 100
Business Communication: English
(Theory)

Credits: 2

Maximum marks: 100

Contact Hrs/Week: 2

Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. Provide students a clear understanding of environmental concerns and to follow sustainable development practices
2. Analyze concepts and methods from ecological and physical sciences and their application in environmental problem solving

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
ABBA 100	Business Communicat ion	CO1: Students will identify the appropriate use of different channels of written communication in business. CO2: Students create various types of business reports. CO3: Identify key principles in public speaking for business. CO4: Understand the process of communication and its effect on giving and receiving information	Approach in teaching: Interactive Hours, Discussion, Tutorials, Reading assignments Learning activities for the students: Self learning assignments, Effective questions, Giving tasks	Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects

CONTENTS

Unit I	Business Communication: Concept, Features, Importance, Limitations; Basic model of Communication Process and Elements of Communication, Barriers to Communication and overcoming barriers to communication	06 hrs
Unit II	Means and Types of communication: Medias of Communication- Written, Oral, Visual, Audio-visual, Formal and Informal Communication, Modes of Quick Transmission of Messages.	06 hrs

Unit III	Business Letter Writing: Essentials of Effective Correspondence, Layout of Business Letter, Planning the Letter, Kinds of Business Letters	06 hrs
	Communication within the organization: Memoranda, Notices, Circulars, Orders, Agenda and Minutes	
Unit IV	Business Correspondence related to Human Resource: Preparation of Resume, Job Application, Drafting of Interview Letters, Call Letters and Offer of Appointment, Goodwill Messages, Condolence Letters	06 hrs
	Business Correspondence related to other parties: Correspondence with banks, insurance companies and government authorities	
Unit V	Report Writing and Proposal Writing: CONTENTS and Types	06 hrs
	Press Release and Press Notes	

BOOKS RECOMMENDED:

- Jones, Gareth R. and George, Jennifer M., Contemporary Management, McGraw-Hill College, New Delhi, January 2007.
- Study Material Published by ICSI
- Sinha K.K., Fundamentals of Business Communication, Taxmann's
- Konar Nira, Communication Skills for Professionals, PHI
- Dulek R.E. & J.S. Fielder, Principles of Business Communication, Macmillan Publishing Company, London.
- Chaturvedi P.D. & M. Chaturvedi, Business Communication, Pearson Education, New Delhi.
- Pal R. & J. S. Korlahalli, Essentials of Business Communication, S.Chand, New Delhi

PAPER CODE- CBBA 101
Fundamentals of Management
(Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to

1. Understand the concept of human development
2. Analyze the development during prenatal period
3. Evaluate the development during infancy.
4. Understand the development in early childhood and late childhood.
5. Apply the knowledge of childhood years in daily life

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			

<p>CBBA 101</p>	<p>Fundamentals of Management</p>	<p>CO5: Create understanding of the nature and functions of management. CO6: Describing the development of management thought. CO7: Inculcating the skills for planning and decision making among management students. CO8: Create the understanding of the organisation structures. CO9: Involving students in adapting the change and learning the controlling function.</p>	<p>Approach in teaching: Interactive Hours, Discussion, Tutorials, Reading assignments, Demonstration</p> <p>Learning activities for the students: Self learning assignments, Effective questions, Seminar presentation, Group tasks</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation, Individual and group projects</p>
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CONTENTS

Unit I	Management: Concepts, Nature, Scope, and significance, Management Functions. Principles of Management, Roles and Skills of a manager, Levels of Management.	12 hrs
Unit II	School of Management Thought: Classical- Scientific, Administrative and Bureaucratic School of Thought, Neo-Classical- Human Relations and Behavioral School of Thought; Modern- Quantitative, Systematic and Contingency School of Thought	12 hrs
Unit III	Planning: Concept, Types and Process; MBO, MBE Decision Making: Techniques and Components, Rationality in Decision Making	12 hrs
Unit IV	Organizing: Concept, Types, Process and Principles, Authority and Responsibility, Delegation of Authority, Centralization and Decentralization, Span of control Organization Structures: Forms of Organizational Structures, Formal and informal Organization, Features, Merits and Demerits.	12 hrs
Unit V	Controlling: Nature of control in organizations, Types of control, Steps in control process, Controlling Techniques Change management: Concept, Features, Lewin's three step model, Resistance to change and Overcoming Resistance to Change	12 hrs

BOOKS RECOMMENDED:

- Gilbert: Principles of Management, McGraw Hill
- Kaul Vijay Kumar, Business Organisation & Management - Text and Cases, Pearson.
- Koontz & Heinz Weihrich: Essential of Management, McGraw Hill.
- Stephen P. Robbins & Mary Coulter: Management, Pearson.
- Y.K. Bhushan: Fundamentals of Business Organisation & Management, Sultan Chand & Sons.
- Stoner, Freeman, and Gilbert, *Management*, Prentice Hall of India, New Delhi.
- Terry and Franklin, *Principles of Management*, Prentice Hall of India, New Delhi
- Mathew, M. J., *Business Management*, Sheelsons, Jaipur
- Sudha, G.S., *Business Management*, RBSA Publishers, Jaipur

PAPER CODE- CBBA 102
Fundamentals of Management Practical

Credits: 2
Maximum marks: 100
Contact Hrs/Week: 2
Total Hrs: 30

Course Objectives:

This course will enable the students to

1. Understand the stages of Human Development and their specific characteristics
2. Compare the developmental among the various stages of infancy using anthropometry method.
3. Understand the various developmental changes during childhood
4. Understand the various methods of child study.
5. Create stimulation kit and plan activities.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
CBBA 102	Fundamentals of Management Practical	<p>CO10: Evaluating the project tasks in terms of content, creativity, and designing.</p> <p>CO11: Assessing the tasks through file preparations, quizzes, and group projects.</p> <p>CO12: Organizing dialogue session with peer group on common themes through individual presentations and group discussions.</p> <p>CO13: Organizing dialogue session with peer group on common theme and write reflective notes on it.</p> <p>CO14: Demonstrate strategies of reading and reflecting on the ideas expressed in texts.</p>	<p>Approach in teaching:</p> <p>Interactive Hours, Discussion, Tutorials, Reading assignments, Demonstration</p> <p>Learning activities for the students:</p> <p>Self learning assignments, Effective questions, Seminar presentation, Group tasks</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation, Individual and group projects</p>

CONTENTS

Unit I	Identify any CEO or senior level manager and discuss various Skills possessed and Roles played by him/her in the organizational context	06 hrs
Unit II	Prepare a chart on Development of School of Management Thought	06 hrs

Unit III	Group Discussion on MBO Vs MBE	06 hrs
Unit IV	Identify any one organization of your choice and make file submission on Organization Structure.	06 hrs
Unit V	Group Presentation on Emerging Issues, Challenges and Changes and Coping Strategies in Present Scenario in the Corporate World	06 hrs

BOOKS RECOMMENDED:

- Gilbert: Principles of Management, McGraw Hill
- Kaul Vijay Kumar, Business Organisation & Management - Text and Cases, Pearson.
- Koontz & Heinz Weihrich: Essential of Management, McGraw Hill.
- Stephen P. Robbins & Mary Coulter: Management, Pearson.
- Y.K. Bhushan: Fundamentals of Business Organisation& Management, Sultan Chand & Sons.
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- Mathew, M. J., *Business Management*, Sheelsons, Jaipur
- Sudha, G.S., *Business Management*, RBSA Publishers, Jaipur

PAPER CODE- CBBA 103
Business Economics
(Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to –

1. Understand the definition concepts and functions of foods and nutrition.
2. Learn structure, composition and nutritional contribution of various food products.
3. Understand the effect of processing on food products.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
CBBA 103	Business Economic s	<p>CO15: To familiarize the students with the basic concept of microeconomics.</p> <p>CO16: To make student understand the demand and supply analysis in business applications</p> <p>CO17: To familiarise students with the production and cost structure under different stages of production.</p> <p>CO18: To understand the pricing and output decisions under various market structure.</p> <p>CO19: To help students understand and apply the various decision tools to understand the market structure.</p> <p>CO20: Develop an understanding of role and function of managers.</p> <p>CO21: Provide a detailed view of various roles played by cost and revenue in business.</p>	<p>Approach in teaching:</p> <p>Interactive Hours using whiteboards, Questioning & Discussion, Reading assignments, Frequent or unannounced quizzes.</p> <p>Learning activities for the students:</p> <p>Self learning assignments, Effective questions, presentation, Solving problems of unsolved questions</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Class interaction</p>

CONTENTS

Unit I	Demand, Supply and Market equilibrium: individual demand, market demand, individual supply, market supply, market equilibrium; Determinants of Demand; Elasticity of demand and supply: Price elasticity of demand, income elasticity of demand, cross price elasticity of demand, elasticity of supply.	12 hrs
Unit II	Theory of consumer behavior: cardinal utility theory, ordinal utility theory (indifference curves, budget line, price effect, substitution effect, income effect for normal, inferior and giffen goods), revealed preference theory.	12 hrs
Unit III	Producer and optimal production choice: optimizing behavior in short run(geometry of product curves, law of diminishing margin productivity, three stages of production), optimizing behavior in long run (isoquants, isocost line, optimal combination of resources)	12 hrs
	Costs and scale: Cost Concepts, Cost Curves: Short run & Long run;	

economies of scale, economies of scope.

Unit IV **Theory of firm and market organization :** perfect competition (basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry) ; monopoly (basic features, short run equilibrium, long run equilibrium, comparison with perfect competition, welfare cost of monopoly), price discrimination; monopolistic competition (basic features, demand and cost, short run equilibrium, long run equilibrium) ; oligopoly (Cournot's model, kinked demand curve model, dominant price leadership model) **12 hrs**

Unit V **Factor market:** demand for a factor by a firm under marginal productivity theory (perfect competition in the product market, monopoly in the product market), market demand for a factor, supply of labour, market supply of labour, factor market equilibrium. **12 hrs**

BOOKS RECOMMENDED:

- Salvatore, Dominick, Micro Economics, Oxford University Press, New York
- Seth, M. L., Principles of Economics, Laxmi Narain Agarwal, Agra
- Mithani, D.M., Fundamentals of Economics, Himalya Publishing House, Mumbai
- Ahuja, H.L. , Business Economics, S.Chand & Company, New Delhi
- Mathur N.D. Managerial Economic. Shivam Book House, Jaipur
- C. M. Choudhary : Business Economics
- Jhingal, M.L., Principles of Economics, Vikas Publishing House, New Delhi
- Mukherjee, Debes, Business Economics Micro and Macro, New Central Book Agency, Calcutta

PAPER CODE- CBBA 104
Business Economics
(Practical)

Credits: 2
Maximum marks: 100
Contact Hrs/Week: 2
Total Hrs: 30

Course Objectives:

This course will enable the students to –

1. Be familiar with changes occurring in the foods as a result of cooking and processing
2. Get practical knowledge in various applications and preparations of food.
3. Understand the effect of cooking and processing on nutritional quality of food

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
CBBA 104	Practical of Business Economic s	<p>CO22: To familiarise students with the production and cost structure under different stages of production.</p> <p>CO23: To understand the pricing and output decisions under various market structure.</p> <p>CO24: To help students understand and apply the various decision tools to understand the market structure.</p> <p>CO25: Develop an understanding of role and function of managers.</p>	<p>Approach in teaching:</p> <p>Interactive Hours using whiteboards, Questioning & Discussion, Reading assignments, Short quiz consisting of numerical problems.</p> <p>Learning activities for the students:</p> <p>Self learning assignments, Presentation, Solving problems of unsolved questions, Writing in Class, Problem-Based Learning – Cases, Group Learning – Teamwork</p>	<p>Class test, Semester end examinations, Presentation, Individual and group projects, Task-based exercises to assess students' understanding.</p>

CONTENTS

Unit I	Case studies based on Elasticity of demand and supply	06 hrs
Unit II	Case studies based on cardinal utility theory & ordinal utility theory	06 hrs
Unit III	Project work based on production and cost function.	06 hrs
Unit IV	Project work based on Theory of firm and market organization	06 hrs
Unit V	Case studies based on Factor market	06 hrs

BOOKS RECOMMENDED:

- Salvatore, Dominick, Micro Economics, Oxford University Press, New York
- Seth, M. L., Principles of Economics, Laxmi Narain Agarwal, Agra
- Mithani, D.M., Fundamentals of Economics, Himalya Publishing House, Mumbai

- Ahuja, H.L. , Business Economics, S.Chand & Company,New Delhi
- Mathur N.D. Managerial Economic. Shivam Book House, Jaipur
- C. M. Choudhary : Business Economics
- Jhingal, M.L., Principles of Economics, Vikas Publishing House, New Delhi
- Mukherjee,Debes, Business Economics Micro and Macro, New Central Book Agency, Calcutta

PAPER CODE- GBBA 101A
IT Tools for Business
(Theory)

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to –

1. Understand basic skills in MS-Office suites.
2. Use computer for basic purposes of preparing documents, personnel/business letters, excel spreadsheets and professional PowerPoint presentations.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
GBBA 101A	IT Tools of Business	<p>CO26: To understand the use of information technology in business organization</p> <p>CO27: To provide an introduction to the latest concepts, terminologies and technologies used in data communication.</p> <p>CO28: To understand the basics of computer’s hardware and software used in organization</p> <p>CO29: Describe the vital elements of a computer system and functions of its components</p> <p>CO30: Interpret how to use information technology to solve business analytical problems using practical sessions using Ms-Excel .</p> <p>CO31: Develop the skill of preparation of various report and presentations using MS-Word and Ms-Power point.</p>	<p>Approach in teaching:</p> <p>Interactive Hours using whiteboards, Lab Practice Sessions & Discussion, Short practical Assignment consisting of logical and numerical problems based on Ms- Word, Ms-Excel and Ms-Access software packages.</p> <p>Learning activities for the students:</p> <p>Self learning practical assignments and Presentation, Solving practical problems using</p>	<p>Class test, Semester end examinations, Presentation, Individual and group projects, Task-based practical exercises to assess students’ software understanding & technical skills</p>

		<p>CO32: To provide thorough understanding of database management package –MS-Access</p> <p>CO33: To develop sound knowledge in MS Office</p>	<p>latest analysis tools of Ms- Excel , Case -based practical Learning through Ms –office package , Group Learning – Teamwork</p>	
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CONTENTS

Unit I Anatomy of Computer: Introduction to Computers (definition, characteristics & uses), System unit (memory, ALU & control unit), Input / Output devices, Storage devices (Memory- primary & secondary). **12 hrs**

Computer Software: Introduction to Software, its type

(system, application & utility).

Communication Technology: Data communication & Computer networks, components of network,)

Internet, Introduction, Uses of internet, The Internet today, HTTP, Web Browser, E-mail, Attaching files with E-mail.

Exploring the Windows: Windows explorer, Control panel, Managing Files & Folders: Creating folder, Compressing/ Zipping files (WinZip), Virus & Antivirus.

Unit II Introduction to Word Processing **12 hrs**

Introduction to word processing, Features of Word processors, Getting started with MS-Word, Working with word documents, Shortcut keys.

Formatting documents: Formatting documents, Selecting text, character formatting, & paragraph formatting with using indents, tabs, alignment, spacing, bullets and numbering and borders.

Editing Text: Finding & replacing text, Go To command, Proofing text (Spell check, Auto correct), Macros, Inserting pictures, Hyperlinks.

Page setup & Border: page margins, orientation, headers and footers, end notes and foot notes, page borders.

Working with tables: Creating tables, formatting, sorting, table formula (Sum, Min, Max, Avg), converting text to table and vice versa. Create newspaper columns, indexes and table of CONTENTS.

Spell-check of document and checking grammar using thesaurus and finding and replacing text.

Create bookmarks and cross referencing, adding sources and bibliography

Mail merge: Creating and editing the main document and data source sorting and filtering in merged documents. OLE (Object Linking and embedding).

Unit III Spreadsheets

12 hrs

Introduction: spreadsheet, workbooks, saving, opening an existing worksheet moving, copying, inserting, deleting and renaming worksheets, working with multiple worksheets and workbooks, controlling worksheet views, Printing worksheet. Filling series, sort, Formatting worksheet.

Various Tools & functions: cell referencing (Relative, Absolute, Mixed). Functions and its parts. Inbuilt function (SUM, AVERAGE, COUNT, MAX, MIN, IF), lookup, logical, date and time. Consolidating function, Protecting worksheets, Implementing file level security and protecting data within the worksheet, Adjusting margins, headers and footers, page breaks, orientation.

Charts in Excel: Introduction to charts, types of charts, creation of chart from adjacent data/ nonadjacent data, printing a worksheet and chart.

Creating charts and graphics: Introduction to charts and chart type, creation of chart from adjacent data/ nonadjacent data, data series, editing and formatting chart, and creating sparkline graphics.

Analysis using pivot tables: Creating, formatting and modifying a pivot table and pivot table charts, sorting, filtering items.

Performing what-if analysis: Types of what if analysis (manual, data tables, scenario manager), what-if analysis in reverse (goal-seek, solver) OLE(object linking and embedding).

Unit IV Powerpoint presentation

12 hrs

Introduction: Creating a blank presentation, design template, creating and managing slides, using content place holders, creating graphs, tables, diagrams, organization charts, inserting clip art and images.

Viewing and navigating a presentation: outline view, slide sorter, master views, slide & title master, handout master and notes master, headers and footers, hyperlinks, advanced navigation with action settings, action buttons

Animation and multimedia: Using and applying animation schemes, custom animation, understanding sound file formats and adding music, sound and video clips.

Final presentation: Applying transition to slides, controlling transition speed, using hidden slides, using custom shows, screen pen and adding and accessing notes during a presentation.

Unit V Databases

12 hrs

Introduction to Database Development: Database Terminology, Creating Tables, table fields, with Data types , Changing table design, Field Properties, Primary Keys and field validation and record validation rules, Indexing, working with multiple tables, Relationships & Integrity Rules, Join Properties, Record manipulation, Sorting & Filtering.

Select data with queries: Creating Query by design & by wizard (Select, Make Table, Append, Delete, Cross Tab, Update, Parameterized Query, Find Duplicate and Find Unmatched), Creating multi table queries, creating & working with table joins. Using operators & expressions: Creating simple & advance criteria.

Working with forms: Creating Basic forms, working with bound, unbound and calculated controls, understanding property sheet, Working with Data on Forms: Changing Layout, creating Sub Forms, creating list box, combo box and option groups.

Working with Reports: Creating Basic Reports, Creating Header & Footer, Placing Controls on reports, sorting & grouping, Creating Sub reports.

BOOKS RECOMMENDED:

- Henry C. Lucas, Information Technology for Management, McGraw Hill, International Edition, July 2012.
- Dr. Leena Bhatia & Dr. Bindu Jain, Elementary Computer Application
- Mastering Access 2000 – Simpson Alan, Robinson, & Celeste.
- Peter Nortons : "Introduction to Computers" (Fourth Edition)
- Mastering Word 2000 – Mansfield & Olsen
- Mastering Excel 2000 – Martin, Hansen, Klingher & Beth
- Mastering Power Point 2000 – Murray

PAPER CODE- GBBA 101B IT Tools for Business (Practical)

Credits: 2
Maximum marks: 100
Contact Hrs/Week: 2
Total Hrs: 30

Course Objectives:

This course will enable the students to –

1. To make students familiar with the concepts taught in the theory paper.
2. To develop the skill for preparation of various formats using MS–Office.

Course Outcomes (COs):

Course	Learning outcomes	Assessment
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Paper Code	Paper Title	(at course level)	Learning and teaching strategies	Strategies
GBBA 101B	IT Tools of Business Practical	CO34: To interpret the application of latest information technologies in organization CO35: To develop the skill for preparation of various formats using ms –word CO36: To analyze and interpret the use of various analysis functions using ms-excel CO37: To interpret how to solve business analytical problems using practical sessions in ms-excel. CO38: To develop the skill of preparation of power point presentations and various reports. CO39: To prepare and interpret database management.	Approach in teaching: Interactive Hours using whiteboards, Lab Practice Sessions & Discussion, Short practical Lab Assignment, case based lab and group session to develop skills in Ms- Word, Ms-Excel and Ms-Access. Learning activities for the students: Group based practical assignments and Presentation, Solving practical problems using analysis tools of Ms- Excel , Case -based practical Learning through Ms –office package , Group Learning – Teamwork	Class test, Semester end examinations, Presentation, Individual and group projects, Task-based practical exercises to assess students' software understanding & technical skills

CONTENTS

Unit I	Getting connected to Internet: HTTP, Web Browser (Internet Explorer, Google Chrome, Mozilla Firefox), sending & receiving the E-mail, Attaching files with E-mail, Exploring through E-commerce web sites. Exploring the Windows: Windows explorer, Control panel, Managing Files & Folders: Creating folder & shortcuts on the desktop Compressing/ Zipping files (WinZip, Winrar), Virus & Antivirus.	06 hrs
Unit II	Introduction to Word Processing : Working with word documents, Shortcut keys. Formatting documents: Selecting text, character formatting, & Paragraph formatting with using indents tabs, paragraph alignment, line & paragraph spacing, Borders & shading bullets and numbering. Editing Text: Finding & replacing text, Go To command, Proofing text (Spell check, thesaurus, Auto correct), Macros, Inserting pictures, Hyperlinks, Drop cap. Page setup & Border: page margins, orientation, headers and footers, end notes and foot notes.	06 hrs

Working with tables: Creating tables, formatting, sorting, table formula (Sum, Min, Max, Avg), and converting text to table and vice versa. Create newspaper columns, indexes and table of CONTENTS.

Create bookmarks and cross referencing, adding sources and bibliography.

Mail merge: Creating and editing the main document and data source sorting and filtering in merged documents. OLE (Object Linking and embedding).

Unit III Spreadsheets

06 hrs

Introduction spreadsheet: workbooks saving, opening, moving, copying, inserting, deleting and renaming worksheets, working with multiple worksheets and workbooks, controlling worksheet views, Printing worksheet. Filling series, sort, Formatting worksheet, Shortcut keys

Various Tools & functions: cell referencing (Relative, Absolute, Mixed). Functions and its parts. Inbuilt function (SUM, AVERAGE, COUNT, MAX, MIN, IF), lookup, logical, date and time. Consolidate Protecting worksheets, margins, headers and footers, page breaks, orientation.

Charts in Excel: Creation of chart from adjacent data/ nonadjacent data, printing a worksheet and chart, data series, editing and formatting chart, and creating sparkline graphics.

Analysis using pivot tables: Creating, formatting and modifying a pivot table and pivot table charts, sorting, filtering items.

Performing what-if analysis: Data tables, scenario manager), what-if analysis in reverse (goal-seek, solver) OLE(object linking and embedding).

Unit IV Powerpoint presentation

06 hrs

Introduction: Creating a blank presentation , design template, creating and managing slides, using content place holders, creating graphs, tables, diagrams, organization charts, inserting clip art and images, shortcut keys

Viewing and navigating a presentation: outline view, slide sorter, master views, slide& title master, handout master and notes master, headers and footers, hyperlinks, advanced navigation with action settings, action buttons

Animation and multimedia: Applying animation schemes, custom animation, various sound file formats and adding music, sound and video clips.

Final presentation: Applying transition to slides, controlling transition speed, using hidden slides, using custom shows, screen pen and adding and accessing notes during a presentation.

Unit V Databases –MS-Access

06 hrs

Create Database with specific location ,Creating Tables, table fields, with Data types , Changing table design, Field Properties, Primary Keys and field validation and record validation rules, Indexing, working with multiple

tables, Relationships & Integrity check , Records Editing (modify ,delete ,add) Sorting & Filtering.

Select data with queries: Creating Query by design & by wizard (Select, Make Table, Append, Delete, Cross Tab, Update, Parameterized Query, Find Duplicate and Find Unmatched), Creating multi table queries, creating & working with table joins. Using operators & expressions: Creating simple & advance criteria.

Working with forms: Create forms with bound, unbound and calculated controls, Working with Data on Forms: Changing Layout, creating Sub Forms, creating list box, combo box and option groups.

Working with Reports: Create Reports, Creating Header & Footer, Placing Controls on reports, sorting & grouping reports.

BOOKS RECOMMENDED:

- Henry C. Lucas, Information Technology for Management, McGraw Hill, International Edition, July 2012.
- Dr. Leena Bhatia & Dr. Bindu Jain, Elementary Computer Application
- Mastering Access 2000 – Simpson Alan, Robinson, & Celeste.
- Peter Nortons : "Introduction to Computers" (Fourth Edition)
- Mastering Word 2000 – Mansfield & Olsen
- Mastering Excel 2000 – Martin, Hansen, Klingher & Beth
- Mastering Power Point 2000 – Murray

PAPER CODE- GBBA 102A
Ethics and Corporate Social Responsibility
(Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to –

1. Get an understanding of ethical practices in corporates.
2. Develop the understanding of social responsibility of a business.

Course Outcomes (COs):

Course	Learning outcomes		Assessment
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Paper Code	Paper Title	(at course level)	Learning and teaching strategies	Strategies
GBBA 102A	Ethics and CSR	<p>CO40: Students will be able to develop the understanding of ethical practices in the organization , about the rights and duties and virtue ethics.</p> <p>CO41: Encourage students to develop the understanding of social responsibility of a business as well as the concept of sustainability.</p> <p>CO42: Acquaint students about various corporate disclosures and the relevance of good governance practices.</p> <p>CO43: Demonstrate the roles and responsibilities of Board in enhancing corporate governance and the concept of CEO duality.</p> <p>CO44: The students will be able to understand the role of auditors in enhancing corporate governance as well as the concept of whistle blowing.</p>	<p>Approach in teaching:</p> <p>Interactive Hours, Group discussions, problem solving sessions.</p> <p>Learning activities for the students:</p> <p>Self learning assignments, Effective questions, Chart preparation.</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation, Individual and group projects</p>

CONTENTS

Unit I	Business Ethics: Concept of ethics, ethical issues and principles in business, Utilitarianism: social cost and benefits, Rights and duties, Justice and fairness, ethics of care, virtue ethics.	12 hrs
Unit II	Corporate Social Responsibility: Concept and Evolution of corporate social responsibility, common indicators for measuring business social performance, reporting social responsibility measures in annual report. Freidman’s Traditional vs. Carroll’s Modern View of CSR, Stakeholder’s and Concept of Sustainability	12 hrs
Unit III	Corporate Governance: Concept, Features of good governance, Role played by regulators to improve corporate governance (SEBI clause 49), Accounting standards, Corporate disclosure, Insider trading.	12 hrs
Unit IV	The Board : Composition of Board (independent, nominee, executive and non executive director ,woman director, shadow director and resident director) roles and responsibilities of board in enhancing corporate governance, CEO Duality.	12 hrs
Unit V	Role of auditors in enhancing corporate governance: Duties and responsibilities of internal and external auditors in enhancing corporate governance .	12 hrs
	Whistle blowing: Kinds of whistle blowing, need and relevance for whistle blowing.	

BOOKS RECOMMENDED:

- Manuel G Velasquez : Business ethics- concepts and cases Pearson.
- LuthansHodgetts and Thompson: Social issues in business, Macmillan USA
- A.C. Fernando: Business Ethics Pearson Education.
- A.C. Fernando: Corporate Governance Pearson Education.
- Adrian Davies: Strategic approach to corporate governance Gower Pub Co.
- N. Gopalswamy: Corporate governance a new paradigm A H Wheeler Publishing Co Ltd.
- Marianne M Jennings: Cases in Business Ethics Indian South-Western College Publishing
- Kevin Gibson: Ethics and Business, An Introduction, Cambridge Applied Ethics Cambridge University Press
- Bhanumurthy K V: Ethics and Social Responsibility of Business, Pearson Education India.

PAPER CODE- GBBA 102B
Ethics and Corporate Social Responsibility
(Practical)

Credits: 2**Maximum marks: 100****Contact Hrs/Week: 2****Total Hrs: 30****Course Objectives:****This course will enable the students to –**

1. Develop the understanding of ethical practices in the organization.
2. Acquaint students about various corporate disclosures and the relevance of good governance practices.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
GBBA 102A	Ethics and CSR	CO40: Students will be able to develop the understanding of ethical practices in the organization , about the rights and duties and virtue ethics. CO41: Encourage students to develop the understanding of social responsibility of a business as well as the concept of sustainability. CO42: Acquaint students about various corporate disclosures and	Approach in teaching: Interactive Hours, Group discussions, problem solving sessions. Learning activities for the students: Self learning assignments, Effective	Class test, Semester end examinations, Quiz, Assignments, Presentation, Individual and group projects

		<p>the relevance of good governance practices.</p> <p>CO43: Demonstrate the roles and responsibilities of Board in enhancing corporate governance and the concept of CEO duality.</p> <p>CO44: The students will be able to understand the role of auditors in enhancing corporate governance as well as the concept of whistle blowing.</p>	<p>questions, Chart preparation.</p>	
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CONTENTS

Unit I	File Submission on Indian Ethos in Management	06 hrs
Unit II	Case Study on CSR Initiatives.	06 hrs
Unit III	Group Discussion on recent business scams and cases of lack of good corporate governance	06 hrs
Unit IV	Prepare a chart on the governance structure of a well-known organisation	06 hrs
Unit V	Group Presentations on any of the following:	06 hrs
	<ul style="list-style-type: none"> • Historical Development of Corporate Governance • Insider trading • Whistle Blowing • Role of Regulatory Bodies in Corporate Governance 	

BOOKS RECOMMENDED:

- Manuel G Velasquez: Business ethics- concepts and cases Pearson.
- Luthans Hodgetts and Thompson: Social issues in business, Macmillan USA
- A.C. Fernando: Business Ethics Pearson Education.
- A.C. Fernando: Corporate Governance Pearson Education.
- Adrian Davies: Strategic approach to corporate governance Gower Pub Co.
- N. Gopalswamy: Corporate governance a new paradigm A H Wheeler Publishing Co Ltd.
- Marianne M Jennings: Cases in Business Ethics Indian South-Western College Publishing
- Kevin Gibson: Ethics and Business, An Introduction, Cambridge Applied Ethics Cambridge University Press
- Bhanumurthy K V: Ethics and Social Responsibility of Business, Pearson Education India.

B.B.A. (2020-2021)

COURSE OUTCOMES - Semester II

**PAPER CODE– AENV 200
Environmental Science
(Theory)**

**Credits: 2
Maximum marks: 100
Contact Hrs/Week: 2
Total Hrs: 30**

Course Objectives:

This course will enable the students to -

1. Develop critical thinking for shaping strategies for environmental protection and conservation of biodiversity, social equity and sustainable development.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
AENV 200	Environment al Science	CO 226: Develop comprehensive understanding of various ecological processes and environmental issues. CO 227: Develop critical thinking for shaping strategies for environmental protection and conservation of biodiversity, social equity and sustainable development. CO 228: Appreciate the various ecological linkages within the web of life. CO 229: Recognize the consequences of human actions on the environment and ways to prevent deterioration Of environment.	Approach in teaching: Interactive Hours, Discussion, Power Point Presentations, Informative videos Learning activities for the students: Self learning assignments, Effective questions, presentations, Field trips	Quiz, Poster Presentations, Power Point Presentations, Individual and group projects, Open Book Test, Semester End Examination

CONTENTS

Unit I	Introduction to Environment and Ecosystem	06 hrs
	Scope of Environmental Studies and its applications Relationship of Environmental Studies with other subjects (Multidisciplinary nature of Environment) Concept of sustainability and sustainable development. Environmentally important dates and abbreviations Structure and function of an ecosystem Types of Ecosystems and their general characteristics Producers, consumers and decomposers Energy flow in the ecosystem Food chains, food webs and ecological pyramids Ecological Succession	
Unit II	Natural Resources: Renewable and Non-renewable Resources	06 hrs
	Land resources and land use change; Land degradation, soil erosion and desertification. Deforestation: Causes and impacts due to mining, dam building on environment, forests, biodiversity and tribal populations. Water : Use and over-exploitation of surface and ground water, floods, droughts Energy resources: Renewable and non renewable energy sources, use of alternate energy sources, growing energy needs, case studies.	
Unit III	Biodiversity and Conservation	06 hrs
	Levels of biological diversity: genetic, species and ecosystem diversity India as a mega-biodiversity nation; Biogeographic zones of India Biodiversity patterns and global biodiversity hot spots Endangered and endemic species of India Threats to biodiversity: Habitat loss, poaching of wildlife, man-wildlife conflicts, biological invasions Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity Ecosystem and biodiversity services: Ecological, economic, social, ethical, aesthetic and Informational value	
Unit IV	Environmental Pollution	06 hrs
	Types, Causes, effects and control measures of : Air pollution; Water pollution; Soil pollution; Noise pollution Pollution case studies Solid waste management: Control measures of urban and industrial waste. Nuclear hazards and human health risks Global environmental issues: Climate change, global warming, ozone layer depletion, acid rain and impacts on human communities and agriculture	

Environment Laws: Environment Protection Act,1986; Air (Prevention & Control of Pollution) Act, 1981; Water (Prevention and control of Pollution) Act, 1974; Wildlife Protection Act, 1972; Forest Conservation Act, 1980

International agreements: Montreal protocol, Kyoto protocol and Convention on Biological Diversity (CBD)

Unit V

Human Communities and the Environment

06 hrs

Human population growth: Impacts on environment, human health and welfare

Resettlement and rehabilitation of project affected persons; case studies

Disaster management : floods, earthquake, cyclones and landslides

Environmental movements : Chipko, Silent valley, Bishnois of Rajasthan

Environmental ethics: Role of Indian and other religions and cultures in environmental conservation

Environmental communication and public awareness, case studies (e.g., CNG vehicles in Delhi)

BOOKS RECOMMENDED:

- Bharucha Erach, The Biodiversity of India, Mapin Publishing Pvt. Ltd., Ahmedabad –380 013, India, Email:mapin@icenet.net
- Groom, Martha J., Gary K. Meffe, and Carl Ronald Carroll. Principles of Conservation Biology. Sunderland: Sinauer Associates, 2006.
- Grumbine, R. Edward, and Pandit, M.K. 2013. Threats from India's Himalaya dams. Science, 339: 36-37.
- McCully, P. 1996. Rivers no more: the environmental effects of dams (pp. 29-64). Zed Books.
- McNeill, John R. 2000. Something New Under the Sun: An Environmental History of the Twentieth Century.
- Odum, E.P., Odum, H.T. & Andrews, J. 1971. Fundamentals of Ecology. Philadelphia: Saunders.
- Pepper, I.L., Gerba, C.P. & Brusseau, M.L. 2011. Environmental and Pollution Science. Academic Press.
- Rao, M.N. & Datta, A.K. 1987. Waste Water Treatment. Oxford and IBH Publishing Co. Pvt. Ltd.
- Raven, P.H., Hassenzahl, D.M. & Berg, L.R. 2012. Environment. 8th edition. John Wiley & Sons.
- Rosencranz, A., Divan, S., & Noble, M. L. 2001. Environmental law and policy in India. Tripathi 1992.
- Sengupta, R. 2003. Ecology and economics: An approach to sustainable development. OUP.

PAPER CODE– CBBA 201
Macro Economics
(Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. Understand the founding concepts of macroeconomics and Compare the Classical and the Keynesian theories and associate them with the current macroeconomic concepts.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
CBBA 201	Macro Economics	CO 230: Explain the concepts of Macroeconomics and analyze the economy using National Income concepts and Circular flow of Income CO 231: Understand the founding concepts of macroeconomics and Compare the Classical and the Keynesian theories and associate them with the current macroeconomic concepts CO 232: Utilize the ISLM model to explain the national macroeconomic variables and analyze the effect of Fiscal and Monetary policy measures on them CO 233: Describe the contemporary banking and monetary system, and analyze the role of money, credit, and RBI monetary policy CO 234: Examine the causes and types of Inflation and Identify the consequences of Inflation, Apply the macroeconomic concepts in understanding unemployment level and Outline the role of exchange rates and Economic policies in development of an economy.	Approach in teaching: Interactive Hours, Discussion, Tutorials, Reading assignments, Demonstration, Team teaching Learning activities for the students: Self-learning assignments, Effective questions, Simulation, Seminar presentation, Giving tasks, 3D models	Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects

CONTENTS

Unit I	Introduction to Macro Economics: Basic Concepts of Macroeconomics, major concerns, scope, importance of macro economics, role of government in macro-economy, interdependence of macro and micro economics, goals and importance of macroeconomics; Circular flow of income; Measurement of Macroeconomic Aggregates: National Income Accounts, Gross Domestic Product, National Income, Personal and Personal disposable income; Multiplier effect of investment; Introduction to fiscal and monetary policy	12hrs
Unit II	Classical theory of income and employment: Labour market Equilibrium, Goods market equilibrium, Quantity Theory of Money. Keynesian theory of Income and employment : simple Keynesian model, components of aggregate demand, equilibrium income, changes in equilibrium	12 hrs
Unit III	IS-LM model : properties of IS-LM curves, factors affecting the position and slope of IS-LM curves, determination of equilibrium income and interest rates, effect of monetary and fiscal policy, relative effectiveness of monetary and fiscal policy, crowding out, composition of output and policy mix, policy mix in action	12 hrs
Unit IV	Money: functions of money, quantity theory of money, determination of money supply and demand, H theory of money multiplier, indicators and instruments of monetary control.	12 hrs
Unit	Inflation: meaning, demand and supply side factors, consequences of inflation, anti-inflationary policies, natural rate theory, monetary policy-output and inflation, Phillips curve (short run and long run) Open Economy: brief introduction to BoP account, market for foreign exchange and exchange rate, monetary and fiscal policy in open economy	12 hrs

BOOKS RECOMMENDED:

- Froyen, R.P. (2011): Macroeconomics-theories and policies (8th ed.) . Pearson:
- Dornbusch and Fischer (2010). Macroeconomics (9thed.). Tata McGraw Hill
- N Gregory Mankiw (2010). Macroeconomics (7thed.). Worth Publishers
- Olivier Blanchard, Macroeconomics (2009). (5thed.) Pearson

PAPER CODE– CBBA 202
Macro Economics
(Practical)

Credits: 2
Maximum marks: 100
Contact Hrs/Week: 2
Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. Analyze the role of money, credit, and RBI monetary policy on Economy aggregates.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
CBBA 202	Macro Economics Practical	<p>CO 235: Calculate national income aggregates and Analyse the policy requirements of an economy based on income aggregates</p> <p>CO 236: Compare the Classical and the Keynesian theories and Associate them with the current macroeconomic concepts</p> <p>CO 237: Calculate national macroeconomic variables and analyze the effect of Fiscal and Monetary policy measures on them</p> <p>CO 238: Analyze the role of money, credit, and RBI monetary policy on Economy aggregates</p> <p>CO 239: Examine the causes and types of Inflation and Identify the consequences of Inflation.</p>	<p>Approach in teaching:</p> <p>Interactive Hours, Discussion, Tutorials, Reading assignments, Demonstration, Team teaching</p> <p>Learning activities for the students:</p> <p>Self learning assignments, Effective questions, Simulation, Seminar presentation, Giving tasks, 3D models</p>	<p>Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects</p>

CONTENTS

Unit I	Practical questions based on Measurement of macroeconomic variables and Multiplier effect	06 hrs
Unit II	Case studies based on Classical theory of income and employment and Keynesian theory of Income and employment	06 hrs
Unit III	Project work based on IS-LM model	06 hrs
Unit IV	Case studies based on Money Practical questions based on H theory	06 hrs
Unit V	Case studies based on Inflation and Open Economy	06 hrs

BOOKS RECOMMENDED:

- Froyen, R.P. (2011): Macroeconomics-theories and policies (8th ed.) . Pearson:
- Dornbusch and Fischer (2010). Macroeconomics (9thed.). Tata McGraw Hill
- N Gregory Mankiw (2010). Macroeconomics (7thed.). Worth Publishers
- Olivier Blanchard, Macroeconomics (2009). (5thed.) Pearson

PAPER CODE– CBBA 203
Business Accounting
(Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. Understand the fundamentals of financial accounting, the principles and concepts underlying them.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
CBBA 203	Business Accounting	<p>CO 240: Understand the fundamentals of financial accounting, the principles and concepts underlying them.</p> <p>CO 241: To record the basic journal entries and subsidiary books.</p> <p>CO 242: To memorize how to calculate depreciation by applying various methods.</p> <p>CO 243: Rectify errors in accounts.</p> <p>CO 244: Maintain the financial statement of a business entity.</p> <p>CO 245: Learn about the journal entries of issue, reissue and forfeiture of shares</p>	<p>Approach in teaching:</p> <p>Interactive Hours using whiteboards, Discussion, Reading assignments, Questioning, Frequent or unannounced quizzes.</p> <p>Learning activities for the students:</p> <p>Self learning assignments, Effective questions, presentation, Solving problems of unsolved questions</p>	<p>Class test, Semester end examinations, Quiz, Assignments.</p>

CONTENTS

Unit I Introduction to Financial Accounting- Definition and its usefulness, **12 hrs**
 Scope and Limitations. Users of Accounting Information.
 Generally Accepted Accounting Principles- Concepts and Conventions.

	Recording of Transactions in Journal. three columns Cash Book , Preparation of Ledger Accounts	
Unit II	An overview of Subsidiary books – Purchase Book, Purchase Returns Book, Sales Book, and Sales Returns Book Introduction to International Financial Reporting Standards (IFRS). Depreciation Accounting -Methods of charging Depreciation – Straight-line Method and Written-down-value Method.	12 hrs
Unit III	Bank reconciliation statement: Need for reconciliation between Cashbook and bank passbook, problems relating to the preparation of Bank reconciliation statement Preparation of Trial Balance. Rectification entries: Classification of Errors, Location of Errors, Rectification of Errors, Suspense Account, Effect on profit	12 hrs
Unit IV	Preparation of Financial Statements: Preparing Trading Account, Profit & Loss Account and Balance Sheet for a Sole Proprietor. Understanding CONTENTS of Financial Statements of a Joint Stock Company as per Companies Act 2013.	12 hrs
Unit V	Issue and Forfeiture of Shares: Introduction, Types of Companies, Types of Shares, SEBI Guidelines on Issue of Shares including Demat Account, Accounting for issue of shares, Right Issue, Bonus issue, Issue of Shares to Vendor, Sweat Equity Shares, Employees Stock Option Scheme (ESOS), Forfeiture and Reissue of Shares.	12 hrs

BOOKS RECOMMENDED:

- Maheshwari, S. N., *An Introduction to Accountancy*, Vikas Publishers, New Delhi
- Mukharjee, A. and Hanif, M., *Modern Accountancy*, Tata McGraw Hill, New Delhi
- Sehgal, Ashok and Sehgal, Deepak, *Fundamentals of Financial Accounting*, Taxmann Allied Services, New Delhi.
- T.P. Ghosh, *Financial Accounting for Managers*: Taxmann Allied Services Pvt.Ltd.
- Jain, Khandelwal and Pareek, *Financial Accounting*, Ajmera Book Company, Jaipur
- Tulsian, P.C., *Accountancy*, Tata McGraw-Hill, New Delhi
- Goel, D.K. and Goel, Rajesh, *Accountancy*, Arya Publications, New Delhi
- Ghosh, T.P., *Fundamentals of Accounting*, Sultan Chand & Sons, New Delhi.

PAPER CODE– CBBA 204
Business Accounting
(Practical)

Credits: 2

Maximum marks: 100
Contact Hrs/Week: 2
Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. Analyze and interpret the financial health of an organization through its financial statements and accounting information.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
CBBA20 4	Practical of Business Accounting.	<p>CO 246: Analyze and interpret the financial health of an organization through its financial statements and accounting information</p> <p>CO 247: Develop an attitude of integrative thinking while analyzing and interpreting financial statements and accounting information.</p> <p>CO 248: To enable students to prepare accounting entries related to issue, reissue and forfeiture of shares</p>	<p>Approach in teaching:</p> <p>Interactive Hours using whiteboards, Reading assignments.</p> <p>Discussion among students, including immediate mastery tests/quizzes over Hour material.</p> <p>Asking students different types of questions: knowledge questions, analysis questions, synthesis questions.</p> <p>Learning activities for the students:</p> <p>Self-learning project work, Effective questions, presentation, Solving problems of unsolved questions</p>	<p>Class test, Semester end examinations, Quiz, Presentation, Individual and group projects.</p>

CONTENTS

Unit I	Manual Accounting- Exercise based on Journal, Ledger	06hrs
Unit II	Manual Accounting- Exercise based on Subsidiary Books i.e. Purchase Book, Purchase Returns Book, Sales Book, and Sales Returns Book , Journal Proper	06 hrs

Unit III	Manual Accounting- Exercise Based on trial balance & Bank Reconciliation Statement	06 hrs
Unit IV	Problems based on Preparing Trading Account, Profit & Loss Account and Balance Sheet for a Sole Proprietor	06 hrs
Unit V	Practical/Project/ Case Study based on Computer Accounting (Tally)	06 hrs

BOOKS RECOMMENDED:

- Maheshwari, S. N., *An Introduction to Accountancy*, Vikas Publishers, New Delhi
- Mukharjee, A. and Hanif, M., *Modern Accountancy*, Tata McGraw Hill, New Delhi
- Sehgal, Ashok and Sehgal, Deepak, *Fundamentals of Financial Accounting*, Taxmann Allied Services, New Delhi.
- T.P. Ghosh, *Financial Accounting for Managers*: Taxmann Allied Services Pvt.Ltd.
- Jain, Khandelwal and Pareek, *Financial Accounting*, Ajmera Book Company, Jaipur
- Tulsian, P.C., *Accountancy*, Tata McGraw-Hill, New Delhi
- Goel, D.K. and Goel, Rajesh, *Accountancy*, Arya Publications, New Delhi
- Ghosh, T.P., *Fundamentals of Accounting*, Sultan Chand & Sons, New Delhi.

PAPER CODE– GBBA 201A
Personality Development and Communication Skills
(Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. Inculcating the soft skills in theoretical and practical ways and also to develop the effective communication skills among students.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			

<p style="text-align: center;">GBBA 201 A</p>	<p style="text-align: center;">Personality Development and Communication Skills</p>	<p>CO 249: Developing the effective communication skills among students. CO 250: Inculcating the soft skills in theoretical and practical ways. CO 251: Learning about the essential factors for personality development and bringing them into practice. CO 252: Create understanding of the non-verbal forms of communication. CO 253: Involving students in adapting the techniques of personality development.</p>	<p>Approach in teaching: Interactive Hours, Discussion, Tutorials, Reading assignments, Demonstration Learning activities for the students: Self learning assignments, Effective questions, Seminar presentation, Group tasks</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation, Individual and group projects</p>
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CONTENTS

Unit I	Effective Communication Skills: Effective Communication, Effective Speaking, Effective Listening, Persuasive Skills, Interview Skills	12 hrs
Unit II	Soft Skills: Knowing Yourself (SWOT), Emotional Intelligence, Empathy, Interpersonal Skills	12 hrs
Unit III	Personality Development: Self confidence, Self Efficacy, Self Esteem, Developing Positive Attitude, Self Development, Group Discussions	12 hrs
Unit IV	Non Verbal Communication: Paralanguage, Body Language, Proxemics, Professional Grooming and Etiquette Skills	12 hrs
Unit V	Techniques of Personality Development: Stress Management, Time Management, Team Building, Goal Setting	12 hrs

BOOKS RECOMMENDED:

- Alex K., *Soft Skills – Know Yourself and Know the World*, S. Chand & Company Pvt. Ltd., New Delhi, Third Revised Edition, 2016
- Bhatnagar Nitin and Mamta Bhatnagar, *Effective Communication and Soft Skills: Strategies for Success*, Pearson Education, New Delhi, 2011
- Chaturvedi P.D., *Fundamentals of Business Communication*, Pearson Education, New Delhi, 2012
- Dulek Ronald E. and John S. Fielden, *Principles of Business Communication*, Macmillan Publishing Company, London, 1990
- Francis Peter S.J., *Soft Skills and Professional Communication*, Tata McGraw Hill, New Delhi, 2012
- Goleman Daniel, *Emotional Intelligence*, BloomsBury Publishing, New Delhi, 2013

- Masters and Wallace, *Personal Development for Life and Work*, South-Western Cengage Learning, USA, 2010
- Onkar R.M., *Personality Development and Career Management (A Pragmatic Perspective)*, S. Chand & Company Pvt. Ltd., New Delhi, Third Revised Edition, 2014

PAPER CODE– GBBA 201B
Personality Development and Communication Skills Practical

Credits: 2
Maximum marks: 100
Contact Hrs/Week: 2
Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. Create understanding of the non-verbal forms of communication and involving students in adapting the techniques of personality development.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
GBBA 201B	Personality Development and Communication Skills Practical	CO 254: Evaluating the project tasks in terms of content, creativity, and designing. CO 255: Assessing the tasks through file preparations, quizzes, and group projects. CO 256: Organizing dialogue session with peer group on common themes through individual presentations and group discussions. CO 257: Create understanding of the non-verbal forms of communication. CO 258: Involving students in adapting the techniques of personality development.	Approach in teaching: Interactive Hours, Discussion, Tutorials, Reading assignments, Demonstration Learning activities for the students: Self learning assignments, Effective questions, Seminar presentation, Group tasks	Class test, Semester end examinations, Quiz, Assignments, Presentation, Individual and group projects

CONTENTS

Unit I Self-Analysis and Personal Grooming

06 hrs

Internal external motivation, Visual image, Grooming, business formals, business casuals, accessories, Indian women executives, Mental Models (Inversion, Entropy), SWOT Analysis and Johari Window.

Unit II	Listening, Verbal and Non-verbal communication skills, Public Speaking Asking the right questions, Voice modulations, listening habits, Building reading habit (Fiction and Non-Fiction). Extempore, Debate, JAM sessions. Written communication, Assertiveness. Formal letter writing, e-mail writing, Netiquette, using e-mail elements, How and when to say No	06 hrs
Unit III	Group Discussion Body language, Skills required, Importance, Types, Process of GD, Evaluation Criteria, Preparing for GD, Do's and Don'ts of GD, FAQs. Mock GD	06 hrs
Unit IV	Personal Interview Answering the most common Interview questions, Body Language, Document filing, Be the autobiographer, Grooming, Mirroring, FAQs. Mock PI	06 hrs
Unit V	Seminar and Industry Expert session Question answer and experience sharing session	06 hrs

BOOKS RECOMMENDED:

- David Riklan (2003), Self-Improvement the Top 101 Experts Who Help Us Improve Our Lives.
- Bruce Patton, Douglas Stone, and Sheila Heen, Difficult Conversations
- Dr. K. Alex (2009), Soft skills know yourself and know the world, Sultan Chand & Sons.
- Kelly McGonigal (2011), The Willpower Instinct: How Self-Control Works, Why It Matters, and What You Can Do to Get More of It.
- Mahadevan Ramesh and Gopalaswamy Ramesh (2010), The ACE of Soft Skills: Attitude, Communication and Etiquette for Success, Pearson publishers.

PAPER CODE– GBBA 202 A
Organisational Behaviour
(Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. Understand the field of organizational behavior and discuss its relevance to the workplace and to develop insight with different theories of motivations and strategies to improve motivation in the workplace.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
GBBA20 2 A	Organization al Behavior	<p>CO 259: Student will understand the field of organizational behavior and discuss its relevance to the workplace.</p> <p>CO 260: Students will enrich themselves with different personality traits</p> <p>CO 261: Students insight with different theories of motivations and strategies to improve motivation in the workplace</p> <p>CO 262: It helps to understand strategies for managing conflict and negotiation in the workplace</p>	<p>Approach in teaching: Interactive Hours, Discussion, Tutorials, Reading assignments</p> <p>Learning activities for the students: Self learning assignments, Effective questions, Giving tasks</p>	<p>Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects</p>

CONTENTS

Unit I	<p>Introduction: Concept of Organization Behavior. Disciplines contributing to the field of organizational behavior</p> <p>Personality: Meaning, Determinants of personality, personality development theories- Psychoanalytic theory, Trait theory, Self theory</p>	12 hrs
Unit II	<p>Learning: Concept, Nature, Components, factors affecting learning, Theories of learning-Conditioning theory, Cognitive learning1 theory, Social learning theory, Reinforcement and its application in behaviour modification.</p> <p>Perception: Nature, Importance, difference between sensation and perception, perceptual process perceptual selectivity, perceptual organization.</p>	12 hrs
Unit III	<p>Motivation: Concept, Primary and secondary motives, Financial and Non Financial Motives. Theories of motivation: Maslow's Need hierarchy theory, Herzberg's Motivation Hygiene theory, Vroom's Expectancy theory, Equity theory of work motivation. Alderfer's ERG theory</p>	12 hrs

- Unit IV Leadership:** Concept, Leaders versus Managers, Theories of leadership, Leadership styles **12 hrs**
- Organizational Power:** Concept, Source of power, use of power
- Unit V Stress Management:** Concept, reasons of stress, Strategies of overcoming stress. **12 hrs**
- Conflict:** Meaning, features, causes of conflict, types and consequences of conflict. Managing conflict

BOOKS RECOMMENDED:

- Robbins, Stephen P., *Organizational behavior: Concepts, Controversies, Applications*, Prentice Hall of India Private Limited, New Delhi
- Prasad, L.M., *Organizational behaviour*, S.Chand, New Delhi
- Buchanan, David, *Organizational behaviour*, Prentice Hall
- Johns, Gary and Saks, Michael, *Organizational Behaviour: Understanding and Managing Life at work*, Pearson Prentice Hall, Toronto
- Davis, Keith and Newstrom, John W., *Human behaviour at work: Organization behaviour*, McGraw-Hill International Editions Management Series, New York.

PAPER CODE– GBBA 202 B
Organisational Behaviour Practical

Credits: 2
Maximum marks: 100
Contact Hrs/Week: 2
Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. Develop understanding among students the different aspects of individual and group behavior in an organization.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			

GBBA20 2 B	Practical	CO 263: Students will flourish them with understanding different aspects of individual and group behavior in an organization. CO 264: Student insight themselves with practical exposure.	Approach in teaching: Discussion, Project Learning activities for the students: Presentation	Report presentation, models
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CONTENTS

Unit I	Designing and implementing personality assessment tests (like MBTI). Student Power Point Presentations on theories of personality.	06 hrs
Unit II	Practical Exercises on Learning and Perception	06 hrs
Unit III	Case Study on Motivation	06 hrs
Unit IV	Study a leader of your choice and identify ten leadership qualities that make his/her a great leader. Prepare a chart for the same	06 hrs
Unit V	Project Submission on Stress/ Conflict Management	06 hrs

BOOKS RECOMMENDED:

- Robbins, Stephen P., *Organizational behavior: Concepts, Controversies, Applications*, Prentice Hall of India Private Limited, New Delhi
- Prasad, L.M., *Organizational behaviour*, S.Chand, New Delhi
- Buchanan, David, *Organizational behaviour*, Prentice Hall
- Johns, Gary and Saks, Michael, *Organizational Behaviour: Understanding and Managing Life at work*, Pearson Prentice Hall, Toronto
- Davis, Keith and Newstrom, John W., *Human behaviour at work: Organization behaviour*, McGraw-Hill International Editions Management Series, New York.

B.B.A. (2020-2021)

COURSE OUTCOMES - Semester III

PAPER CODE- CBBA 301 Business Research (Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. Learn different sampling techniques and data collection tools for research problems.
2. Using the scaling techniques and construct rated and ranked scales for data collection.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
CBBA 301	Business Research	<p>CO50: Understand the meaning of research, identify different types of research and get acquainted with standard research procedure</p> <p>CO51: Formulate research problem & Create a well-structured Research design for a research problem</p> <p>CO52: Utilize the different sampling techniques and data collection tools for sampling and data collection in future research endeavors</p> <p>CO53: Identify different scaling techniques and Construct rated and ranked scales for data collection</p> <p>CO54: Understand the different measures of central tendency and dispersion and apply this knowledge for data analysis</p>	<p>Approach in teaching: Interactive Hours, Discussion, Tutorials, Reading assignments, Demonstration, Team teaching</p> <p>Learning activities for the students: Self learning assignments, Effective questions, Simulation, Seminar presentation, Giving tasks, 3D models</p>	Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects

CONTENTS

- Unit I Nature & Scope of Business Research:** Definition and concept of research, Objectives of research, Importance of research. Types of Research- Descriptive vs Analytical, Applied vs Fundamental, Quantitative vs Qualitative, Conceptual vs Empirical, Historical, Longitudinal Research. Research Approaches, Research Process. **12 hrs**
- Unit II Research Design:** Meaning, Need and Characteristics of a good research design. Types of Research Design, Identification of a Research problem. Selection of a Research problem. **12 hrs**
- Hypothesis:** Purpose, Characteristics, Types and criteria of hypothesis, Process of Hypothesis Testing.
- Variables:** Meaning and Concept, Types of variables..
- Unit III Sampling & Data Collection: Sampling -** Meaning of Census and Sample. Characteristics of a good Sample, Need for Sample, Methods of Sampling- Random Sampling Methods- Simple Random Sampling, Stratified Sampling, Systematic Sampling and Multi-stage Sampling. Non-Random Sampling- Judgment or Purposive Sampling, Convenience Sampling, Cluster Sampling and Sequential Sampling. **12 hrs**

Unit IV Data Collection: Data gathering instruments: Collection of Data, Primary and Secondary Data, Methods of collecting data, Sources of Secondary Data. **12 hrs**

Measurement & Scaling: Primary scales of Measurement -Nominal, Ordinal, Interval & Ratio. Scaling techniques-paired comparison, rank order, constant sum, semantic differential, itemized ratings, Likert Scale; Questionnaire-form & design.

Unit V Measures of Central Value: Characteristics of an ideal measure- mean median, mode, Quartile and percentile. Merits, Limitations and Suitability of averages. Relationship between averages. **12 hrs**

Measures of Dispersion: Meaning and Significance. Absolute and Relative measures of dispersion - Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation

BOOKS RECOMMENDED:

- Zikmund, Babin & Carr: Business Research Methods, South-Western.
- Cooper & Schindler: Business Research Methods McGraw-Hill Education
- Bhatnagar, G.L., Research Methods and Measurements in Behavioural and Social Sciences, Agri. Cole Publishing Academy, New Delhi
- Dwivedi, R.S., Research Methods in Behavioural Sciences, Macmillan India, Delhi
- Kothari C R, "Research Methodology Methods & Techniques", New Age International publisher, New Delhi
- Agarwal, J.C., Educational Research- An Introduction, Arya Book Depot, New Delhi.
- Best, J.W., Research in Education, Prentice Hall of India, New Delhi.
- Chandra, S.S. and Sharma, R.K., Research in Education, Atlantis Publishers, New Delhi

**PAPER CODE- CBBA 302
Business Research Practical**

Credits: 2
Maximum marks: 100
Contact Hrs/Week: 2
Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. Understand the basic structure and functions of MS Excel.
2. Understand the basic structure and functions of SPSS.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			

<p>CBBA 302</p>	<p>Business Research Practical</p>	<p>CO55: Understand the basic structure and functions of MS Excel CO56: Understand the basic structure and functions of SPSS CO57: Perform data entry and Data manipulation on MS Excel CO58: Perform data entry and Data manipulation on SPSS CO59: Prepare a small project report by preparing research design, collecting and analyzing data on excel/SPSS and drawing conclusions from it.</p>	<p>Approach in teaching: Interactive Hours, Discussion, Tutorials, Reading assignments, Demonstration, Team teaching</p> <p>Learning activities for the students: Self learning assignments, Effective questions, Simulation, Seminar presentation, Giving tasks, 3D models</p>	<p>Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects</p>
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CONTENTS

Unit I	Formulation of research problem, identification of problem, formulation of research title, drafting questionnaire	06 hrs
Unit II	Data Collection methods: Primary data collection using google form, etc., secondary data collection using various online platforms.	06 hrs
Unit III	Introduction to Data Analysis Softwares: SPSS, Excel, etc., Types of Data, compilation of data, classification of data, tabulation of data, data coding and data entry in softwares, custom frequency table	06 hrs
Unit IV	Diagrammatic presentation using data analysis Software: Chart Builder, Histograms, Box Plots, Bar Charts, Cluster Bar, Stacked Bar, Error bar, Line charts, Pie charts, Editing graphs and Axes	06 hrs
Unit V	Descriptive Statistics using data analysis Software: Measures of central tendency, Measures of dispersion	06 hrs

BOOKS RECOMMENDED:

- James B Cunningham (2011), *Using SPSS: An interactive hands- on Approach*, Peacock publisher, 3rd Edition.
- A. Rajathi & P. Chandran (2012), *SPSS for You*, mjp publishers.
- Seyed Reza Hashemian Rahaghi, Farnaz Abed Ashtiani (2011), *Basic of Statistics & SPSS*, create space independent publishing platform.
- Robert H. Carver (2013), *Doing Data Analysis with SPSS version 18.0*, Cengage publishers, 5th edition.
- S. Ajai Gaur (2009), *Statistical methods for practice & research: A guide to Data Analysis using SPSS*, Sage Publishers, 2nd edition.

PAPER CODE- CBBA 303
Principles of Marketing
(Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. Learn the basic aspects of marketing.
2. Create understanding of relevant functional areas of marketing and its application.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
CBBA303	Principles of Marketing	CO60: Understand the concepts of marketing. CO61: Learn about marketing process for different types of products and services. CO62: Understand the tools used by marketing managers in decision situation CO63: Understand the marketing environment CO64: Demonstrate effective understanding of relevant functional areas of marketing and its application CO65: Demonstrate analytical skills in identification and resolution of problems pertaining to marketing management.	Approach in teaching: Interactive Hours, Discussion, Tutorials, Reading assignments, Demonstration Learning activities for the students: Self learning assignments, Effective questions, Seminar presentation, Group tasks	Class test, Semester end examinations, Quiz, Assignments, Presentation, Individual and group projects

CONTENTS

- Unit I Introduction Marketing** : Concept and Definition, Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Marketing Orientation- Production concept, Product concept, Selling concept, Marketing concept, Societal Concept, Holistic marketing concept, 4 Ps of Marketing Mix **12 hrs**
- Unit II Marketing Environment:** Demographic, economic, political, legal, socio cultural, technological environment (Indian context); Portfolio approach – Boston Consultative Group (BCG) matrix **12 hrs**

- Unit III Segmentation, Targeting and Positioning:** Levels of Market Segmentation, Basis for Segmenting Consumer Markets, Segmentation, Market Targeting, Developing and Communicating Positioning Strategy **12 hrs**
- Unit IV Product Decisions:** Concept of Product Life Cycle (PLC), PLC **12 hrs**
- Marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Packaging & Labeling, Concept of New Product, New Product Development Process.
- Pricing Decisions:** Determinants of Price, Pricing Objectives, Factors affecting Pricing Decisions, Pricing Methods, Pricing for New Products: Market Skimming and Market Penetration Pricing
- Unit V Promotion Mix:** Steps in Integrated Marketing Communications Process. Promotional Tools – Advertising, Sales Promotion, Direct Marketing, Public Relations & Publicity and Personal Selling **12 hrs**
- Place (Marketing Channels):** Channel functions, Channel Levels, Types of Marketing Intermediaries: Conventional Marketing System, Vertical Marketing System, Horizontal Marketing System, Hybrid Marketing System; Exclusive Distribution, Selective Distribution, Intensive Distribution..

BOOKS RECOMMENDED:

- Kotler, P. & Keller, K. L.: Marketing Management, Pearson.
- Kotler, P., Armstrong, G., Agnihotri, P. Y., & Ul-Haq, E.: Principles of Marketing: A South Asian Perspective, Pearson.
- Ramaswamy, V.S. & Namakumari, S.: Marketing Management: Global Perspective-Indian Context, Macmillan Publishers India Limited.
- Zikmund, W.G. & D'Amico, M.: Marketing, Ohio: South-Western College Publishing
- Saxena Rajan, Marketing Management, McGraw Hill Education

PAPER CODE- CBBA 304
Principles of Marketing Practical

Credits: 2
Maximum marks: 100
Contact Hrs/Week: 2
Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. Organizing dialogue session with peer group on marketing themes.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			

<p>CBBA 304</p>	<p>Principles of Marketing- Practical</p>	<p>CO66: Evaluating the project tasks in terms of content, chart presentation and description. CO67: Assessing the tasks through file preparations, quizzes, and group projects. CO68: Organizing brainstorming sessions with peer group on existing issues through individual presentations and group discussions. CO69: Organizing dialogue session with peer group on common theme and write reflective notes on it. CO70: Demonstrate strategies of reading and reflecting on the ideas expressed in texts.</p>	<p>Approach in teaching: Case Studies Discussion, Tutorials, Reading assignments, Demonstration</p> <p>Learning activities for the students: Self learning assignments, Effective questions, Seminar presentation, Group tasks</p>	<p>Class test, Semester end examinations, Case Studies Quiz, Assignments, Presentation, Individual and group projects</p>
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CONTENTS

Unit I	Prepare a PPT on 4Ps of Marketing mix of any company of your choice	06 hrs
Unit II	Analyze the Indian Marketing Environment and submit a file for the same	06 hrs
Unit III	Case Study on any one Popular/ Luxury Brand	06 hrs
Unit IV	Prepare a Chart on PLC representing 5 examples of products in each stage.	06 hrs
Unit V	Evaluate a market driven distribution system for any product for the Indian market.	06 hrs

BOOKS RECOMMENDED:

- Kotler, P. & Keller, K. L.: Marketing Management, Pearson.
- Kotler, P., Armstrong, G., Agnihotri, P. Y., & Ul-Haq, E.: Principles of Marketing: A South Asian Perspective, Pearson.
- Ramaswamy, V.S. & Namakumari, S.: Marketing Management: Global Perspective-Indian Context, Macmillan Publishers India Limited.
- Zikmund, W.G. & D'Amico, M.: Marketing, Ohio: South-Western College Publishing
- Saxena Rajan, Marketing Management, McGraw Hill Education

**PAPER CODE- CBBA 305
Management Accounting
(Theory)**

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. Prepare, analyze and interpret the management accounting statements.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
CBBA305	Management Accounting	<p>CO71: Understanding the nature and scope of management accounting.</p> <p>CO72: Understanding cost concepts & interpret cost accounting statements.</p> <p>CO73: To prepare, analyze and interpret a Statement of Fund Flow.</p> <p>CO74: To recognize and apply ratios and proportions to solve real life problems.</p> <p>CO75: Strengthening the foundations of the analytical approach to Managerial decision-making</p> <p>CO76: Understanding how managers make a variety of decisions</p> <p>CO77: Understanding the relevance of budgeting and computing variances pertaining to material and labour.</p>	<p>Approach in teaching:</p> <p>Interactive Hours using whiteboards, Questioning & Discussion, Reading assignments, Frequent or unannounced quizzes.</p> <p>Learning activities for the students:</p> <p>Self learning assignments, Effective questions, presentation, Solving problems of unsolved questions</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Class interaction</p>

		<p>CO78: To understand the techniques and significance of Financial Statement Analysis to evaluate financial performance</p> <p>.CO79: Understanding Activity Based Costing.</p>		
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CONTENTS

Unit I	Management Accounting: Meaning, definition, nature and scope of Management Accounting; Comparison of Management Accounting with Cost Accounting and Financial Accounting. Cost concepts: Meaning, Scope, Objectives, and Importance of Cost Accounting.	12 hrs
	Elements of Cost and Cost Statements	
Unit II	Fund flow Statement: Meaning, Scope and Preparation of Fund Flow Statement Calculation of Financial Ratios: Liquidity, Solvency, Turnover, Profitability	12 hrs
Unit III	Cost Volume Profit Analysis: Meaning, Significance and Limitations of CVP Analysis, Contribution, Profit Volume Ratio, Breakeven Point, Margin of Safety, Key factor, Decisions based on Marginal Costing like Make or Buy, Own or Lease, Shut down or Continue.	12 hrs
Unit IV	Analyzing Financial Statements: Objectives of Financial Statement Analysis, Standards of Comparison; Techniques of Financial Statement Analysis -Horizontal Analysis, Vertical Analysis. Budgets and Budgetary Control: Meaning, Types of Budgets, Steps in Budgetary Control, Fixed and Flexible Budgeting, Cash Budget.	12 hrs
Unit V	Standard Costing: Meaning, Significance and Limitation, Types of Standards and Variances pertaining to Material, Labour. Activity Based Costing	12 hrs

BOOKS RECOMMENDED:

- C.T. Horngren, Gary L. Sundem, Jeff O. Schatzberg, and Dave Burgstahler: Introduction to Management Accounting, Pearson
- M.N. Arora: A Textbook of Cost and Management Accounting, Vikas Publishing House Pvt. Ltd.
- M.Y. Khan, and P.K. Jain, Management Accounting: Text Problems and Cases, McGraw Hill Education (India) Pvt. Ltd.
- S.N. Maheshwari, and S.N. Mittal, Cost Accounting: Theory and Problems, Shre Mahavir Book Depot (Publishers)
- Maheshwari S.N., *Financial Management*, Principles and Practice, Sultan Chand & Sons, New Delhi
- Pandey, I. M., *Financial Management*, Vikas Publishing House
- Khan, M.Y, Jain, P.K., *Financial Management*, Tata McGraw Hill, New Delhi
- Agarwal, M.R., *Financial Management*, Garima Publications, Jaipur

PAPER CODE- CBBA 305
Management Accounting Practical

Credits: 2
Maximum marks: 100
Contact Hrs/Week: 2
Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. Analyze and interpret the financial performance of companies on the basis of financial ratios.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
CBBA30 6	Practical of Managem ent Accounting	<p>CO80: To be able to analyze and evaluate information for cost ascertainment, planning , control and decision makng.</p> <p>CO81: To analyze and interpret the financial performance of companies on the basis of financial ratios.</p> <p>CO82: Develop the skill of preparation of different type of budgets.</p> <p>CO83: To prepare and interpret common -size financial statements.</p>	<p>Approach in teaching:</p> <p>Interactive Hours using whiteboards, Questioning & Discussion, Reading assignments, Short quiz consisting of numerical problems.</p> <p>Learning activities for the students:</p> <p>Self learning assignments, Presentation, Solving problems of unsolved questions, Writing in Class, Problem-Based Learning – Cases, Group Learning – Teamwork</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Class interaction</p>

CONTENTS

Unit I	Exercises/ Case Study based on Cost Sheet	06 hrs
Unit II	Assignments/ Case Study based on Cash Flow Statement and Ratio Analysis	06 hrs
Unit III	Project/ Case Study / Exercises based on Marginal Costing	06 hrs
Unit IV	Case Study / Exercises based on Financial Statements Analysis and Budgets	06 hrs
Unit V	Case Study / Exercises based on Standard Costing and Activity Based Costing	06 hrs

BOOKS RECOMMENDED:

- C.T. Horngren, Gary L. Sundem, Jeff O. Schatzberg, and Dave Burgstahler: Introduction to Management Accounting, Pearson
- M.N. Arora: A Textbook of Cost and Management Accounting, Vikas Publishing House Pvt. Ltd.
- M.Y. Khan, and P.K. Jain, Management Accounting: Text Problems and Cases, McGraw Hill Education (India) Pvt. Ltd.
- S.N. Maheshwari, and S.N. Mittal, Cost Accounting: Theory and Problems, Shre Mahavir Book Depot (Publishers)
- Maheshwari S.N., *Financial Management*, Principles and Practice, Sultan Chand & Sons, New Delhi
- Pandey, I. M., *Financial Management*, Vikas Publishing House
- Khan, M.Y, Jain, P.K., *Financial Management*, Tata McGraw Hill, New Delhi
- Agarwal, M.R., *Financial Management*, Garima Publications, Jaipur

PAPER CODE- GBBA 301A
Fundamentals of Business Environment
(Theory)

Credits: 4**Maximum marks: 100****Contact Hrs/Week: 4****Total Hrs: 60****Course Objectives:****This course will enable the students to -**

1. Understanding the nature and scope of business.
2. Learn the factors that constitute the total business environment.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			

<p>GBBA 301A</p>	<p>Fundamentals of Business Environment</p>	<p>CO84: Understanding the nature and scope of business CO85: Selecting suitable organizational arrangement for scanning the environment CO86: Describing the interface between culture and business CO87: Identifying the factors that constitute the total economic environment CO88: Analyzing the interface between government and business CO89: Assessing the Indian financial system</p>	<p>Approach in teaching:</p> <p>Power point presentations Case discussions Group Discussions Brainstorming, Reading Assignments</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, Chart Preparation, PPTs, Group Discussions</p>	<p>Formative Assessment through group discussion, quiz, presentations, Analogy Prompt, Padlet, Kahoot</p> <p>Exit tickets, Class tests</p> <p>Summative assessment through Quiz, Semester end examination, Assignments, Presentation, Individual and group projects</p>
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CONTENTS

Unit I	Business Environment: Concept, Nature and Significance, Environment Scanning: Meaning, Nature and scope, Process of Environment Scanning, Interaction between Internal and External Environment	12 hrs
Unit II	Socio-Cultural Environment: Components of Culture- Language, Religion, Values, Attitude, Customs, Education, Family, Material Culture, Aesthetics. Hofstede's four dimensions	12 hrs
Unit III	Economic Environment: Bases of Economy, Economic System: Market Allocation, Command Allocation, Mixed Allocation Economic Policies in India- Monetary Policy and Fiscal Policy	12 hrs
Unit IV	Political Environment: Concept, Types of Political Systems, Influence of Political Environment on business Legal Environment: Laws relating to Business in India, Intellectual Property Rights	12 hrs
Unit V	Financial Environment: Concept, An overview of the Financial System, Components of Financial System, Financial Institutions in India, Types of Foreign Investment: Foreign Direct Investment and Foreign Portfolio Investment	12 hrs

BOOKS RECOMMENDED:

- Aswathappa, K., "Essentials of Business Environment", Himalaya Publishing House, New Delhi.
- Bedi, Suresh, "Business Environment", Excel Book, New Delhi
- Cherunilam, Francis, "Business Environment- Text & Cases", Himalaya Publishing House, New Delhi.
- Paul, Justin, Business Environment Text and Cases, Tata McGraw Hill, New Delhi
- Mishra S K & Puri V K., Economic Environment of Business, Himalaya Publishing House, New Delhi.
- Dutt, Ruddra and Sundaram, K.P.M., "Indian Economy", S. Chand & Co. Ltd., New Delhi.

PAPER CODE- GBBA 301B
Fundamentals of Business Environment Practical

Credits: 2
Maximum marks: 100
Contact Hrs/Week: 2
Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. Organizing the interactive sessions for understanding the factors that constitute the total business environment.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			

<p>GBBA 301B</p>	<p>Fundamentals of Business Environment Practical</p>	<p>CO90: Understanding the nature and scope of business CO91: Selecting suitable organizational arrangement for scanning the environment CO92: Describing the interface between culture and business CO93: Identifying the factors that constitute the total economic environment CO94: Analyzing the interface between government and business Assessing the Indian financial system</p>	<p>Approach in teaching:</p> <p>Power point presentations Case discussions Group Discussions Brainstorming, Reading Assignments</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, Chart Preparation, PPTs, Group Discussions</p>	<p>Formative Assessment through group discussion, quiz, presentations, Analogy Prompt, Padlet, Kahoot</p> <p>Exit tickets, Class tests</p> <p>Summative assessment through Quiz, Semester end examination, Assignments, Presentation, Individual and group projects</p>
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CONTENTS

Unit I	Environment Scanning of any company of your choice	06 hrs
Unit II	Identify an advertisement stating differences in socio-cultural environment of countries.	06 hrs
Unit III	Choose any country and study their current economic environment and prepare a chart for the same.	06 hrs
Unit IV	Prepare a PPT for comparative study of political environment of India and any other country of your choice.	06 hrs
Unit V	Tabulate the foreign exchange rate for any two countries for the duration of one month.	06 hrs

BOOKS RECOMMENDED:

- Aswathappa, K., "Essentials of Business Environment", Himalaya Publishing House, New Delhi.
- Bedi, Suresh, "Business Environment", Excel Book, New Delhi
- Cherunilam, Francis, "Business Environment- Text & Cases", Himalaya Publishing House, New Delhi.
- Paul, Justin, Business Environment Text and Cases, Tata McGraw Hill, New Delhi
- Mishra S K & Puri V K., Economic Environment of Business, Himalaya Publishing House, New Delhi.
- Dutt, Ruddra and Sundaram, K.P.M., "Indian Economy", S. Chand & Co. Ltd., New Delhi.

PAPER CODE- GBBA 302A
Entrepreneurship
(Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. Create understanding of the nature and forms of entrepreneurial management.
2. Developing the entrepreneurial skills among students.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
GBBA 302A	Entrepreneurship	CO95: Create understanding of the nature and forms of entrepreneurial management. CO96: Stimulating the creativity and innovation skills among students. CO97: Developing the understanding of social entrepreneurship and various business strategies. CO98: Learning about the system and functioning of family businesses. CO99: Understanding the sources of financing the entrepreneurial business.	Approach in teaching: Interactive Hours, Discussion, Tutorials, Reading assignments, Demonstration Learning activities for the students: Self learning assignments, Effective questions, Seminar presentation, Group tasks	Class test, Semester end examinations, Quiz, Assignments, Presentation, Individual and group projects

CONTENTS

- Unit I Entrepreneurial Management:** The evolution of the concept of entrepreneurship, Competencies of entrepreneurs, Types of entrepreneurs, **Forms of ownership:** Sole proprietorship; partnership; limited liability partnership and corporation form of ownership; Franchising; types of franchise arrangements; franchise contracts; Valuation of a new company **12 hrs**
- Unit II Entrepreneurship, Creativity and Innovation:** Stimulating Creativity; Organisational actions that enhance/hinder creativity, Managerial **12 hrs**

responsibilities, Sources of Innovation in Business; Business Plan: Concept, Characteristics, Process

Unit III Social Entrepreneurship: Introduction to Social Entrepreneurship; Characteristics of Social Entrepreneurs; Issues in Creating a Non-profit Organization; Business Strategies: Growth, Stability strategy, Harvesting and Exit Strategies, Role of government in Entrepreneurship Development **12 hrs**

Unit IV Family Business and Entrepreneurship: Family Business: Concept, structure and kinds of family firms; Management of family enterprises; Conflict and conflict resolution in family firms; women's issues in the family business and related government policies; Encouraging change in the family business system. **12 hrs**

Unit V Financing the Entrepreneurial Business: Sources of financing, Loan syndication, Consortium finance, Institutional Support to Entrepreneurs – SIDBI, IDBI, IFCI; Venture capital Versus Angel Investors. **12 hrs**

BOOKS RECOMMENDED:

- Burns, P. (2001). Entrepreneurship and small business. New Jersey :Palgrave.
- Drucker, P. F. (2006). Innovation and entrepreneurship: Practice and principles. USA: Elsevier.
- Hisrich, R., & Peters, M. (2002). Entrepreneurship. New Delhi: Tata McGraw Hill.
- Holt, D. H. (2004). Entrepreneurship new venture creation. New Delhi: Prentice Hall of India.
- Kaplan, J. (2004). Patterns of entrepreneurship. Wiley.
- G.S Sudha (2013) Fundamentals of Entrepreneurship. Jaipur. New Delhi . R.B.D Publication
- Vasant Desai (2011) Entrepreneurial Development. Himalaya Publishing House.
- Roy Rajeev, Entrepreneurship, Oxford Higher Education

PAPER CODE- GBBA 302B Entrepreneurship Practical

Credits: 2

Maximum marks: 100

Contact Hrs/Week: 2

Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. Assessing the creative and innovative entrepreneurial projects of the students.
2. Focus on developing the entrepreneurial skills among students.

Course Outcomes (COs):

Course	Learning outcomes	Assessment
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Paper Code	Paper Title	(at course level)	Learning and teaching strategies	Strategies
GBBA 302B	Entrepreneurship Practical	<p>CO100: Evaluating the project tasks in terms of content, creativity, and designing.</p> <p>CO11: Assessing the tasks through file preparations, quizzes, and group projects.</p> <p>CO102: Organizing dialogue session with peer group on common themes through individual presentations and group discussions.</p> <p>CO103: Organizing dialogue session with peer group on common theme and write reflective notes on it.</p> <p>CO104: Demonstrate strategies of reading and reflecting on the ideas expressed in texts.</p>	<p>Approach in teaching:</p> <p>Interactive Hours, Discussion, Tutorials, Reading assignments, Demonstration</p> <p>Learning activities for the students:</p> <p>Self learning assignments, Effective questions, Seminar presentation, Group tasks</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation, Individual and group projects

CONTENTS

Unit I	Understanding Resume making Resume Rubric, know your industry, some key notes about LinkedIn, Using LinkedIn and Naukri and networking, preparing career statement. Resume writing Guidelines and formatting. Common Resume Mistakes, Cover letter- Key components and guidelines.	06 hrs
Unit II	Public speaking Skills Case study in public speaking and personal branding, overcoming public speaking fear, Extempore, Public Speaking, One-minute talk	06 hrs
Unit III	Etiquette: Business Etiquette: Grooming, Positive impression, Communication, Social Imaging. E-Mail Etiquette: Professional Behaviour at work, Subject line, CC-BCC, professional e mail address and other basic do's and don'ts. Phone etiquette: Tone of voice, receiving and dialling, phone language, eliminating distraction, basic etiquette and do's and don'ts. Whatsapp/messaging etiquette, social etiquette, Business meeting etiquette, cubicle manners, dining etiquette, social media etiquette	06 hrs
Unit IV	Team Building Activities, team building games, team processes. Laws of teamwork Case study approach to team work, The law of the significance, the law of the big picture, the law of the niche. Work ethics Work ethic. Relationship management, receiving and giving positive and negative feedback, body language.	06 hrs
Unit V	Seminar and Industry Expert session Question answer and experience sharing session	06 hrs

BOOKS RECOMMENDED:

- Dale Carnegie, the Leader in you.

- John C. Maxwell (2001), The 17 Indisputable Laws of Teamwork: Embrace Them and Empower Your Team.
- Paul Gustavson and Stewart Liff (2014), A Team of Leaders: Empowering Every Member to Take Ownership, Demonstrate Initiative, and Deliver Results.
- Shital Kakkar Mehra (2012), Business etiquette – A Guide for the Indian Professional, Harper Collins Publishers.

PAPER CODE- SBBA 301
E-Commerce
(Practical)

Credits: 2
Maximum marks: 100
Contact Hrs/Week: 2
Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. Create understanding of technology in ecommerce.
2. Development of knowledge of Database Management System.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
SBBA 301	E- Commerce	CO115: Provide understanding of Technology in ecommerce CO116: Providing knowledge for Web Development CO117: Understanding Web Graphics CO118: Creation of HTML Table CO 119; Development of knowledge of Database Management System	Approach in teaching: Interactive Hours, Discussion, Tutorials, Reading assignments, Demonstration Learning activities for the students: Self learning assignments, Effective questions, Seminar presentation, Group tasks	Problem solving exercises, assignments, internal test, semester end examination, group projects.

CONTENTS

- Unit I Introduction to e-commerce:** Meaning, concept, e-commerce v/s e-business, advantages and disadvantages of ecommerce, Porter's value chain model, competitive strategy, different types of ecommerce like B2B, B2C, C2C, C2B,G2C. **06 hrs**
- Technology in ecommerce:** An overview of internet, intranets and extranets, The world wide web, ISP, URL's , HTTP, Cookies.
- Unit II Building Web Site:** Introduction to Web Development, Website, Webpage, Static Website, and Dynamic Website. Life cycle of web site design, choosing domain name, Basic rules of web site design. **06 hrs**
- Web Site Design Tool - Dreamweaver:** The Dreamweaver Interface, The Dreamweaver Workspace, Fundamentals of Website Design, views of Dreamweaver, Creating Websites in Dreamweaver, Dreamweaver Templates, create links, internal & external links, changing and moving links behaviors, Website layout.
- Unit III Web Page Design using HTML:** Overview of HTML, Basic Structure of HTML Document, Attributes, Headings, Paragraphs, Basic Text Formatting, Working in HTML with Color, Format Text, Applying Font Attributes to Selected Text, Formatting, Lists, Frames, Form. **06 hrs**
- Understanding Web Graphics:** Insert, Add Images and Graphics into Web Site, Aligning Images, Changing Text Wrapping for An Image, Setting A Background Image for Web Page, Links With Images
- Unit IV Creating HTML Table:** Creating /editing Tables in Layout View, Table Options, cell option, Formatting tables, Aligning Table Columns, Using Tables for Forms, images with tables, Web site frames design, Forms, Action button, Adding online forms to web pages. **06 hrs**
- Web site Content Modeling:** Create /Save Website content design, Working on the web site, Creating web site structure, Creating Titles for web pages, introduction of web publishing Themes-Publishing web sites.
- Unit V Database Management System:** Introduction to database, relational data model, DBMS architecture, database users, end users, front end and back end tools, Attribute and Key. **06 hrs**
- Structured Query Language:** create a Sql database table, modify/delete /drop database table, Sql queries create, delete, manage link relationships between database tables, modify, filter using queries.

BOOKS RECOMMENDED:

- David Whiteley, E-Commerce, Tata McGraw Hill
- T.N. Chhabra, R.K.Suri, E-Commerce new vistas for business, Dhanpat Rai & Co.
- Eframi Turban, Jae Lee, David King, K. Michale Chung, Electronic Commerce, Pearson Education
- Diwan Parag and Sunil Sharma, Electronic Commerce –A Manager's Guide to EBusiness, Vanity Books International,New Delhi.
- Agarwal, K.N. and Deeksha Agarwal ,Business on the net, Macmillan, New Delhi

B.B.A. (2020-2021)

COURSE OUTCOMES - Semester IV

**PAPER CODE- CBBA 401
Statistics for Business Decisions
(Theory)**

**Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60**

Course Objectives:

This course will enable the students to -

2. Enable the students to acquire knowledge of all the statistical aspects for business decisions.
3. Develop the understanding of the business problems in the quantitative manner and analyze them using statistical tools.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
CBBA 401	Statistics for Business Decisions	<p>CO 265: Calculate and interpret the correlation between two variables. & simple linear regression equation for a set of data & Employee the principles of linear regression and correlation, including least square method, predicting a particular value of Y for a given value of X and significance of the correlation coefficient.</p> <p>CO 266: Use the basic probability rules, including additive and multiplicative laws, using the terms, independent and mutually exclusive events to translate real-world problems into probability models & derive the probability density function of transformation of random variables, Identify the characteristics of different discrete and continuous distributions and Apply concepts of Probability distributions in Decision making</p>	<p>Approach in teaching: Interactive Hours, Discussion, Tutorials, Reading assignments, Demonstration, Team teaching</p> <p>Learning activities for the students: Self-learning assignments, Effective questions, Simulation, Seminar presentation, Giving tasks.</p>	Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects

		<p>Recognize when to use a hypothesis test and which test should be used in decision making, CO 267: Construct research hypothesis and Apply concepts of Hypothesis testing in decision making situation</p> <p>CO 268: Familiarize with Format for research report writing Design, carry out and present an original work of research, Identify and articulate strategies for dealing with ethical issues that may arise.</p>	
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CONTENTS

Unit I	<p>Correlation Analysis: Meaning and significance. Correlation and Causation, Types of correlation. Methods of studying simple correlation - Scatter diagram, Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient, Concurrent correlation.</p> <p>Regression Analysis: Meaning and significance, Regression vs. Correlation. Linear Regression, Regression lines (X on Y, Y on X)</p>	12 hrs
Unit II	<p>Probability: Meaning and need. Theorems of addition and multiplication. Conditional probability. Bayes' theorem.</p> <p>Probability Distribution: Meaning, characteristics (Expectation and variance) of Binomial, Poisson, and Normal distribution.</p>	12 hrs
Unit III	<p>Sampling Theory: Parameter and Statistic, Sampling Distribution of a Statistic and Standard Error of a Statistic</p> <p>Test of Hypothesis: Element and Procedure of Testing a Statistical Hypothesis, Types of Errors. Level of Significance</p> <p>Test of Significance (Large Sample)- Sample Mean, Difference between two Sample Means, Difference between two Standard Deviations, Sample Proportion and Difference between two Sample Proportions.</p>	12 hrs
Unit IV	<p>Test of Significance (Small Sample): Application of Student's t- test for Mean, Difference between two Means (Independent and Paired t-test for Difference of Means).</p> <p>Chi-square test: Definition and Nature, Uses of Chi-Square Test- Test of Goodness of Fit, Test of Independence of Attributes and Test for the Population Variance.</p> <p>Analysis of Variance: One-way and two-way classification.</p>	12 hrs
Unit V	<p>Research report writing: Format of research report, presentation, footnote- endnote, bibliography, references.</p>	12 hrs

BOOKS RECOMMENDED:

- S.P. Gupta (S.P.): Statistical Methods, Sultan Chand & Sons, 34th Edition.
- Goon, Gupta and Das: Fundamentals of Statistics
- Snedecor and Cochran, Statistical Methods, Oxford and IBH Publishers.
- Shukla, M.C. and Gulshan S.S., Statistics Theory and Practice, Sultan Chand and Sons, New Delhi.
- Richard Levin & David Rubin: Statistics for management, Prentice Hall.

- Anderson, Sweeny & Williams: Statistics for Business and Economics, South Western.

PAPER CODE- CBBA 402
Statistics for Business Decisions Practical

Credits: 2
Maximum marks: 100
Contact Hrs/Week: 2
Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. To apply concepts of Probability distributions in Decision making in a simulated environment
2. To apply hypothesis tests on data in MS Excel/ SPSS for comparing means & utilize them for decision making.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
CBBA 402	Statistics for Business Decisions Practical	<p>CO 269: Calculate the correlation between two variables. & simple/Multiple linear regression equation for a set of data using MX Excel/SPSS</p> <p>CO 270: Apply concepts of Probability distributions in Decision making in a simulated environment</p> <p>CO 271: Apply hypothesis tests on data in MS Excel/ SPSS for comparing means & Utilize them for decision making.</p> <p>CO 272: Apply hypothesis tests on data in MS Excel/ SPSS for comparing variance using Chi Square test & ANOVA and Utilize them for decision making.</p> <p>CO 273: Prepare formal research report</p>	<p>Approach in teaching:</p> <p>Interactive Hours, Discussion, Tutorials, Reading assignments, Demonstration, Team teaching</p> <p>Learning activities for the students:</p> <p>Self learning assignments, Effective questions, Simulation, Seminar presentation, Giving tasks.</p>	<p>Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects</p>

CONTENTS

Unit I	Correlation Analysis: Calculation of various types of correlation using statistical softwares like SPSS, Excel, etc.	06 hrs
Unit II	Regression Analysis: Linear regression using statistical softwares like SPSS, Excel, etc.	06 hrs

Unit III	t-test: One Sample, Independent Sample, Paired t test using statistical softwares like SPSS, Excel	06 hrs
Unit IV	Analysis of variance: One way ANOVA and Two way ANOVA using statistical softwares like SPSS, Excel	06 hrs
Unit V	Chi square Test: Test of Independence, 2x2 Cross tabulation, Layered cross tab, Goodness of fit using statistical softwares like SPSS, Excel	06 hrs

BOOKS RECOMMENDED:

- James B Cunningham (2011), *Using SPSS: An interactive hands- on Approach*, Peacock publisher, 3rd Edition.
- Mervyn(2015), *SAS Data Analysis*, Springer (SIE) Publishing House.
- Venkat Reddy Konasani and Shailendra Kadre (2015), *Practical Business Analytics Using SAS: A Hands-on Guide*, Dreamtech Press.
- A. Rajathi & P. Chandran (2012), *SPSS for You*, mjp publishers.
- Seyed Reza Hashemian Rahaghi, Farnaz Abed Ashtiani (2011), *Basic of Statistics & SPSS*, create space independent publishing platform.
- Robert H. Carver (2013), *Doing Data Analysis with SPSS version 18.0*, Cengage publishers, 5th edition.
- S. Ajai Gaur (2009), *Statistical methods for practice & research: A guide to Data Analysis using SPSS*, Sage Publishers, 2nd edition.

PAPER CODE- CBBA 403
Human Resource Management
(Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to –

1. To enable students to learn about human resource management in a conceptual framework.
2. To develop an understanding of various job analysis methods of human resource management in adding value to the organization’s functioning.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			

<p>CBBA 403</p>	<p>Human Resource Management</p>	<p>CO 274: Understand the nature and importance of Human Resource Management in the changing scenario. CO 275: Develop an understanding of various job analysis methods of human resource management in adding value to the organization's functioning. CO 276: Recognize how human resource practices can be used in a conceptual framework to help managers to develop a systematic approach to trainings. CO 277: Evaluate the knowledge of different perspectives in the area of compensation and employee stock plan to motivate the employees.</p>	<p>Approach in teaching: Interactive Hours, Discussion, Tutorials, Reading assignments, Demonstration, Team teaching</p> <p>Learning activities for the students: Self-learning assignments, Effective questions, Simulation, Seminar presentation, Giving tasks.</p>	<p>Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects</p>
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Unit I	Human Resource Management: Concept, Functions, Roles, Skills and Competencies; Human Resource Planning: Concept, Process, Importance, Barriers to HRP	12 hrs
Unit II	Job Analysis: Uses, Methods, Job Description and Job Specification; HR Accounting, Recruitment and Selection: Internal and External Sources, e-recruitment, selection process; Orientation: Concept, process	12 hrs
Unit III	Human Resource Development: Concept, Objectives, Challenges; Training: Concept, Needs, Systematic approach to training, Methods of Training; Management development: Concept and Methods	12 hrs
Unit IV	Performance Management System: Concept, Uses of Performance Appraisal, Methods, Factors that distort appraisal; Career Planning: Concept, Career Anchors, Process of Career Planning, Benefits of Career Planning, and Issues in Career Planning	12 hrs
Unit V	Compensation: Concept, Steps of determining compensation; Job Evaluation: Concept, Methods; Components of Pay Structure, Factors influencing Compensation levels, Wage Differentials and Incentives, ESOPs, Rewards and Fringe Benefits	12 hrs

BOOKS RECOMMENDED:

- 1.De Cenzo, D.A. & Robbins: Fundamentals of Human Resource Management, New York: John Wiley & Sons, 2015
- Dessler, G: Human Resource Management, Pearson, 2011
- Monappa & Saiyaddin: Personnel Management, Tata McGraw Hill, 1996
- Rao, V.S.P.: Human Resource Management- Text and Cases, Excel Books, 2007
- R. Wayne Mondy: Human Resource Management

PAPER CODE- CBBA 404
Human Resource Management Practical

Credits: 2
Maximum marks: 100
Contact Hrs/Week: 2
Total Hrs: 30

Course Objectives:

This course will enable the students to –

1. Assessing the student's project tasks in terms of content, creativity, and designing.
2. Develop an understanding of various human resource practices through dialogue sessions with their peer group.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
CBBA 404	Human Resource Management Practical	CO 278: Evaluating the project tasks in terms of content, creativity, and designing. CO 279: Assessing the tasks through file preparations, quizzes, and group projects. CO 280: Organizing dialogue session with peer group on common themes through individual presentations and group discussions. CO 281: Organizing dialogue session with peer group on common theme and write reflective notes on it. CO 282: Demonstrate strategies of Reading and reflecting on the ideas expressed in texts.	Approach in teaching: Interactive Hours, Discussion, Tutorials, Reading assignments, Demonstration Learning activities for the students: Self learning assignments, Effective questions, Seminar presentation, Group tasks	Class test, Semester end examinations, Quiz, Assignments, Presentation, Individual and group projects

CONTENTS

Unit I Stress Management: Knowing the reasons, living a relaxed life, Being Emotionally Wise, Inner self integration technique, Meditation, types and importance. **06 hrs**
Internal and external motivation

The 5 second rule, courage changes your mind and behavior.

Unit II	Is time out of control; A war on stress Managing time effectively, 80/20 Rule, Pomodoro Technique, time management tips for managers. Procrastination; turning downtime into productive time The To-Do and Not To do list, Smart goals and career planning, getting organized, important vs. urgent, ways to avoid traps and time sinkers, creating a time management plan. Goal Setting and career planning: - Calibrate your compass, put a pin in it, bridge the gap, make yourself discoverable, flip failure.	06 hrs
Unit III	Personal Branding: Converting hobby into passion Introduction to personal branding, the art of authenticity, Choosing the best social media network, why scheduling is important, Brand maintenance, online identity, creating relationship with the professional network to create a professional personal brand. Social networking sites: Blogging your passion Self-discipline and trust building activities, what is blogging and blogging platforms, which platform to choose, setting up a blog, types of blog and blog writing, finding the right subject matter, following skill not passion, do's and don'ts of blogging.	06 hrs
Unit IV	Conflict Management Skills Discovering Positive means to dissolve conflicts at workplace, Fundamental facts behind stress and worrisome situations to overcome them, Conflict, types of business conflict, Conflict resolution tactics	06 hrs
Unit V	Seminar and Industry Expert session: Question answer and experience sharing session	06 hrs

BOOKS RECOMMENDED:

- Brian Tracy (2001), Eat That Frog! 21 Great Ways to Stop Procrastinating and Get More Done in Less Time.
- Carmine Gallo (2009), The Presentation Secrets of Steve Jobs: How to Be Insanely Great in Front of Any Audience.
- Carmine Gallo (2014), Talk Like TED
- Dale Carnegie, how to stop worrying and start living.
- Richard Walsh (2008), Time Management: Proven Techniques for Making Every Minute Count.
- Vivian Scott (2009), Conflict Resolution at Work for Dummies.

PAPER CODE- CBBA 405

**Financial Management
(Theory)**

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:**This course will enable the students to –**

1. Enable students to develop the understanding of financial management concepts and capitalization decisions.
2. Develop an understanding and sound knowledge among students about the adequate capital structure of an organization and identifying various sources of finances.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
CBBA 405	Financial managemen t	<p>CO 283: Students will be able to develop the understanding of financial management concepts and capitalization decisions.</p> <p>CO 284; Develop the mindset and skills for managing the working capital of an organization thereby learning how to take dividend decisions.</p> <p>CO 285: Develop sound knowledge about the adequate capital structure of an organization and identifying various sources of finances.</p> <p>CO 286: Gain knowledge about the steps in the process of capital budgeting and taking decisions with respect to the acceptance of various projects make long term investment decisions by using various techniques like, PB Period, ARR, NPV, IRR, PI, methods.</p> <p>CO 287: Understand the key concepts of inventory management, cash management and receivables management and apply selective inventory control techniques and understand its significance</p>	<p>Approach in teaching: Interactive Hours, Group discussions, problem solving sessions.</p> <p>Learning activities for the students: Self-learning assignments, Effective questions, Chart preparation.</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation, Individual and group projects

CONTENTS

Unit I Nature of Financial Management: Finance and related disciplines; Scope of Financial Management; Profit Maximization, Wealth Maximization - Traditional and Modern Approach; Functions of finance. **12 hrs**

Capitalization – Under Capitalization and Over Capitalization.

- Unit II Sources of finance:** Classification - Short Term and long term sources of finance. Introduction about Financial Institutions-IDBI, IFCI, ICICI **Working Capital Management:** Operating cycle method and Net current asset or forecasting method. **12 hrs**
- Unit III Capital Structures:** Approaches to Capital Structure Theories - Net Income approach, Net Operating Income approach, Modigliani-Miller (MM) approach, Traditional approach. **12 hrs**
- Dividend Policy:** Dividend models MM hypothesis, Walter's model, Gordon's model.
- Leverage Analysis:** Operating and Financial Leverage
- Unit IV Capital Budgeting** - Principles and Techniques; Nature and meaning of capital budgeting; Estimation of relevant cash flows and terminal value; Evaluation techniques - Accounting Rate of Return, Net Present Value, Internal Rate of Return, Net Terminal Value, Profitably Index Method. **12 hrs**
- Management of Cash and Liquidity:** Motives of holding cash, cash management, Cash Planning and Forecasting.
- Unit V Management of Inventory:** Need to hold inventory, Objectives, importance and functions of Inventory Management, Techniques of Inventory control. **12 hrs**
- Management of Receivables:** Cost associated with receivables, Objective and Factors affecting Investment in receivables, Credit Evaluation.

BOOKS RECOMMENDED:

- M.Y. Khan & P.K. Jain: Financial Management Text Problem and Cases, Tata McGraw Hill Publishing Co. Ltd.
- R. P. Rustogi: Financial Management: Theory Concepts and Practices, Taxmann Publication.
- I.M. Pandey: Financial Management: Theory and Practices, Vikas Publishing House
- R.A. Brealey, S.C. Myers, F. Allen & P. Mohanty: Principles of Corporate Finance, McGraw Hill Higher Education
- J.V. Horne & J.M. Wachowicz: Fundamentals of Financial Management Prentice Hall

PAPER CODE- CBBA 406

Financial Management Practical

Credits: 2

Maximum marks: 100

Contact Hrs/Week: 2

Total Hrs: 30

Course Objectives:

This course will enable the students to –

1. Enable students to develop the understanding of financial management concepts and capitalization decisions.
2. Develop an understanding and sound knowledge among students about the adequate capital structure of an organization and identifying various sources of finances.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
CBBA 406	Financial managemen t practical	<p>CO 288; Demonstrate the application of financial management to understand the managerial decisions and corporate capital structure .</p> <p>CO 289; Students will understand different types of costs in inventory systems and will b able to calculate the Economic Order Quantity (EOQ) for various deterministic inventory models without and with lead time.</p> <p>CO 290: Encourage students to participate in various activities and make adequate financial analysis of the cases being discussed pertaining to corporate.</p> <p>CO 291: Acquaint students of the framework of <i>financial</i> decision making in a business unit.</p>	<p>Approach in teaching: Give extensive examples during Hours, Give periodic assignments, Encourage students to give short presentation, Encourage students to apply concepts to solve real-world problems</p> <p>Learning activities for the students: case study solving, group presentation, role plays.</p>	<p>Holding both announced and unannounced quizzes, semester end examination, power point presentation , individual projects.</p>

CONTENTS

Unit I	Project/ Case Study/ Group discussion based on Capitalization	06 hrs
Unit II	Case Study/ Exercises/ GD based on Working capital Management	06 hrs
Unit III	Project/ Case Study/ Exercises based on Capital Structure	06 hrs
Unit IV	Project/ GD/ Exercises based on Capital Budgeting	06 hrs
Unit V	GD/ Case Study/ Exercises based on Management of Inventory	06 hrs

BOOKS RECOMMENDED:

- M.Y. Khan & P.K. Jain: Financial Management Text Problem and Cases, Tata McGraw Hill Publishing Co. Ltd.
- R. P. Rustogi: Financial Management: Theory Concepts and Practices, Taxmann Publication.
- I.M. Pandey: Financial Management: Theory and Practices, Vikas Publishing House

- R.A. Brealey, S.C. Myers, F. Allen & P. Mohanty: Principles of Corporate Finance, McGraw Hill Higher Education
- J.V. Horne & J.M. Wachowicz: Fundamentals of Financial Management Prentice Hall

PAPER CODE- GBBA 401A

**International Business
(Theory)**

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to –

1. Understand the functioning and related forces of international business.
2. Enable students to learn about the international trade practices and documentation.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
GBBA 401A	International Business	CO 292: Create understanding of the meaning and related forces of international business. CO 293: Analyzing the international trade theories and understanding the barriers to world trade. CO 294: Learning about the international trade practices and documentation. CO 295: Create the understanding of the international organisation structures. CO 296: Understand the functioning of International Regional Grouping and World Trade Organisation.	Approach in teaching: Interactive Hours, Discussion, Tutorials, Reading assignments, Demonstration Learning activities for the students: Self learning assignments, Effective questions, Seminar presentation, Group tasks	Class test, Semester end examinations, Quiz, Assignments, Presentation, Individual and group projects

CONTENTS

Unit I	International Business: Introduction, Meaning of International Business, International Business Vs International Trade, Domestic Business Vs International Business Driving and restraining forces of International Business, Different Modes of Entry	12 hrs
Unit II	International Trade Environment: International Trade Patterns, Trade Theories- Mercantilism, Absolute Advantage, Comparative Advantage, Factor Endowment, Product Life Cycle Theory, New Trade Theory, Porter's National Competitive Advantage Theory Barriers to World Trade: Tariffs and Quotas	12 hrs
Unit III	International Trade Practices and Documentation: Export and Import Procedure, Brief Introduction to Export and Import Documents, Foreign Trade Policy of India	12 hrs
Unit IV	International Organization Structure: Factors affecting decision of Organisation Structure, Types of organization structures in international business, EPRG orientation	12 hrs
Unit V	International Regional Groupings: European Union (EU), ASEAN, SAARC, NAFTA World Trade Organization: WTO, GATT, Objectives of WTO, Organisation Structure of WTO. TRIPs, TRIMs, GATS	12 hrs

BOOKS RECOMMENDED:

- Cherunilam F., International Business, PHI, New Delhi.
- Bennett R., International Business, Pearson Education, New Delhi,
- Varshney R.L. & B. Bhattacharya, International Marketing Management An Indian perspective, S. Chand, New Delhi.
- Chandran R., International Business, JAICO Publishing House, Mumbai.
- Aswathappa K., International Business, Tata McGraw Hill, New Delhi.

PAPER CODE- GBBA 401B

International Business Practical

Credits: 2

Maximum marks: 100

Contact Hrs/Week: 2

Total Hrs: 30

Course Objectives:

This course will enable the students to –

1. Brainstorming session with peer group on current topics through individual presentations and group discussions.
2. Enable students to learn about the real-world international business scenario.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
GBBA 401B	International Business Practical	<p>CO 297: Evaluating the project tasks in terms of content, data presentation, and analyzing.</p> <p>CO 298; Assessing the tasks through file preparations, quizzes, and group projects.</p> <p>CO 299: Organizing brainstorming session with peer group on common themes through individual presentations and group discussions.</p> <p>CO 300: Organizing dialogue session with peer group on common theme and write reflective notes on it.</p> <p>CO 301: Demonstrate strategies of reading and reflecting on the ideas expressed in texts.</p>	<p>Approach in teaching:</p> <p>Interactive Hours, Discussion, Tutorials, Reading assignments, Demonstration</p> <p>Learning activities for the students:</p> <p>Self learning assignments, Effective questions, Seminar presentation, Group tasks</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation, Individual and group projects</p>

CONTENTS

Unit I	Case study discussion on Modes of Entry in Expanding Business	06 hrs
Unit II	Group Discussion on International Trade Theories applicability in today's context.	06 hrs
Unit III	Collect and present any two documents each for export and import procedure.	06 hrs
Unit IV	Review recent issues of Business Magazines and identify three firms and note whether the head of the overseas branch is from home-country, host country or third country national.	06 hrs
Unit V	Prepare a chart for International Institutions or regional groupings on their functions.	06 hrs

BOOKS RECOMMENDED:

- Cherunilam F., International Business, PHI, New Delhi.
- Bennett R., International Business, Pearson Education, New Delhi,
- Varshney R.L. & B. Bhattacharya, International Marketing Management An Indian perspective, S. Chand, New Delhi.
- Chandran R., International Business, JAICO Publishing House, Mumbai.
- Aswathappa K., International Business, Tata McGraw Hill, New Delhi.

PAPER CODE- GBBA 402A

**Marketing Management
(Theory)**

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to –

1. Enable students to learn about the emerging concepts in Marketing.
2. Create understanding of competitive marketing strategy.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
GBBA 402A	Marketing Managem ent	CO 302: Create a strong conceptual knowledge of fundamentals of Marketing Management CO 303: Create understanding of the nature and characteristics of marketing of Services. CO 304: Understanding strategy in a marketing context. CO 305: Developing Competitive Marketing Strategy. CO 306: Create the understanding of the emerging concepts in Marketing.	Approach in teaching: Interactive Hours, Discussion, Tutorials, Reading assignments, Demonstration Learning activities for the students: Self-learning assignments, Effective questions, Seminar presentation, Group tasks	Class test, Semester end examinations, Case Studies Quiz, Assignments, Presentation, Individual and group projects

CONTENTS

Unit I Marketing of Services – Concept of Services , , Difference between Goods and Services, Unique Characteristics of Services, 7Ps of Expanded Marketing Mix, Service Marketing Triangle

12 hrs

Unit II	Strategic Marketing: Developing Marketing Strategies and Plans for Growth and Downsizing, The Marketing Plan: Strategies and Processes, Marketing Organization; Concept and Structure, Marketing Control: Concept and Techniques	12 hrs
Unit III	Developing Competitive Marketing Strategy Identifying and Analyzing Competitors, Competitive Strategies for Market Leaders and Challengers, Followers and Nichers; Offensive and Defensive strategies	12 hrs
Unit IV	Emerging Concepts of Marketing-I Green Marketing: Concept, Problems and Challenges in Green Marketing Social Marketing: Concept and Definition, Scope, Problems and: Challenges, Social Marketing Campaigns. Environmental Concerns in Marketing. Marketing Ethics: Ethical Issues in Marketing	12 hrs
Unit V	Emerging Concepts of Marketing-II Introduction to Internet Marketing, Digital Marketing: Digital Marketing Process, Digital Marketing & Traditional Marketing, Digital Marketing Strategies Social Media Marketing: Social Media Mix, Viral and Buzz Marketing: Elements of a Viral Marketing Strategy Concept of Multi level Marketing,	12 hrs

BOOKS RECOMMENDED:

- Philip Kotler, Kevin Keller, Abraham Koshy, Mithileshwar Jha: Marketing Management (Twelfth Edition), A South Asian Perspective; Pearson Education
- Rajan Saxena, Marketing Management, Fourth Edition, Tata McGraw Hill
- Govindarajan, Marketing Management: Concepts, Cases, Challenges and Trends, 2nd edition, PHI Learning Private Ltd.
- John Mullins, Orville C. Walker, Harper W. Boyd, Marketing Management-A Strategic Decision-Making Approach, Tata McGraw Hill
- Chandra Bose, Modern Marketing: Principles and Practice, PHI Learning Private Ltd.
- Dave Chaffey, Fiona Ellis-Chadwick, Digital Marketing: Strategy, Implementation and Practice, 5/E, Pearson
- Bateson, Hoffmam, Services Marketing, Cengage Learning
- Ahuja Vandana, Digital Marketing, Oxford Higher Education

PAPER CODE- GBBA 402B

Marketing Management Practical

Credits: 2

Maximum marks: 100

Contact Hrs/Week: 2

Total Hrs: 30

Course Objectives:**This course will enable the students to –**

1. Enable students to use their creativity and analytical skills in designing the marketing strategies.
2. Organizing interactive session for students through individual presentations and group discussions.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
GBBA 402B	Marketing Management Practical	<p>CO 307: Evaluating the project tasks in terms of content, creativity, and designing.</p> <p>CO 308: Assessing the tasks through file preparations, quizzes, and group projects.</p> <p>CO 309: Organizing dialogue session with peer group on common themes through individual presentations and group discussions.</p> <p>CO 310: Organizing dialogue session with peer group on common theme and write reflective notes on it.</p> <p>CO 311: Demonstrate strategies of reading and reflecting on the ideas expressed in texts.</p>	<p>Approach in teaching:</p> <p>Interactive Hours, Discussion, Tutorials, Reading assignments, Demonstration</p> <p>Learning activities for the students:</p> <p>Self learning assignments, Effective questions, Seminar presentation, Group tasks</p>	<p>Class test, Semester end examinations, Case Studies Quiz, Assignments, Presentation, Individual and group projects</p>

CONTENTS

Unit I	Identify 7 Ps of any service organization and make a PPT for the same	06 hrs
Unit II	Make a chart on BCG Matrix on any company of your choice	06 hrs
Unit III	Choose any sector of your choice and identify Leaders, Challengers, Followers and Nichers for the same and submit a file.	06 hrs
Unit IV	Case study on Green Marketing/ Social Marketing/ Ethical Issues in Marketing	06 hrs
Unit V	Identify one company and make a ppt on its digital and social media marketing campaign	06 hrs

BOOKS RECOMMENDED:

- Philip Kotler, Kevin Keller, Abraham Koshy, MithileshwarJha : Marketing Management (Twelfth Edition), A South Asian Perspective; Pearson Education
- Rajan Saxena, Marketing Management, Fourth Edition, Tata McGraw Hill
- Govindarajan, Marketing Management: Concepts, Cases, Challenges and Trends, 2nd edition, PHI Learning Private Ltd.
- John Mullins, Orville C. Walker, Harper W. Boyd, Marketing Management-A Strategic Decision-Making Approach, Tata McGraw Hill
- Chandra Bose, Modern Marketing: Principles and Practice, PHI Learning Private Ltd.,
- Dave Chaffey, Fiona Ellis-Chadwick, Digital Marketing: Strategy, Implementation and Practice, 5/E, Pearson
- Bateson, Hoffmam, Services Marketing, Cengage Learning
- Ahuja Vandana, Digital Marketing, Oxford Higher Education

PAPER CODE- SBBA 401

**Summer Internship
(Practical)**

Credits: 2

Maximum marks: 100

Contact Hrs/Week: 2

Total Hrs: 30

Course Objectives:

This course will enable the students to –

1. Immediately after the completion of the second semester examination, the students shall proceed for their Summer Internship of 6-8week duration.
2. Acquaint students about corporate functioning.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			

<p>SBBA 401</p>	<p>Summer internship</p>	<p>CO 312: Explore Career alternatives prior to graduation, Assess interests and abilities in their field of study CO 313: Integrate theory and practice CO 314: Apply Theoretical concepts of Statistics for decision making in real world corporate issues CO 315: Acquaint with detailed process of carrying out research CO 316: Prepare and Present report formally</p>	<p>Approach in teaching: Discussion, Demonstration, Action Research, Project, Field Trip</p> <p>Learning activities for the students: Field activities, Simulation, Presentation, Giving tasks</p>	<p>Observation, Presentation, Report writing</p>
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CONTENTS

Unit I	Research Problem Formulation: Identification and formulation of research problem, Scanning the existing environment, review of related literature, Formulation of research objectives and research hypothesis, drafting of research design and sampling design	06 hrs
Unit II	Data Collection: Drafting of Questionnaire using appropriate scaling technique and collection of data through google forms, questiapro, etc.	06 hrs
Unit III	Data analysis: Tabulation and execution of data using SPSS and MS-Excel, Analysis and interpretation of data, Testing of Hypothesis	06 hrs
Unit IV	Report writing: preliminary pages including title pages, declarations, certificates, executive summary, CONTENTS, list of tables, list of figures, abbreviations, etc.) main text (Introduction, main chapters, core chapters, conclusion and references, etc.), and final matter (Appendix and annexure like questionnaires, figures/photos)	06 hrs
Unit V	Power Point Presentation of the result and findings	06 hrs

B.B.A. (2020-2021)

COURSE OUTCOMES - Semester V

PAPER CODE- CBBA 501
Quantitative Techniques for Business Decisions
(Theory)

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. Enable the students to acquire knowledge of all the statistical aspects for business decisions.
2. Develop the understanding of the business problems in the quantitative manner and analyze them using statistical tools.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
CBBA 501	Quantitative Techniques for Business Decisions	CO 120: Develop linear programming (LP) models for shortest path, maximum flow, minimal spanning tree, critical path, minimum cost flow, and transshipment problems. CO 121: Use CPM and PERT techniques, to plan, schedule, and control project activities. CO 122: Propose the best strategy using decision making methods under uncertainty and game theory. CO 123: Determine the best choice using decision tree. CO 124: Select the best strategy on the basis of decision criteria under the uncertainty.	Approach in teaching: Interactive Hours, Discussion, Tutorials, Reading assignments, Demonstration Learning activities for the students: Self learning assignments, Effective questions, Seminar presentation, Group tasks	Class test, Semester end examinations, Quiz, Assignments, Presentation, Individual and group projects

CONTENTS

Unit I Operations Research: An Introduction, Characteristics, Nature, Scope and Role of Operations Research and Quantitative Techniques, Scientific approach in decision-making, Techniques of OR, Limitations of these Techniques. **12 hrs**
Linear Programming: Formulation of L.P. Problems, Graphical Solution and Simplex Method, Big-M method and Two-phase method; Duality

Unit II	Elementary Transportation: Formulation of Transport Problem, Solution by N.W. Corner Rule, Least Cost method, Vogel's Approximation Method (VAM), Modified Distribution Method. (Special cases: Multiple Solutions, Maximization case, Unbalanced case, prohibited routes) Elementary Assignment: Hungarian Method, (Special cases: Multiple Solutions, Maximization case, Unbalanced case, Restrictions on assignment.)	12 hrs
Unit III	Network Analysis: Construction of the Network diagram, Critical Path- float and slack analysis (Total float, free float, independent float), PERT, Project Time, Crashing	12 hrs
Unit IV	Decision Theory: Pay off Table, Opportunity Loss Table, Expected Monetary Value, Expected opportunity Loss, Expected Value of Perfect Information and Expected profit for Perfect Information, Decision Tree	12 hrs
Unit V	Introduction to Game Theory: Pay off Matrix- Two person Zero-Sum game, Pure strategy, Saddle point; Dominance Rule, Mixed strategy, Reduction of m x n game and solution of 2x2, 2 x s, and r x 2 cases by Graphical and Algebraic methods	12 hrs

BOOKS RECOMMENDED:

- Mathur, Khandelwal, Gupta, Gupta, *Operational Research*, Ajmera Book Company, Jaipur
- Agarwal, N.P., and Agarwal, Sonia, *Quantitative Techniques For Management*, Ramesh Book Depot, Jaipur
- Agarwal, N.P., *Operation Research*, Ramesh Book Depot, Jaipur
- Vohra, N. D., *Quantitative Techniques In Management*, Tata McGraw Hill, New Delhi
- Taha, Hamady A , *Operational Research An Introduction*, Prentice Hall of India, New Delhi
- Kapoor, V. K., *Operational Research*, Sultan Chand & Sons, New Delhi
- Nag, N. K., *Quantitative Methods*, Kalyani Publishers, Jaipur
- Srivastava, U. K., Shenoy, G.R., and Sharma, S. C., *Quantitatives techniques for Managerial Decisions*, New Age International

PAPER CODE- CBBA 502

Quantitative Techniques for Business Decisions Practical

Credits: 2

Maximum marks: 100

Contact Hrs/Week: 2

Total Hrs: 30

Course Objectives:

This course will enable the students to –

1. Enable the students to acquire knowledge of all the statistical aspects for business decisions.
2. Learning quantitative methods of decision making methods under uncertainty and game theory.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			

CBBA 502	Quantitative Techniques for Business Decisions Practical	<p>CO 125: Develop linear programming (LP) models for shortest path, maximum flow, minimal spanning tree, critical path, minimum cost flow, and transshipment problems.</p> <p>CO 126: Use CPM and PERT techniques, to plan, schedule, and control project activities.</p> <p>CO 127: Propose the best strategy using decision making methods under uncertainty and game theory.</p> <p>CO 128: Determine the best choice using decision tree.</p> <p>CO 129: Select the best strategy on the basis of decision criteria under the uncertainty.</p>	<p>Approach in teaching:</p> <p>Interactive Hours, Discussion, Tutorials, Reading assignments, Demonstration</p> <p>Learning activities for the students:</p> <p>Self learning assignments, Effective questions, Seminar presentation, Group tasks</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation, Individual and group projects</p>
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CONTENTS

Unit I	Case Study/ Team Project/ Application Based Question and Power Point Presentation based on Linear Programming Problem	06 hrs
Unit II	Case Study/ Team Project/ Application Based Question and Power Point Presentation based on transportation and assignment techniques	06 hrs
Unit III	Case Study/ Team Project/ Application Based Question and Power Point Presentation based on Network Analysis	06 hrs
Unit IV	Case Study/ Team Project/ Application Based Question and Power Point Presentation based on Decision Theory	06 hrs
Unit V	Case Study/ Team Project/ Application Based Question and Power Point Presentation based on Game Theory	06 hrs

BOOKS RECOMMENDED:

- Mathur, Khandelwal, Gupta, Gupta, *Operational Research*, Ajmera Book Company, Jaipur
- Agarwal, N.P., and Agarwal, Sonia, *Quantitative Techniques For Management*, Ramesh Book Depot, Jaipur
- Agarwal, N.P., *Operation Research*, Ramesh Book Depot, Jaipur
- Vohra, N. D., *Quantitative Techniques In Management*, Tata McGraw Hill, New Delhi
- Taha, Hamady A *Operational Research An Introduction*, Prentice Hall of India, New Delhi
- Kapoor, V. K., *Operational Research*, Sultan Chand & Sons, New Delhi
- Nag, N. K., *Quantitative Methods*, Kalyani Publishers, Jaipur
- Srivastava, U. K., Shenoy, G.R., and Sharma, S. C., *Quantitatives techniques for Managerial Decisions*, New Age International

PAPER CODE- CBBA 503

Legal Aspects of Business (Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to –

1. Create understanding of legal system related to business administration.
2. Disseminate knowledge among students about the authorities and bodies involved in the legal system in India.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
CBBA 503	Legal Aspect of Business	<p>CO 130: To Understand the nature and scope of Indian Contract Act</p> <p>CO 131: To impart understanding of legal system related to business administration</p> <p>CO 132: To impart basic knowledge of the Indian Contract Act and legislations System</p> <p>CO 133: To discuss the vital elements of offer, agreement and contract.</p> <p>CO 134: To familiarize the legal terminology in standard business environment.</p> <p>CO 135: To develop an insight on the concepts and practices of agency relationships.</p> <p>CO 136: To disseminate knowledge among students about the authorities and bodies involved in enforcing Consumer Protection Act in India.</p>	<p>Approach in teaching:</p> <p>Interactive Hours using whiteboards, Questioning & Group Discussion, Case Studies, Frequent or unannounced quizzes.</p> <p>Learning activities for the students:</p> <p>Self learning assignments, Effective questions, presentation, Solving problems with description of important cases of business law</p>	<p>Class test, Semester end examinations, Quiz, Case Study, Assignments, Class interaction</p>

		CO137: Strengthening the foundations of the analytical approach to Managerial decision-making through legal Case study.	
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CONTENTS

Unit I	The Indian Contract Act 1872: Meaning and Essentials of contract; Kinds of contract-Based on: validity, formation & performance, law relating to offer and acceptance & characteristics of consideration,	12 hrs
Unit II	Competency to contract, free consent, Void agreements, performance of contracts: meaning, modes of performance, persons entitled to demand performance, discharge of contracts, breach of contracts.	12 hrs
Unit III	Special contracts: contract of indemnity: meaning, valid essentials, rights of indemnifier and indemnity holder. Contract of guarantee: Meaning, valid essentials, kinds of guarantee. Bailment-features and types of bailment and Agency-concept ,types of agency.	12 hrs
Unit IV	Sale of Goods Act 1930: Sale and agreement to sell, rights of unpaid seller. Negotiable Instruments Act 1881: Meaning of negotiable instruments, types of negotiable instruments: promissory note, bill of exchange & cheque. The Companies Act 2013: Meaning and types, Incorporation, Memorandum & Articles of association, privileges given to independent private company.	12 hrs
Unit V	Consumer Protection Act 1986: Objectives, Consumer protection councils, dispute redressal agencies, district forum, state commission, central commission, differences, rights of consumers.	12 hrs

BOOKS RECOMMENDED:

- M.C.Kucchal,&VivekKucchal: Business Legislation for Management, Vikas Publishing House (P) Ltd.
- Dr. G. K. Kapoor & Sanjay Dhamija: Company Law and Practice-A comprehensive textbook on Companies Act 2013, latest edition, Taxmann.
- Avtar Singh: Principle of Mercantile Law, Eastern Book Company.

- Gulshan Kapoor: Business Law, New Age International Pvt Ltd Publishers.
- Maheshwari&Maheshwari: Principle of Mercantile Law, National Publishing Trust
- Rohini Aggarwal: Mercantile & Commercial Law, Taxmann.
- Singh, Nirmal, Business Laws, Deep & Deep Publications Pvt. Ltd., New Delhi

PAPER CODE- CBBA 504
Legal Aspects of Business Practical

Credits: 2
Maximum marks: 100
Contact Hrs/Week: 2
Total Hrs: 30

Course Objectives:

This course will enable the students to –

1. Understand and analyze the legal system related to business administration.
2. Analyze and interpret the case studies related to Indian legal system.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
CBBA 504	Legal Aspect of Business Practical	CO 138: To be able to understand and analyze the legal system related to business administration CO 139: To identify the vital elements of offer, agreement and contract based on given cases. CO 140: To analyze and interpret the various case studies on the basis of Indian contract act. CO 141: To prepare case description and interpret practices of agency relationships. CO 142: To develop legal and analytical skills for managerial decision-making using various cases of Indian contract act.	Approach in teaching: Interactive Hours using whiteboards, Questioning & Group Discussion, Case Studies, Frequent or unannounced quizzes. Learning activities for the students: Self-learning assignments, Effective questions, presentation, Solving problems with description of important cases of business law ,Group discussion	Class test, Semester end examinations, Quiz, Case Study , Assignments, Class interaction

CONTENTS

Unit I	Case study of Balfour vs. Balfour, Calills vs. Carbolic smoke, Lalman Shukla vs. Gauri Dutt, Cooper vs.Phibbs	06 hrs
Unit II	Case studies of Mohri Bibi vs. Dharmodas, Nash vs. Inman, Smith vs. Hughes	06 hrs
Unit III	Caselets based on specific contracts.	06 hrs
Unit IV	Drafting of Negotiable Instruments- writing of crossing and cancellation of cheque & Drafting of Memorandum and Articles of Association of a company	06 hrs
Unit V	Case studies on Agnes D' Mello vs. Canara Bank, Re. Anand Gas RTPE 43/ 1983 (MRTPC), Namdeo Bajirao Raut vs. Hindustan Liver Ltd.	06 hrs

BOOKS RECOMMENDED:

- M.C.Kucchal & VivekKucchal: Business Legislation for Management, Vikas Publishing House (P) Ltd.
- Dr. G. K. Kapoor & Sanjay Dhamija: Company Law and Practice-A comprehensive textbook on Companies Act 2013, latest edition, Taxmann.
- Avtar Singh: Principle of Mercantile Law, Eastern Book Company.
- Gulshan Kapoor: Business Law, New Age International Pvt Ltd Publishers.
- Maheshwari&Maheshwari: Principle of Mercantile Law, National Publishing Trust
- Rohini Aggarwal: Mercantile & Commercial Law, Taxmann.
- Singh, Nirmal, Business Laws, Deep & Deep Publications Pvt. Ltd., New Delhi

B.B.A. (2020-2021)

COURSE OUTCOMES - Semester VI

**PAPER CODE- CBBA 601
Business Policy and Strategy
(Theory)**

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. Course would enable the students to understand the principles of strategy.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			

<p>CBBA 601</p>	<p>Business Policy & Strategy</p>	<p>CO 317: To expose students to various perspectives and concepts in the field of Strategic CO 318: The course would enable the students to understand the principles of strategy CO 319: Formulation, implementation and control in organizations. CO 320: To help students develop skills for applying these concepts to the solution of Business problems. CO 321: To help students master the analytical tools of strategic management</p>	<p>Approach in teaching: Interactive Hours, Discussion, Tutorials, Reading assignments, Demonstration, Team teaching</p> <p>Learning activities for the students: Self-learning assignments, Effective questions, Simulation, Seminar presentation, Giving tasks.</p>	<p>Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects</p>
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- Unit I Nature & importance of business policy & strategy:** Concept and levels of Strategy- corporate, business & functional level, process of strategic management. **12 hrs**
- Company's vision and mission:** Strategic intent ,vision ,mission, objectives, criteria for evaluating a mission statement
- Unit II Environmental Analysis & Diagnosis:** Analysis of company's internal and external environmental and their impact on organizations policy and strategy, Porter's 5 Forces model for Industry analysis ,SWOT analysis. Organization's capabilities concept and Porter's Value Chain Analysis, **12 hrs**
- Unit III Formulation of competitive strategies:** Michael E. Porter's generic competitive strategies, implementing competitive strategies- offensive & defensive moves, Core Competence concept. **12 hrs**
- Corporate Strategies: Introduction to strategies of growth, stability and retrenchment . Types of growth strategies – concentrated growth, cooperation, integration, diversification, international expansion, business and renewal strategies – retrenchment and turnaround.
- Unit IV Choice of Strategy:** Choice process, factors affecting choice of strategy, Strategic gap analysis, portfolio analysis – BCG, GE, Ansoff's product market evolution matrix, Business and functional level strategies. **12 hrs**
- Unit V Strategic Implementation, evaluation and control:** Key Issues and Aspects of Strategic Implementation, Control process, Elements of Control: Feed Forward Control, Concurrent Control, Feedback Control, techniques of control. **12 hrs**

BOOKS RECOMMENDED:

- J.A. Pearce & R.B. Robinson : Strategic Management formulation implementation and control, TMH
- Arthur A. Thompson Jr. & A.J Strickland III : Crafting and executing strategy, TMH

- Gerry Johnson & Kevan Scholes, Exploring corporate strategies, PHI
- Upendra Kachru: Strategic Management, Excel books
- Arthur A. Thompson Jr. and A.J. Strickland: Strategic Management – Concepts and Cases, McGraw-Hill Companies
- Lawrence R. Jauch & William F. Glueck: Business Policy and Strategic Management (Mcgraw Hill Series in Management)

PAPER CODE- CBBA 602
Business Policy and Strategy Practical

Credits: 2
Maximum marks: 100
Contact Hrs/Week: 2
Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. Assessing the tasks through file preparations, quizzes, and group projects.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
CBBA 602	Business Policies & Strategy practical	CO 322: Evaluating the project tasks in terms of content, creativity, and designing. CO 323: Assessing the tasks through file preparations, quizzes, and group projects. CO 324: Organizing dialogue session with peer group on common themes through individual presentations and group discussions. CO 325: Organizing dialogue session with peer group on common theme and write reflective notes on it. CO 326: Demonstrate strategies of reading and reflecting on the ideas expressed in texts.	Approach in teaching: Interactive Hours, Discussion, Tutorials, Reading assignments, Demonstration Learning activities for the students: Self learning assignments, Effective questions, Seminar presentation, Group tasks	Class test, Semester end examinations, Quiz, Assignments, Presentation, Individual and group projects

CONTENTS

Unit I	Case Study/ Team Project/ Application Based Question/ Role Playing/ Group Discussion related to Unit	06 hrs
Unit II	Case Study/ Team Project/ Application Based Question/ Role Playing/ Group Discussion related to Unit	06 hrs
Unit III	Case Study/ Team Project/ Application Based Question/ Role Playing/ Group Discussion related to Unit	06 hrs
Unit IV	Case Study/ Team Project/ Application Based Question/ Role Playing/ Group Discussion related to Unit	06 hrs
Unit V	Case Study/ Team Project/ Application Based Question/ Role Playing/ Group Discussion related to Unit	06 hrs

BOOKS RECOMMENDED:

- J.A. Pearce & R.B. Robinson : Strategic Management formulation implementation and control, TMH
- Arthur A. Thompson Jr. & A.J Strickland III : Crafting and executing strategy, TMH
- Gerry Johnson &Kevan Scholes, Exploring corporate strategies, PHI
- UpendraKachru: Strategic Management, Excel books
- Arthur A. Thompson Jr. and A.J. Strickland: Strategic Management –Concepts and Cases, McGraw-Hill Companies
- Lawrence R. Jauch& William F. Glueck: Business Policy and Strategic Management (Mcgraw Hill Series in Management).

PAPER CODE- CBBA 603
Financial Institutions and Markets
(Theory)

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. Create understanding of the structure of Indian financial system.
2. Create the understanding of the secondary market, debt market and mutual funds.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			

<p>CBBA 603</p>	<p>Financial Institutions and Markets</p>	<p>CO 327: Create understanding of the structure of Indian financial system. CO 328: Providing the overview of financial institutions. CO 329: Introducing the functioning Of Secondary market in India. CO 330: Create the understanding of the debt market and mutual funds. CO 331: Learning about the money market and its instruments.</p>	<p>Approach in teaching: Interactive Hours, Discussion, Tutorials, Reading assignments, Demonstration</p> <p>Learning activities for the students: Self learning assignments, Effective questions, Seminar presentation, Group tasks</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation, Individual and group projects</p>
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CONTENTS

- Unit I Indian Financial System:** Introduction, Structure of Indian Financial system- Financial institutions, Financial Markets, Financial instruments & services, Financial system and economic Development, Functions of Financial System. Role of RBI in Indian Financial system. **12 hrs**
- Unit II Financial Institutions in India-** overview, Types of Financial Institutions- Development Banks, Investment Institutions, Housing Finance Institutions, Commercial Banks, Co-operative Banks, Non-Banking Finance companies. **12 hrs**
- Introduction to Financial Markets In India:** Role, Importance and Types.
- Unit III Secondary Market in India:** Introduction to Stock Markets, Functions of Stock Market, Role and Significance of Stock Market in India, Factors affecting Stock market. Introduction to DEMAT Account. Stock Exchange in India- NSE and BSE. Functions of SEBI. **12 hrs**
- Unit IV Debt Market in India:** Introduction, Market for Government Debt, Government Bonds VS Corporate Bonds, Concept, Importance and role of NBFCs, DIIs, and FFIs. **12 hrs**
- Mutual Funds: Introduction, Schemes, Characteristics, Advantages and Disadvantages.
- Unit V Money Markets in India:** Meaning, role, Characteristics, significance of money markets, Constituents of money markets- Call Money Markets, Treasury Bill Markets, Market for Commercial Paper, Collateral loan market and Acceptance market, Recent development and Deficiencies of Indian Money Market. **12 hrs**

BOOKS RECOMMENDED:

- Saunders, Anthony & Cornett, Marcia Millon (2007). Financial Markets and Institutions (3rd ed.). Tata McGraw Hill
- Khan, M Y. (2010). Financial Services (5th ed.). McGraw Hill Higher Education
- Shahani, Rakesh(2011). Financial Markets in India: A Research Initiative. Anamica Publications
- Goel, Sandeep. (2012). Financial services. PHI.
- Gurusamy, S. (2010). Financial Services. TMH.

PAPER CODE- CBBA 604
Financial Institutions and Markets Practical

Credits: 2
Maximum marks: 100
Contact Hrs/Week: 2
Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. Create understanding of the structure of Indian financial system.
2. Organizing dialogue session with peer group on financial market scenarios.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
CBBA 604	Financial Institutions And Markets Practical	CO 332: Evaluating the project tasks in terms of content, data presentation and analysis. CO 333: Assessing the tasks through file preparations, quizzes, and group projects. CO 334: Organizing discussions with peer group on emerging themes through individual presentations and group discussions. CO 335: Organizing dialogue session with peer group on common theme and write reflective notes on it. CO 336: Demonstrate strategies of reading and reflecting on the ideas expressed in texts.	Approach in teaching: Interactive Hours, Discussion, Tutorials, Reading assignments, Demonstration Learning activities for the students: Self learning assignments, Effective questions, Seminar presentation, Group tasks	Class test, Semester end examinations, Quiz, Assignments, Presentation, Individual and group projects

CONTENTS

Unit I	Case Study/Application Based Question/ Group Discussion related to NEFT, RTGS and Internet Banking	06 hrs
Unit II	Case Study/Application Based Question/ Group Discussion related to Financial Markets/ Capital Market	06 hrs

Unit III	Case Study/Application Based Question/ Group Discussion related to Demat Account	06 hrs
Unit IV	Case Study/Application Based Question/ Group Discussion related to DIIs and FFIs, Mutual Fund	06 hrs
Unit V	Case Study/Application Based Question/ Group Discussion related to Money Market.	06 hrs

BOOKS RECOMMENDED:

- Saunders, Anthony & Cornett, Marcia Millon (2007). Financial Markets and Institutions (3rd ed.). Tata McGraw Hill
- Khan, M Y. (2010). Financial Services (5th ed.). McGraw Hill Higher Education

Human Resource Group

**PAPER CODE- DBBA 501A
Management of Industrial Relations
(Theory)**

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. Inculcating the understanding and practicing of important Acts of industrial relations in India.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			

DBBA 501A	Management of Industrial Relations	<p>CO 143: Create understanding of industrial relations and involved parties.</p> <p>CO 144: Describing the related functions of industrial relations.</p> <p>CO 145: Inculcating the understanding and practicing of important Acts of industrial relations in India.</p> <p>CO 146: Organizing dialogue session with peer group on common theme and write reflective notes on it.</p> <p>CO 147: Demonstrate strategies of reading and reflecting on the ideas expressed in texts.</p>	<p>Approach in teaching:</p> <p>Interactive Hours, Discussion, Tutorials, Reading assignments, Demonstration</p> <p>Learning activities for the students:</p> <p>Self learning assignments, Effective questions, Seminar presentation, Group tasks</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation, Individual and group projects
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CONTENTS

Unit I	Industrial Relations: Concept, Objectives, Parties in industrial relations- Workers, Employers and Government; Conflict and Cooperation, Collective bargaining- Objectives, Process	12 hrs
Unit II	Workers Participation in Management: Levels of participation, Mode of participation- Works Committee, Joint Management councils, Worker Director; Grievance Redressal : Concept, Causes, Procedure	12 hrs
Unit III	Trade Union Act 1926: Scope, Coverage, Registration of Trade Unions; The Industrial Disputes Act 1947- Objectives, Industrial dispute settlement machinery, instruments of economic coercion- strikes, lockouts and closure.	12 hrs
Unit IV	The Factories Act 1948: Features, provisions and benefits; ; The Industrial Employment (Standing Orders) Act 1946- Objectives, Certification process, modification and interpretation	12 hrs
Unit V	The Payment of Wages Act 1936: Salient features and benefits; The Minimum Wages Act 1948- Objectives, Fixation of Minimum wages; The Payment of Bonus Act 1965- Aims, Payment of bonus.	12 hrs

BOOKS RECOMMENDED:

- S C Srivastava, Industrial Relations and Labour Laws, Vikas Publishing House.
- T N Chhabra, Industrial Relations and Labour Laws, Dhanpat Rai Publishing House.
- Monappa Arun, Industrial Relations and Labour Laws, Tata McGraw Hill, New Delhi.
- Budd John W. and Scoville James G., Labour and Employment Relations Association Series, USA.
- Singh B.D., Industrial Relations and Labour Laws, Excel Books, New Delhi.

PAPER CODE- DBBA 502A
Management of Industrial Relations Practical

Credits: 2
Maximum marks: 100
Contact Hrs/Week: 2
Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. Developing the understanding and practicing of important Acts of industrial relations in India.
2. Organizing brainstorming sessions with peer group on industrial relations and legal issues.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
DBBA 502A	Management of Industrial Relations Practical	CO 148: Evaluating the project tasks in terms of content, chart presentation and description. CO 149: Assessing the tasks through file preparations, quizzes, and group projects. CO 150: Organizing brainstorming sessions with peer group on existing issues through individual presentations and group discussions. CO 151: Organizing dialogue session with peer group on common theme and write reflective notes on it. CO 152: Demonstrate strategies of reading and reflecting on the ideas expressed in texts.	Approach in teaching: Interactive Hours, Discussion, Tutorials, Reading assignments, Demonstration Learning activities for the students: Self learning assignments, Effective questions, Seminar presentation, Group tasks	Class test, Semester end examinations, Quiz, Assignments, Presentation, Individual and group projects

CONTENTS

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| Unit I | Power point presentation on roles of parties in industrial relations in an Indian company. | 06 hrs |
| Unit II | Case study on workers participation in management in corporations. | 06 hrs |

Unit III	Role play exercise pertaining to forms of Industrial disputes	06 hrs
Unit IV	Group discussion exercise	06 hrs
Unit V	Create a chart highlighting major provisions of factories act for employer and employee.	06 hrs

BOOKS RECOMMENDED:

- S C Srivastava, Industrial Relations and Labour Laws, Vikas Publishing House.
- T N Chhabra, Industrial Relations and Labour Laws, Dhanpat Rai Publishing House.
- Monappa Arun, Industrial Relations and Labour Laws, Tata McGraw Hill, New Delhi.
- Budd John W. and Scoville James G., Labour and Employment Relations Association Series, USA.
- Singh B.D., Industrial Relations and Labour Laws, Excel Books, New Delhi.

PAPER CODE- DBBA 503A
HRD: Systems and Strategies
(Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. Enables students to design texture of the organization around human. Students will be able to frame HRD programs and evaluate it.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			

DBBA 503A	HRD Systems & Strategies	<p>CO 184: Sensitizing students towards developing employees for achieving personal and organizational goals. It will make understand the concept of HRD Matrix and HRD interventions.</p> <p>CO 185: It will give a holistic perspective of the organization keeping human in the centre. It enables students to design texture of the organization around human. Students will be able to frame HRD programs and also can evaluate it.</p> <p>CO 186: It empowers students to hone skills to address the realities of organizations while developing context specific strategies for human resource development. It will make the students to derive the employee development approaches.</p> <p>CO 187: It makes students to learn the techniques of HRD program application and trends like Competency mapping, Balanced Score Card etc.</p> <p>CO 188: A simulated situation is created through case method of learning to empower students to appreciate dilemmas of real life. It is focused on HRD practices in Government organisation and Industries.</p>	<p>Approach in teaching:</p> <p>Interactive Hours, Discussion, Tutorials, Reading assignments, Demonstration, Team teaching</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, Effective questions, Simulation, Seminar presentation, Giving tasks.</p>	<p>Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects</p>
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Unit I	Human Resource Development (HRD): Concept, Functions and Need, Relationship between Human Resource Management and Human Resource Development, Attributes of HRD Professionals.	12 hrs
Unit II	HRD Planning: HRD Philosophy, Principles- Focus of The System, Structure of The System, Functioning of The System: HRD Process, Barriers In HRD	12 hrs
Unit III	HRD Interventions: Meaning, HRD Interventions: Competency Mapping, 360 Degree Feedback, Assessment and Development Centers;HRD Climate-OCTAPACE Values; HRD Audit.	12 hrs
Unit IV	HRD Systems: Concept, Scope of HRD Systems; Coaching: Objectives, Need, Use of Coaching; Mentoring: Concept, Types, Phases of Mentoring, Roles of Mentors: Employee Counseling- Objectives, Types, Guidelines for effective Counseling.	12 hrs

Unit V Human Resource Information System (HRIS) : Meaning, Objectives, **12 hrs**
 Functions, Applications of Human Resource Information System; Benefits and
 Limitations of HRIS

BOOKS RECOMMENDED:

- Nadler, Leonard: Corporate human Resource Development, Van Nostrand Reinhold / ASTD, New York.
- Rao T.V. and Pareek, Udai: Designing and Managing Human Resource Systems, Oxford and IBH Publication Ltd.
- Rao T.V.: Reading in human Resource Development, Oxford IBH Publication .Ltd.
- Viramani B.R. and Seth, Pramila: Evaluating Management Training and Development, Vision Books.
- Wilson John P.: Human Resource Development, Kogan Page, London
- Werner John M. and DeSimone Randy L.: Human Resource Development, South-Western Cengage Learning, USA

PAPER CODE- DBBA 504A
HRD: Systems and Strategies Practical

Credits: 2
Maximum marks: 100
Contact Hrs/Week: 2
Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. Evaluating the project tasks in terms of content, creativity, and designing.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
DBBA 504A	HRD Systems & Strategies Practical	CO 189: Evaluating the project tasks in terms of content, creativity, and designing. CO 190: Assessing the tasks through file preparations, quizzes, and group projects. CO 191: Organizing dialogue session with peer group on common themes through individual presentations and group discussions.	Approach in teaching: Interactive Hours, Discussion, Tutorials, Reading assignments, Demonstration Learning activities for the students:	Class test, Semester end examinations, Quiz, Assignments, Presentation, Individual and group projects

		CO 192: Organizing dialogue session with peer group on common theme and write reflective notes on it. CO 193: Demonstrate strategies of reading and reflecting on the ideas expressed in texts.	Self learning assignments, Effective questions, Seminar presentation, Group tasks	
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CONTENTS

Unit I	Presentation Skills Pre-Presentation Prep: - Preparing slides and Yourself, research work, Individual and group Presentations. Creating the Presentation: - Using Novel ideas, sticking to the 18-minute rule, making it memorable. Delivering the presentations, Creating the story, delivering the experience, refine and rehearse, presentations on general and subject specific topics.	06 hrs
Unit II	Organization Research: - Researching about Various organizations, understanding their mission, vision and goal statements.	06 hrs
Unit III	Using social media platforms Refining Online and Offline CVs. LinkedIn: basics, Do's and don'ts, Naukri.com, leaving online footprints, do's and don'ts of using and uploading content.	06 hrs
Unit IV	Mock GD-PI Sessions Internal and external GD-PI sessions and competitions to boost confidence and prepare content.	06 hrs
Unit V	Seminar and Industry Expert session Question answer and experience sharing session	06 hrs

BOOKS RECOMMENDED:

- David Allen (2001), Getting Things Done: The Art of Stress-free Productivity
- Richard Nelson Bolles, What Color is Your Parachute?
- Erik Deckers and Kyle Lacy (2010), Branding Yourself: How to Use Social Media to Invent or Reinvent Yourself.

PAPER CODE- DBBA 601A
Cross Cultural Human Resource Management
(Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:**This course will enable the students to -**

1. The students should be able to understand and explain the nature and methods of cross cultural human resource management.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
DBBA 601 A	Cross cultural human resource managemen t	<p>CO 337: The students should be able to understand the EPRG orientation and the concept of expatriate and repatriate in multinational organizations.</p> <p>CO 338: Demonstrate the recruitment and selection in multinational set up as well as cross cultural training.</p> <p>CO 339: The students should be able to understand and explain the nature and methods of performance appraisal.</p> <p>CO 340: The student should be able to understand the concept of workforce diversity in the organization and its utility .</p> <p>CO 341: The student should be able to explain the concept and importance of industrial relations as well as the growth of industrial relations</p>	<p>Approach in teaching: Interactive sessions, group Discussion, case study analysis. Hour method.</p> <p>Learning activities for the students: Each student is motivated to take the ownership of his or her learning and share the learning process in the classroom, Role play</p>	Observation, Presentation, weekly tests, semester end examination.

CONTENTS

Unit I Introduction : Meaning of Cross Cultural HRM, EPRG orientation; PCN, TCN, HCN; **12 hrs**
Expatriate - concept, Expatriate adjustment process, Causes of Expatriate failure ;
Repatriate - Concept, Process of repatriation, challenges of repatriation.

Unit II Recruitment and Selection: Concept, Methods, Criteria for selection of cross cultural employees. **12 hrs**
Training and Development: Meaning, Cross cultural training, levels of training, Training methods.

- Unit III Performance appraisal:** Criteria for performance appraisal, Variables that influence expatriate performance appraisal; **Compensation-** Objectives and key components of international compensation, Approaches to expatriate compensation -Going rate approach, Balance sheet approach. **12 hrs**
- Unit IV Managing Workforce Diversity:** Concept, Elements of diversity, Approaches to managing diversity-individual and organizational; Challenges for managing diversity at workplace. **12 hrs**
- Unit V Industrial Relations:** Key issues in International Industrial Relations, Trade unions and International Industrial Relations, Response of Trade Unions to MNEs. **12 hrs**

BOOKS RECOMMENDED:

- Dowling P.J and Engle Sr. A.D: International HRM, Thomson Learning.
- Browaeys M.J and Price R: Understanding cross cultural management, Prentice Hall.
- MausamiS. Bhattacharya and Nilanjan Sengupta: International Human Resource Management, Excel Books.
- Thomas.D.C: Cross cultural Management essential concepts, Sage Publication.
- Lucas Rosemary and Lupton Ben: Human resource management in International Context, Jaico publication house.
- Schuler.R.S, Briscoe.D.R and Claus: International Human Resource Management, Routledge New York.

PAPER CODE- DBBA 602A
Cross Cultural Human Resource Management Practical

Credits: 2
Maximum marks: 100
Contact Hrs/Week: 2
Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. Demonstrate the cultural impact on the compensations policy of some developed and developing countries.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
DBBA 602 A	Cross cultural human resource managemen t practical	CO 342: The student should be able to demonstrate the cultural impact on the compensations policy of some developed and developing countries. CO 343: They should be able to demonstrate the employee	Approach in teaching: Hours, group Discussion among students, power point presentation, Proper feedback is given to	Problem solving exercises, assignments, internal test, semester end

		relations in one selected international company. CO 344: Students should be able to analyze the impact of workforce diversity on the working of the organizations.	every student after the Hour for improvement. Learning activities for the students: case study, business games and role play exercises for in-depth learning.	examination, group projects.
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CONTENTS

Unit I	Create a Chart for Hofstede's dimensions including the suitable country examples.	06 hrs
Unit II	Case Study analysis on Managing Diversity at Workplace in Multi National Corporations.	06 hrs
Unit III	Identify the various cultural impact on the compensation policy of MNCs.	06 hrs
Unit IV	Prepare a list with all the required information on the Cross border Mergers and Acquisitions.	06 hrs
Unit V	Students should prepare a PPT presentation on Employee relations in a selected international company.	06 hrs

BOOKS RECOMMENDED:

- Dowling P.J and Engle Sr. A.D: International HRM, Thomson Learning.
- Browaeys M.J and Price R: Understanding cross cultural management, Prentice Hall.
- MausamiS. Bhattacharya and Nilanjan Sengupta: International Human Resource Management, Excel Books.
- Thomas.D.C: Cross cultural Management essential concepts, Sage Publication.
- Lucas Rosemary and Lupton Ben: Human resource management in International Context, Jaico publication house.
- Schuler.R.S, Briscoe.D.R and Claus: International Human Resource Management, Routledge New York.

PAPER CODE- DBBA 603A
Research Work
(Practical)

Credits: 6
Maximum marks: 100
Contact Hrs/Week: 6
Total Hrs: 90

Course Objectives:

This course will enable the students to -

- Integrating theory and practices Acquainting with detailed process of carrying out research.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
DBBA 603 A	Research Work	CO 345: Building interest in the designated area of research CO 346: Integrating theory and practices Acquainting with detailed process of carrying out research CO 347: Identification and formulation of research problem CO 348: Scanning the existing environment CO 349: Review of related literature CO 350: Formulation of research objectives and research hypothesis CO 351: Questionnaire drafting CO 352: Collecting Data using appropriate scaling technique CO 353: Tabulating and Analysing data CO 354: Interpreting data CO 355: Preparing and presenting research work	Approach in teaching: Research Paper discussion Power point presentations Group Discussions Brainstorming, Reading research articles and white papers and other reports Learning activities for the students: Self-learning through reading research articles, Making google forms and collecting data, assignments, PPTs, Group Discussions	Report Preparation and Presentation

CONTENTS

- Unit I Research Problem Formulation:** Identification and formulation of research problem, Scanning the existing environment, review of related literature, Formulation of research objectives and research hypothesis, drafting of research design and sampling design **18 hrs**
- Unit II Data Collection:** Drafting of Questionnaire using appropriate scaling technique and collection of data through google forms, questiapro, proquest, etc. **18 hrs**
- Unit III Data analysis:** Tabulation and execution of data using SPSS and MS-Excel, Analysis and interpretation of data, Testing of Hypothesis **18 hrs**

Writing findings, conclusions and suggestions

Unit IV Report writing: preliminary pages including title pages, declarations, certificates, executive summary, CONTENTS, list of tables, list of figures, abbreviations, etc.) main text (Introduction, main chapters, core chapters, conclusion and references, etc.), and final matter (Appendix and annexure like questionnaires, figures/photos) **18 hrs**

Unit V Power Point Presentation of the result and findings **18 hrs**

BOOKS RECOMMENDED:

- S.P. Gupta (S.P.): Statistical Methods, Sultan Chand & Sons, 34th Edition.
- Goon, Gupta and Das: Fundamentals of Statistics
- Snedecor and Cochran, Statistical Methods, Oxford and IBH Publishers.
- Shukla, M.C. and Gulshan S.S., Statistics Theory and Practice, Sultan Chand and Sons, New Delhi.
- Richard Levin & David Rubin : Statistics for management, Prentice Hall.
- Anderson, Sweeny & Williams: Statistics for Business and Economics, South Western.
- James B Cunningham (2011), *Using SPSS: An interactive hands-on Approach*, Peacock publisher, 3rd Edition.
- Mervyn (2015), *SAS Data Analysis*, Springer (SIE) Publishing House.
- Venkat Reddy Konasani and Shailendra Kadre (2015), *Practical Business Analytics Using SAS: A Hands-on Guide*, Dreamtech Press.
- A. Rajathi & P. Chandran (2012), *SPSS for You*, mjp publishers.
- Seyed Reza Hashemian Rahaghi, Farnaz Abed Ashtiani (2011), *Basic of Statistics & SPSS*, create space independent publishing platform.
- Robert H. Carver (2013), *Doing Data Analysis with SPSS version 18.0*, Cengage publishers, 5th edition.

Marketing Group

PAPER CODE- DBBA 501B
Consumer Behaviour
(Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. Enable students to understand the consumer behavior & its relevance in gaining consumer insight.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
DBBA 501 B	Consumer Behaviour	<p>CO 153: Create comprehensive understanding of consumer behavior & its relevance in gaining consumer insight</p> <p>CO 154: Demonstrating the overview various aspects of consumer decision making process keeping the individual, social and cultural dimensions of consumer behavior</p> <p>CO 155: Demonstrate how knowledge of consumer behaviour can be applied to marketing.</p> <p>. CO156: Identify and explain factors which influence consumer behaviour.</p> <p>CO157: Relate internal dynamics such as personality, perception, learning motivation and attitude to the choices consumers make.</p>	<p>Approach in teaching:</p> <p>Interactive Hours, Discussion, Tutorials, Reading assignments, Demonstration</p> <p>Learning activities for the students:</p> <p>Self learning assignments, Effective questions, Seminar presentation, Group tasks</p>	<p>Class test, Semester end examinations, Case Studies ,Quiz, Assignments, Presentation, Individual and group projects</p>

CONTENTS

Unit I	Consumer Behaviour: Concept, Nature,, Characteristics Scope, Applications and Importance of Consumer Behaviour	12 hrs
	Consumer Research: Concept,Role of Consumer Research, Qualitative and Quantitative Research, Steps in Consumer Research Process.	
Unit II	Consumer Buying Decision Making Process: Problem Recognition, Information search, Evaluation of alternatives, Purchase decision, and PostpurchaseBehavior;Types of Consumer Buying Behaviour.	12 hrs
	Diffusion of Innovations: Concept of Innovation and Diffusion	
	New Product Adoption Process, Stages in the Adoption Process, Adopter Categories Based on Relative Time of Adoption	
Unit III	Models of Consumer Decision making: The Economic Model, Learning Model, Psychological Model, Input, Process, Output Model, Nicosia Model, Howard-Sheth Model, Engel, Kollat& Blackwell Model, Engle-Blackwell and Miniard (EBM) Model	12 hrs
Unit IV	Personal and PsychologicalFactors affecting Consumer Buying Behaviour: Consumer perception, learning, attitudes, motivation and personality - psychographics, values and lifestyles. Concept of VALS Framework for psychographic Market Segmentation	12 hrs
Unit V	Socio- CulturalFactors affecting Consumer Buying Behaviour: Culture, Sub-culture, Social Class,Consumer Reference Groups,Family & Consumer	12 hrs

Behaviour, Consumer roles within a family, purchase influences and role played by children, family life cycle.

Concept of Opinion Leadership

BOOKS RECOMMENDED:

- Leon G.Schiffman & Leslie L.Kanuk: Consumer Behaviour, Prentice Hall Publication, latest Edition
- Solomon, M.R.: Consumer Behaviour – Buying, Having, and Being, Pearson Prentice Hall.
- Blackwell, R.D., Miniard, P.W., & Engel, J. F.: Consumer Behaviour, Cengage Learning.
- Hawkins, D.I., Best, R. J., Coney, K.A., & Mookerjee, A: Consumer Behaviour – Building Marketing Strategy, Tata McGraw Hill.
- Kotler, P. & Keller, K. L.: Marketing Management (Global Edition) Pearson.

**PAPER CODE- DBBA 502B
Consumer Behaviour Practical**

Credits: 2

Maximum marks: 100

Contact Hrs/Week: 2

Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. Assessing the tasks through file preparations, quizzes, and group projects.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
DBBA 502 B	Consumer Behaviour- Practical	CO 158: Evaluating the project tasks in terms of content, data presentation and analysis. CO 159: Assessing the tasks through file preparations, quizzes, and group projects. CO 160: Organizing discussions with peer group on emerging themes through individual presentations and group discussions. CO 161: Organizing dialogue session with peer group on	Approach in teaching: Case studies , Discussion, Tutorials, Reading assignments, Demonstration Learning activities for the students: Self learning assignments, Effective questions, Seminar	Class test, Semester end examinations, Case Studies Quiz, Assignments, Presentation, Individual and group projects

		common theme and write reflective notes on it. CO 162: Demonstrate strategies of reading and reflecting on the ideas expressed in texts.	presentation, Group tasks	
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CONTENTS

Unit I	Project Submission on Consumer Research	06 hrs
Unit II	Prepare a chart on Consumer Buying Behaviour Process of any product or service : smart phone, apparels, life insurance, online shopping, socially responsible products, luxury and branded products etc.	06 hrs
Unit III	Power point Presentation on the Different Models of Consumer Buying Decision Making Process	06 hrs
Unit IV	Group/ Team Assignment submission on Effect of Personal & Psychological Factors on Consumer Buying Behaviour (Motivation, Personality, Attitude, Perception , Learning, Age, Lifestyle, Occupation)	06 hrs
Unit V	Case Study on Role of Culture/ Sub-culture/ Social Class/ Family/ Reference Group in Consumer Buying Decision Making Process	06 hrs

BOOKS RECOMMENDED:

- Leon G.Schiffman & Leslie L.Kanuk: Consumer Behaviour, Prentice Hall Publication, latest Edition
- Solomon, M.R.: Consumer Behaviour – Buying, Having, and Being, Pearson Prentice Hall.
- Blackwell, R.D., Miniard, P.W., & Engel, J. F.: Consumer Behaviour, Cengage Learning.
- Hawkins, D.I., Best, R. J., Coney, K.A., & Mookerjee, A: Consumer Behaviour – Building Marketing Strategy, Tata McGraw Hill.
- Kotler, P. & Keller, K. L.: Marketing Management (Global Edition) Pearson.

PAPER CODE- DBBA 503B Retail Management (Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. Students develop skills to identify the path to value creation.
2. Students enable to design, organize and lead a team with the goal of bringing new products and services to market.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
DBBA 503B	Retail Management	<p>CO 194: It helps students to sell their ideas.</p> <p>CO 195: Students find problems worth solving.</p> <p>CO 196: Students develop skills to identify the path to value creation.</p> <p>CO 197: Students identify personal attributes that enable best use of entrepreneurial opportunities.</p> <p>CO 198: Students able to design, organize and lead a team with the goal of bringing new products and services to market.</p>	<p>Approach in teaching: Discussion, Project, Field Trip</p> <p>Learning activities for the students: Field activities, Presentation</p>	Report presentation, models

CONTENTS

Unit I	<p>Retailing: Concept, Definition, Characteristics, Evolution of Retailing in India,</p> <p>Retailing in India, Emerging Trends in Retailing, Factors Behind the change of Indian Retail Industry.</p>	12 hrs
Unit II	<p>Retail Formats: Retail Sales by ownership, On the basis of Merchandise offered, non-store Based retail mix & Non traditional selling.</p>	12 hrs
Unit III	<p>Store Planning: Design & Layout, Location Planning and its importance, retailing image mix, Effective Retail Space Management, Floor Space Management.</p> <p>Retail Operation: Elements/Components of Retail Store Operation, Store Administration,</p> <p>Store Manager : Responsibilities, Inventory Management, Management of Receipts,</p> <p>Customer Service, Management of Retail Outlet/Store, Store Maintenance, Store Security.</p>	12 hrs
Unit IV	<p>Retail Marketing: Advertising & Sales Promotion, Store Positioning, Retail Marketing.</p> <p>Mix, Customer Relationship Marketing</p>	12 hrs

Unit V Retail Merchandising: Buying function, Markups & Markdown in merchandise

12 hrs

management, shrinkage in Retail merchandise management

Merchandise Pricing: Concept of Merchandise Pricing, Pricing Options, Pricing

Strategies, Pricing Objectives, Types of Pricing

BOOKS RECOMMENDED:

- Cullen & Newman: Retailing – Environment & Operations, Cengage Learning EMEA
- Berman & Evarv: Retail Management, Perntice Hall.
- Bajaj, Tuli&Srivastava: Retail Management- Oxford University Publications
- Gibson G Vedamani: Retail Management: Functional principles & practices, Jaico Publishing House.
- Harjit Singh: Retail Management, S. Chand Publication.

PAPER CODE- DBBA 504B

Retail Management Practical

Credits: 2

Maximum marks: 100

Contact Hrs/Week: 2

Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. Enable the students to design, organize and lead a team with the goal of bringing new products and services to market.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
DBBA 504B	Retail Management Practical	CO 199: It helps students to sell their ideas. CO 200: Students find problems worth solving. CO 201: Students develop skills to identify the path to value creation. CO 202: Students identify personal attributes that enable best use of entrepreneurial opportunities. CO 203: Students able to design, organize and lead a team with the goal of bringing new products and services to market.	Approach in teaching: Power point presentations Case discussions Group Discussions Brainstorming, Reading Assignments	Formative Assessment through group discussion, quiz, presentations, Analogy Prompt, Padlet, Kahoot Exit tickets, Class tests

			Learning activities for the students: Self-learning assignments, Chart Preparation, PPTs, Group Discussions	Summative assessment through Quiz, Semester end examination, Assignments, Presentation, Individual and group projects
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CONTENTS

Unit I	List out any top five national and International retail chains and discuss their retailing strategies	06 hrs
Unit II	Make a chart on store based retailing with suitable examples.	06 hrs
Unit III	Case study analysis on any of these topic given : Effective Retail Space Management Floor Space Management. Inventory Management Store Maintenance Store Security.	06 hrs
Unit IV	Project submission on marketing mix of any one retail organization	06 hrs
Unit V	Discuss the pricing methods adopted by one online and offline retailer of your choice	06 hrs

BOOKS RECOMMENDED:

- Cullen & Newman: Retailing – Environment & Operations, Cengage Learning EMEA
- Berman & Evarv: Retail Management, Perntice Hall.
- Bajaj, Tuli&Srivastava: Retail Management- Oxford University Publications
- Gibson G Vedamani: Retail Management: Functional principles & practices, Jaico Publishing House.
- Harjit Singh: Retail Management, S. Chand Publication.

PAPER CODE- DBBA 601B

**Marketing of Services
(Theory)**

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. Demonstrate and illustrate the main components of services marketing.
2. Create an understanding of how the services sector operates.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
DBBA60 1 B	Marketing of Services	<p>CO 356: Create an understanding of how the services sector operates in developed</p> <p>CO 357: Demonstrate and illustrate the main components of services marketing.</p> <p>CO 358: Creating the way in which this theory can be practically applied in the service sector.</p> <p>CO 359: Develop and justify alternative marketing approaches that can be used by service managers.</p> <p>CO 360: Creating an understanding of Customer Satisfaction and Retention & concept of CRM</p>	<p>Approach in teaching:</p> <p>Interactive Hours, Case Studies, Discussion, Tutorials, Reading assignments, Demonstration</p> <p>Learning activities for the students:</p> <p>Self learning assignments, Effective questions, Seminar presentation, Group tasks</p>	<p>Class test, Semester end examinations, Case Studiex Quiz, Assignments, Presentation, Individual and group projects</p>

CONTENTS

- Unit I Introduction:** Concept of Services, Nature and Characteristics, Difference between Goods and Services, Concept of Service Marketing, Significance of Service Marketing, service economy, Trends, Reasons for growth of Service Sector **12 hrs**
- Unit II Marketing Mix:** Concept of Marketing mix of services, Importance, Elements of marketing mix of services-Product, Price, Place, Promotion, People, Process and Physical Evidence. **12 hrs**
- Designing and Managing Service Processes, Managing People for Service Advantage, Managing Physical Evidence for Services
- Integrated Service Marketing Triangle:** External Marketing, Internal Marketing, Interactive Marketing
- Unit III Service Quality;** Concept, Dimensions of Service Quality, Technical and Functional quality, Service quality models and measurement: GAP Model of service quality, SERVQUAL model **12 hrs**

Unit IV Service Failure and Recovery: Concept, Types of Service Failure, Types of Complainers, Dimensions of Fairness in Service Recovery Process: Procedural, Interactional, Outcome, Service Recovery Strategies. **12 hrs**

Unit V Customer Relationship & Retention: Concept and importance, **12 hrs**
 Managing Relationships and Building Loyalty
 relationship marketing, bonding and life time value, Loyalty Programmes,
 Concept of Warranty and Guarantee

BOOKS RECOMMENDED:

- Fisk, R. P., Grove, S. J., & John, J.: Interactive services marketing. New York. Houghton Mifflin.
- Glynn, W. J., & Barnes, J. G.: Understanding services management - Integrating marketing, organizational behaviour, operations and human resources management, Prentice Hall.
- Gronroos, C.: Service Management and Marketing - A customer relationship management approach, New York: John Wiley.
- Hoffman, K. D., & John, E. G. B.: Marketing of services: Concepts strategies and cases, Thomson-South Western.
- Shanker, R. (2002). Services Marketing: The Indian perspective, Excel Books.

PAPER CODE- DBBA 602B

Marketing of Services Practical

Credits: 2
Maximum marks: 100
Contact Hrs/Week: 2
Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. Organizing dialogue session with peer group on common themes through individual presentations and group discussions.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
DBBA 602 B	Marketing of Services - Practical	CO 361: Evaluating the project tasks in terms of content, creativity, and designing. CO 362: Assessing the tasks through file preparations, quizzes, and group projects.	Approach in teaching: Interactive Hours, Case Studies Discussion, Tutorials, Reading assignments, Demonstration	Class test, Semester end examinations, Case Studies Quiz, Assignments, Presentation,

		<p>CO 363: Organizing dialogue session with peer group on common themes through individual presentations and group discussions.</p> <p>CO 364: Case Studies on the relevant topics related to marketing of Services.</p> <p>CO 365: Application of services marketing principles as a conceptual framework to help managers identify and solve marketing problems</p>	<p>Learning activities for the students:</p> <p>Self learning assignments, Effective questions, Seminar presentation, Group tasks</p>	<p>Individual and group projects</p>
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CONTENTS

Unit I	Project Submission on Emerging Trends in Service Sector & Service Economy	06 hrs
Unit II	PowerPoint presentation on 7Ps of Expanded Marketing Mix for Services	06 hrs
Unit III	Evaluate the Service Quality of any organization by using a questionnaire based on SERVQUAL model and make a File submission or the same.	06 hrs
Unit IV	Make chart on Service Failure & Service Recovery Strategies.	06 hrs
Unit V	Case Study on Customer Relationship Management / Loyalty Programmes offered by any Service Organization of your choice.	06 hrs

BOOKS RECOMMENDED:

- Fisk, R. P., Grove, S. J., & John, J.: Interactive services marketing. New York. Houghton Mifflin.
- Glynn, W. J., & Barnes, J. G.: Understanding services management - Integrating marketing, organizational behaviour, operations and human resources management, Prentice Hall.
- Gronroos, C.: Service Management and Marketing - A customer relationship management approach, New York: John Wiley.
- Hoffman, K. D., & John, E. G. B.: Marketing of services: Concepts strategies and cases, Thomson-South Western.
- Shanker, R. Services Marketing: The Indian perspective, Excel Books.

PAPER CODE- DBBA 603B

Research Work (Practical)

Credits: 6
Maximum marks: 100
Contact Hrs/Week: 6
Total Hrs: 90

Unit II	Data Collection: Drafting of Questionnaire using appropriate scaling technique and collection of data through google forms, questiapro, proquest, etc.	18 hrs
Unit III	Data analysis: Tabulation and execution of data using SPSS and MS-Excel, Analysis and interpretation of data, Testing of Hypothesis Writing findings, conclusions and suggestions	18 hrs
Unit IV	Report writing: preliminary pages including title pages, declarations, certificates, executive summary, CONTENTS, list of tables, list of figures, abbreviations, etc.) main text (Introduction, main chapters, core chapters, conclusion and references, etc.), and final matter (Appendix and annexure like questionnaires, figures/photos)	18 hrs
Unit V	Power Point Presentation of the result and findings	18 hrs

BOOKS RECOMMENDED:

- S.P. Gupta (S.P.): Statistical Methods, Sultan Chand & Sons, 34th Edition.
- Goon, Gupta and Das: Fundamentals of Statistics
- Snedecor and Cochran, Statistical Methods, Oxford and IBH Publishers.
- Shukla, M.C. and Gulshan S.S., Statistics Theory and Practice, Sultan Chand and Sons, New Delhi.
- Richard Levin & David Rubin : Statistics for management, Prentice Hall.
- Anderson, Sweeny & Williams: Statistics for Business and Economics, South Western.
- James B Cunningham (2011), *Using SPSS: An interactive hands- on Approach*, Peacock publisher, 3rd Edition.
- Mervyn(2015), *SAS Data Analysis*, Springer (SIE) Publishing House.
- Venkat Reddy Konasani and Shailendra Kadre (2015), *Practical Business Analytics Using SAS: A Hands-on Guide*, Dreamtech Press.
- A. Rajathi & P. Chandran (2012), *SPSS for You*, mjp publishers.
- Seyed Reza Hashemian Rahaghi, Farnaz Abed Ashtiani (2011), *Basic of Statistics & SPSS*, create space independent publishing platform.
- Robert H. Carver (2013), *Doing Data Analysis with SPSS version 18.0*, Cengage publishers, 5th edition.

Management of Global Business Group

PAPER CODE- DBBA 501C

**Global Marketing
(Theory)**

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. Explore the problems encountered by marketers and effect of norms and customs on global marketing.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
DBBA 501C	Global Marketing	<p>CO 163: Understanding the different drivers of globalisation and their implications on global marketing</p> <p>CO 164: Explaining how culture affects consumer behaviour</p> <p>CO 165: Assessing the advantages and disadvantages of product standardization and adaptation of products in global markets</p> <p>CO 166: Identifying the factors that influence pricing decisions in global markets</p> <p>CO 167: Exploring the problems encountered by marketers and effect of local norms and customs of communication</p>	<p>Approach in teaching:</p> <p>Power point presentations</p> <p>Case discussions</p> <p>Group Discussions</p> <p>Brainstorming, Reading Assignments</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, Chart Preparation, PPTs, Group Discussions</p>	<p>Formative Assessment through group discussion, quiz, presentations, Analogy Prompt, Padlet, Kahoot</p> <p>Exit tickets, Class tests</p> <p>Summative assessment through Quiz, Semester end examination, Assignments, Presentation, Individual and group projects</p>

CONTENTS

- Unit I Global Marketing:** Concept and scope of international and global marketing, Stages of International Marketing Involvement, Importance of international and global marketing, opportunities and challenges of international and global markets, participants in international and global marketing, Historical and Geographical perspective in Global business, Dynamics of Global Population Trends **12 hrs**
- Unit II Cultural and social forces:** Concept of culture, language, religion, education, family, work and leisure, reference groups; Managing cultural differences, Self Reference Criterion **12 hrs**
- Marketing Research:** Scope and importance of international marketing research, challenges in planning international research, international marketing research process, international marketing research techniques, Determining research objectives, Emic Vs Etic Dilemma in International Marketing Research, developing a Global Information System

- Unit III Global Product Strategies:** Product Planning and Development, Product Mix Decisions, Standardization Vs Adaptation, Packaging and labeling for Global Markets, International Branding Strategy, Managing a product line for global markets, Product Promotion Strategies for International Markets, International Product Life Cycle; Marketing Services globally, Global Transformation of services **12 hrs**
- Unit IV Pricing decisions:** Pricing Objectives, Determinants of Export Pricing, Pricing Approaches for International Markets, Factors influencing pricing decisions, Managerial issues in pricing, Sources of Financing, Terms of Payment in International Transactions, Dumping, Countertrade, Transfer Pricing, Grey Marketing **12 hrs**
- Unit V Promotion Decisions:** Planning Promotional Campaigns, International Promotional Mix- Advertising, Personal Selling, Sales Promotion, Public Relations, Direct Marketing, Sponsorship Marketing, Publicity; Factors influencing promotion decisions in international and global market **12 hrs**

BOOKS RECOMMENDED:

- Czinkota M.R. & Ronkainen I.A.: International Marketing, 8th edition, Thomson South Western
- Cateora, Philip R., Gilly M.C. & Graham, John L.: International Marketing, 16th edition, McGraw Hill Education.
- Albaum G. & Duerr E.: International Marketing and Export Management, 7th edition, Pearson
- Joshi R.M.: International Marketing, Oxford Higher Education
- Jeannet J.P. & Hennessey H.D.: Global Marketing Strategies, 2nd edition, Jaico Publishing House
- Cherunillam, Francis: International Marketing, Himalaya Publishing House
- JJ Shaw & SakOnkvisit: International Marketing- Analysis and Strategies, Prentice Hall India.
- Warren J. Keegan: Global Marketing Management, Prentice Hall India

PAPER CODE- DBBA 501C

Global Marketing Practical

Credits: 2

Maximum marks: 100

Contact Hrs/Week: 2

Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. Understanding the different drivers of globalization and their implications on global marketing.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
DBBA502C	Global Marketing Practical	<p>CO 168; Understanding the different drivers of globalization and their implications on global marketing</p> <p>CO 169: Explaining how culture affects consumer behaviour</p> <p>CO 170: Assessing the advantages and disadvantages of product standardization and adaptation of products in global markets</p> <p>CO 171: Identifying the factors that influence pricing decisions in global markets</p> <p>CO 172: Exploring the problems encountered by marketers and effect of local norms and customs of communication</p>	<p>Approach in teaching:</p> <p>Power point presentations</p> <p>Case discussions</p> <p>Group Discussions</p> <p>Brainstorming, Reading Assignments</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, Chart Preparation, PPTs, Group Discussions</p>	<p>Formative Assessment through group discussion, quiz, presentations, Analogy Prompt, Padlet, Kahoot</p> <p>Exit tickets, Class tests</p> <p>Summative assessment through Quiz, Semester end examination, Assignments, Presentation, Individual and group projects</p>

CONTENTS

Unit I	Take five companies and present its journey through phases of international marketing (No Direct Foreign Market, Infrequent Foreign Market, Regular Foreign Market, International Marketing, Global Marketing) involvement through PPT.	06 hrs
Unit II	Case Study related to <ul style="list-style-type: none"> • Global Marketing and Cultural forces OR • Marketing Research 	06 hrs
Unit III	Prepare a chart by taking examples from a company for each of the following IPLC stage: <ul style="list-style-type: none"> • Local Innovation • Overseas Innovation • Maturity • Worldwide Imitation • Reversal 	06 hrs
Unit IV	Choose a company and place its products/brands on the pricing strategies matrix	06 hrs
Unit V	Carry out a cross country comparison of an Indian firm in 4-5 international markets. Compare it with the promotion used at domestic level and find out the differences and reasons behind that. Prepare a presentation for the same.	06 hrs

BOOKS RECOMMENDED:

- Czinkota M.R. & Ronkainen I.A.: International Marketing, 8th edition, Thomson South Western
- Cateora, Philip R., Gilly M.C. & Graham, John L.: International Marketing, 16th edition, McGraw Hill Education.
- Albaum G. & Duerr E.: International Marketing and Export Management, 7th edition, Pearson
- Joshi R.M.: International Marketing, Oxford Higher Education
- Jeannet J.P. & Hennessey H.D.: Global Marketing Strategies, 2nd edition, Jaico Publishing House
- Cherunillam, Francis: International Marketing, Himalaya Publishing House
- JJ Shaw & SakOnkvisit: International Marketing- Analysis and Strategies, Prentice Hall India.
- Warren J. Keegan: Global Marketing Management, Prentice Hall India

PAPER CODE- DBBA 503C

**International Distribution and Supply Chain Management
(Theory)**

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. Enable students to understand the issues and functions of supply chain management.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
DBBA503 C	International Distribution and Supply Chain Management	CO 204: Understanding issues and functions of supply chain management CO 205: Expressing the significance of logistics CO 206: Learning the major function of logistics CO 207: Analysing the importance of logistics integrators CO 208: Exploring the latest trends in SCM and logistics	<p>Approach in teaching:</p> Power point presentations Case discussions Group Discussions Brainstorming, Reading Assignments	Formative Assessment through group discussion, quiz, presentations, Analogy Prompt, Padlet, Kahoot Exit tickets, Class tests Summative assessment through Quiz, Semester end examination, Assignments, Presentation, Individual and group projects

CONTENTS

Unit I Supply Chain Management : Concept, Objectives, Functions and Importance of Supply Chain Management, Issues in Supply Chain Management, Strategic partnership, 3PL, 4PL, Managing networks and relationships, Sourcing Internationally, Subcontracting within an International Dimension, Procurement Decisions, Reverse Logistics **12 hrs**

- Unit II Integrated Logistics Activites:** Integrated Logistics Model, Value Added Concept, Financial Impact of Integrated Logistics on Firm, Emerging Integrated Logistics Concepts, Customer Service, Channels of Distribution, Concept of Distribution Centre **12 hrs**
- Service Response Logistics:** Primary Service response Logistics Activities, Service Response Logistics Functions, Intermediaries in Service Response Logistics
- Unit III Logistics Management:** Concept, Objective and Scope, Major functions of Logistics- Transportation, Warehousing, Inventory Management, Material Handling and Storage, Logistical Packaging, Information flows **12 hrs**
- Unit IV Global Logistics and SCM:** Managing Global Logistics, Components of Global Logistics Management, process and impact of Global Logistics, Environmental Analysis, Global Distribution, channel strategies, logistics strategies, supply chain strategies, Global Sourcing and Purchasing, Outsourced Manufacturing, Global Sourcing, Purchasing and Supplier Relations **12 hrs**
- Unit V Performance Measurement:** traditional performance measures, global performance measurement systems, Supply Chain performance measurement system, The Balanced Scorecard, The Supply Chain Operations Reference Model (SCOR) **12 hrs**
- Current Issues in Supply Chain Management:** Best Practices in SCM- Tierization of Suppliers, Vendor Managed inventory, Milk Round System, Bar Coding, Hub and Spoke Concept, Postponement Strategy, Cross Docking, Drop Shipping, Risk Pooling, Trans Shipment, RFID, Benchmarking, Reengineering, Virtual Supply Chain, Agile and Lean Supply Chain, Green Supply Chain, Flexible Supply Chain

BOOKS RECOMMENDED:

- Coyle, Langley, Gibson, Novack, Bardi: A Logistics Approach to Supply Chain Management, Cengage Learning
- Ballou, R. H., Srivastava S.K.: Business Logistic/ Supply Chain Management, 5th Edition, Pearson.
- Mohanty R.P., Deshmukh S.G: Supply Chain Management Theories and Practices, Biztantra
- Bowersox, Closs, Cooper: Supply Chain Logistics Management. 3rd Edition, McGraw Hill International Edition
- Wisner, Leong, Tan: Principles of Supply Chain Management A Balanced Approach, Cengage Learning
- Sharma S: Supply Chain Management, Oxford
- Bhat K.S.: Logistics and Supply Chain Management, Himalaya Publishing House
- Chopra Sunil and Peter Meindl: Supply Chain Management, Pearson Education

PAPER CODE- DBBA 504C

International Distribution and Supply Chain Management Practical

Credits: 2

Maximum marks: 100

Contact Hrs/Week: 2

Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. Organize the interactive sessions to explore the latest trends in SCM and logistics.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
DBBA504 C	International Distribution and Supply Chain Management Practical	CO 209: Understanding issues and functions of supply chain management CO 210: Expressing the significance of logistics CO 211: Learning the major function of logistics CO 212: Analysing the importance of logistics integrators CO 213: Exploring the latest trends in SCM and logistics	Approach in teaching: Power point presentations Case discussions Group Discussions Brainstorming, Reading Assignments Learning activities for the students: Self-learning assignments, Chart Preparation, PPTs, Group Discussions	Formative Assessment through group discussion, quiz, presentations, Analogy Prompt, Padlet, Kahoot Exit tickets, Class tests Summative assessment through Quiz, Semester end examination, Assignments, Presentation, Individual and group projects

CONTENTS

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|-----------------|---|---------------|
| Unit I | Select a company and describe its international SCM through PPT. | 06 hrs |
| Unit II | Prepare a chart on 3PL, 4PL and 7PL with suitable examples of companies. | 06 hrs |
| Unit III | Identify any TWO major functions of Logistics for company of your choice (Transportation, Warehousing, Inventory Management, Material Handling and Storage, Logistical Packaging, Information flows) and prepare a PPT. | 06 hrs |
| Unit IV | Case Study related to Global Logistics and SCM | 06 hrs |
| Unit V | Identify a company which is following any one of the following approaches and prepare a report for the same:

Tierization of Suppliers, Vendor Managed inventory, Milk Round System, Bar Coding, Hub and Spoke Concept, Postponement Strategy, Cross Docking, Drop Shipping, Risk Pooling, Trans Shipment, RFID, Benchmarking, Reengineering, | 06 hrs |

Virtual Supply Chain, Agile and Lean Supply Chain, Green Supply Chain, Flexible Supply Chain

BOOKS RECOMMENDED:

- Coyle, Langley, Gibson, Novack, Bardi: A Logistics Approach to Supply Chain Management, Cengage Learning
- Ballou, R. H., Srivastava S.K.: Business Logistic/ Supply Chain Management, 5th Edition, Pearson.
- Mohanty R.P., Deshmukh S.G: Supply Chain Management Theories and Practices, Biztantra
- Bowersox, Closs, Cooper: Supply Chain Logistics Management. 3rd Edition, McGraw Hill International Edition
- Wisner, Leong, Tan: Principles of Supply Chain Management A Balanced Approach, Cengage Learning
- Sharma S: Supply Chain Management, Oxford
- Bhat K.S.: Logistics and Supply Chain Management, Himalaya Publishing House
- Chopra Sunil and Peter Meindl: Supply Chain Management, Pearson Education

PAPER CODE- DBBA 601C

**International Joint Ventures, Mergers and Acquisitions
(Theory)**

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. Identifying Value drivers and difficulties encountered in International Mergers and Acquisitions.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
DBBA 601 C	International Joint Ventures, Mergers and Acquisitions	CO 378: Understanding conceptual framework of corporate restructuring CO 379: Identifying Value drivers and difficulties encountered in Mergers and Acquisitions CO 380: Assessing need and process of due diligence and different methods for valuation	Approach in teaching: Power point presentations Case discussions Group Discussions	Formative Assessment through group discussion, quiz, presentations, Analogy Prompt, Padlet, Kahoot

		CO 381: Analyzing post-merger growth strategies and need for integration in Cross border Acquisitions CO 382: Observing legal provisions for merging entities	Brainstorming, Reading Assignments Learning activities for the students: Self-learning assignments, Chart Preparation, PPTs, Group Discussions	Exit tickets, Class tests Summative assessment through Quiz, Semester end examination, Assignments, Presentation, Individual and group projects
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- Unit I Corporate Restructuring:** Concept, Reasons for restructuring, Barriers to restructuring, Types of Corporate Restructuring, Implications of Corporate restructuring **12 hrs**
- Joint Ventures and Strategic Alliances:** Concept & Meaning of Joint Ventures and Strategic Alliances, Need & Types of Joint Ventures and Strategic Alliances, Structures & Problems faced in Joint Ventures and Strategic Alliance.
- Unit II Mergers and Acquisitions:** Concept of mergers and acquisitions, genesis of mergers and acquisitions, classification of mergers, types of acquisitions, Tools for Analysis, Process of Mergers and Acquisitions, reasons for failure of Mergers and Acquisitions, Financing Mergers and Acquisitions, Earn-outs, Reverse Merger **12 hrs**
- Unit III Due Diligence:** Concept and Need of Due Diligence, Process of Due Diligence, Types of Due Diligence. **12 hrs**
- Valuation:** Concept, Methods of Valuation, Factors affecting valuation basics, methods of valuation, cash flow approaches, economic value added (EVA), sensitivity analysis, valuation under takeover regulation, valuation for slump sale, cost-benefit analysis and swap ratio determination
- Unit IV Cross-border Mergers and Acquisitions:** Concept and need, Benefits, Difficulties in Cross Border Acquisitions **12 hrs**
- Post Merger Issues:** Concept, Issues involved in integration, Tools used for integration, Post-merger Growth Strategies, Human Side of Mergers and Acquisitions, Demerger and its types
- Takeover:** Concept, Forms of Takeover, Takeover Defences, Benefits and Disadvantages of Takeover
- Unit V Legal Framework with respect to Mergers and Acquisitions:** Companies Act, 1956, SEBI (Buyback of Securities) Regulations 1998, SEBI (Substantial Acquisition of Shares and Takeover) Regulations, 1997, SEBI (Delisting of Securities) Guidelines, 2003 Corporate Governance Issues, Provisions of Income Tax Act, 1961, FEMA, 1999, Competition Act, 2002 **12 hrs**

BOOKS RECOMMENDED:

- Weston, Fred; Chung, Kwang S. & Siu, Jon A.: Takeovers, Restructuring and Corporate Governance, (2nd ed.). Pearson Education
- Gupta, Manju (2010): Contemporary Issues in Mergers and Acquisitions. Himalaya Publishing
- Sundarsanam (2006); Creating Value from Mergers and Acquisitions, (1st ed.) Pearson Education
- Ramanujan. S. (1999); Mergers: The New Dimensions for Corporate Restructuring, McGraw Hill
- Narayankar, Ravi, (2013): Merger and Acquisitions Corporate Restructuring, Strategy and Practices, (2nd ed.). International Book House Pvt. Ltd.
- Ray Kamal Ghosh (2013); Mergers and Acquisitions, (1st ed.) Prentice Hall of India
- Aurora, Shetty and Kale (2013); Mergers and Acquisitions, (1st ed.) Oxford University Press

PAPER CODE- DBBA 602C

International Joint Ventures, Mergers and Acquisitions Practical

Credits: 2

Maximum marks: 100

Contact Hrs/Week: 2

Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. Organizing interactive sessions to understand the value drivers and difficulties encountered in International Mergers and Acquisitions.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
DBBA 602 C	International Joint Ventures, Mergers and Acquisitions Practical	CO 383: Understanding conceptual framework of corporate restructuring CO 384: Identifying Value drivers and difficulties encountered in Mergers and Acquisitions CO 385: Assessing need and process of due diligence and different methods for valuation CO 386: Analyzing post-merger growth strategies and need for integration in Cross border Acquisitions CO 387: Observing legal provisions for merging entities	Approach in teaching: Power point presentations Case discussions Group Discussions Brainstorming, Reading Assignments Learning activities for the students:	Formative Assessment through group discussion, quiz, presentations, Analogy Prompt, Padlet, Kahoot Exit tickets, Class tests Summative assessment

			Self-learning assignments, Chart Preparation, PPTs, Group Discussions	through Quiz, Semester end examination, Assignments, Presentation, Individual and group projects
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CONTENTS

Unit I	Case Study on Corporate Restructuring	06 hrs
Unit II	Prepare a chart and analyse merger and acquisition of any two organizations	06 hrs
Unit III	Group Discussion on Due Diligence process adopted before any merger and acquisition from any industry.	06 hrs
Unit IV	Study a company where merger failed due to post merger mismanagement and identify the elements responsible for failure. What steps could the companies have taken to avoid the failure? Prepare a report for the same.	06 hrs
Unit V	Prepare a PPT on any one of the following topics: <ul style="list-style-type: none"> • Companies Act, 1956, • SEBI (Buyback of Securities) Regulations 1998, • SEBI (Substantial Acquisition of Shares and Takeover) Regulations, 1997, • SEBI (Delisting of Securities) Guidelines, 2003 • Corporate Governance Issues, • Provisions of Income Tax Act, 1961, • FEMA, 1999, • Competition Act, 2002 	06 hrs

BOOKS RECOMMENDED:

- Weston, Fred; Chung, Kwang S. & Siu, Jon A.: Takeovers, Restructuring and Corporate Governance, (2nd ed.). Pearson Education
- Gupta, Manju (2010): Contemporary Issues in Mergers and Acquisitions. Himalaya Publishing
- Sundarsanam (2006); Creating Value from Mergers and Acquisitions, (1st ed.) Pearson Education
- Ramanujan. S. (1999); Mergers: The New Dimensions for Corporate Restructuring, McGraw Hill
- Narayankar, Ravi, (2013): Merger and Acquisitions Corporate Restructuring, Strategy and Practices, (2nd ed.). International Book House Pvt. Ltd.
- Ray Kamal Ghosh (2013); Mergers and Acquisitions, (1st ed.) Prentice Hall of India
- Aurora, Shetty and Kale (2013); Mergers and Acquisitions, (1st ed.) Oxford University Press

PAPER CODE- DBBA 603C

**Research Work
(Practical)**

Credits: 6
Maximum marks: 100
Contact Hrs/Week: 6
Total Hrs: 90

Course Objectives:

This course will enable the students to -

1. Acquainting with detailed process of carrying out research work.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
DBBA 603 C	Research Work	CO 388: Building interest in the designated area of research CO 389: Integrating theory and practices CO 390: Acquainting with detailed process of carrying out research CO 391: Identification and formulation of research problem CO 392: Scanning the existing environment CO 393: Review of related literature CO 394: Formulation of research objectives and research hypothesis CO 395: Questionnaire drafting CO 396: Collecting Data using appropriate scaling technique CO 397: Tabulating and Analysing data CO 398: Interpreting data CO 399: Preparing and presenting research work	Approach in teaching: Research Paper discussion Power point presentations Group Discussions Brainstorming, Reading research articles and white papers and other reports Learning activities for the students: Self-learning through reading research articles, Making google forms and collecting data, assignments, PPTs, Group	Report Preparation and Presentation

			Discussions	
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CONTENTS

Unit I	Research Problem Formulation: Identification and formulation of research problem, Scanning the existing environment, review of related literature, Formulation of research objectives and research hypothesis, drafting of research design and sampling design	18 hrs
Unit II	Data Collection: Drafting of Questionnaire using appropriate scaling technique and collection of data through google forms, questiapro, proquest, etc.	18 hrs
Unit III	Data analysis: Tabulation and execution of data using SPSS and MS-Excel, Analysis and interpretation of data, Testing of Hypothesis Writing findings, conclusions and suggestions	18 hrs
Unit IV	Report writing: preliminary pages including title pages, declarations, certificates, executive summary, CONTENTS, list of tables, list of figures, abbreviations, etc.) main text (Introduction, main chapters, core chapters, conclusion and references, etc.), and final matter (Appendix and annexure like questionnaires, figures/photos)	18 hrs
Unit V	Power Point Presentation of the result and findings	18 hrs

BOOKS RECOMMENDED:

- S.P. Gupta (S.P.): Statistical Methods, Sultan Chand & Sons, 34th Edition.
- Goon, Gupta and Das: Fundamentals of Statistics
- Snedecor and Cochran, Statistical Methods, Oxford and IBH Publishers.
- Shukla, M.C. and Gulshan S.S., Statistics Theory and Practice, Sultan Chand and Sons, New Delhi.
- Richard Levin & David Rubin : Statistics for management, Prentice Hall.
- Anderson, Sweeny & Williams: Statistics for Business and Economics, South Western.
- James B Cunningham (2011), *Using SPSS: An interactive hands- on Approach*, Peacock publisher, 3rd Edition.
- Mervyn(2015), *SAS Data Analysis*, Springer (SIE) Publishing House.
- Venkat Reddy Konasani and Shailendra Kadre (2015), *Practical Business Analytics Using SAS: A Hands-on Guide*, Dreamtech Press.
- A. Rajathi & P. Chandran (2012), *SPSS for You*, mjp publishers.
- Seyed Reza Hashemian Rahaghi, Farnaz Abed Ashtiani (2011), *Basic of Statistics & SPSS*, create space independent publishing platform.
- Robert H. Carver (2013), *Doing Data Analysis with SPSS version 18.0*, Cengage publishers, 5th edition.

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. Provide the knowledge of companies, Shares and regulatory of companies.
2. Provide the knowledge of issue of shares and issue of debentures.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
DBBA 501D	Corporate Accounting	<p>CO 173: The main objective of this subject to provide the knowledge of companies, Shares and regulatory of companies.</p> <p>CO 174: This subject describes the pattern of final accounts of the company.</p> <p>CO 175: It provides the knowledge of issue of shares and issue of debentures etc.</p> <p>CO 176: It also provides the methods of valuation of goodwill and shares.</p> <p>CO 177: This subject also differentiate profit and loss prior period to incorporation and post incorporation.</p> <p>CO 178: To have a comprehensive understanding of the advanced issues in accounting for assets, liabilities and owner's equity.</p> <p>CO 179: Understand the treatment regarding issue of bonus shares and treatment of prior period profits.</p>	<p>Approach in teaching:</p> <p>Interactive Hours using whiteboards, Questioning & Discussion, Reading assignments, Frequent or unannounced quizzes.</p> <p>Learning activities for the students:</p> <p>Self learning assignments, Effective questions, presentation, Solving problems of unsolved questions</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Class interaction</p>

CONTENTS

Unit I	Accounting for Share Capital – Issue, Forfeiture, and Re-issue of Forfeited Shares; Issue of Bonus Shares and Right Shares; Concept of Book Building, Dematerialization, and Employees Stock option Scheme. Issue of Shares to Vendors, Promoters, and Issue of Sweat Equity Shares.	12 hrs
Unit II	Accounting for Debentures: Types of Debentures; Difference between Shares and debentures, Accounting treatment for Issue of Debentures, Treatment of Discount on issue on Debentures and Interest on Debentures	12 hrs
Unit III	Redemption of Debentures – Introduction, Methods of redemption of debentures- Conversion into shares or new debentures, Payment in lump sum: Sinking Fund Method, Annual drawings: Redemption by purchase from open market.	12 hrs
Unit IV	Redemption of Preference Shares: Concept, Methods of redemption of preference shares- redemption out of profits, redemption by way of issuing new shares, redemption partly out of profits and partly out of new issue of shares, redemption by conversion in new shares . Buy Back of Shares.	12 hrs
Unit V	Accounts of Companies Liquidation: Methods of winding up of company, statement of affairs, preferential payment, Deficiency or surplus Account, Procedure of preparing the Liquidators final statement of account.	12 hrs

BOOKS RECOMMENDED:

- Maheshwari, S. N., *An Introduction to Accountancy*, Vikas Publishers, New Delhi
- Mukharjee, A. and Hanif, M., *Modern Accountancy*, Tata McGraw Hill, New Delhi
- Sehgal, Ashok and Sehgal, Deepak, *Fundamentals of Financial Accounting*, Taxmann Allied Services, New Delhi.
- Jain, Khandelwal and Pareek, *Financial Accounting*, Ajmera Book Company, Jaipur
- Tulsian, P.C., *Accountancy*, Tata McGraw-Hill, New Delhi
- Goel D.K. and Goel Rajesh, *Accountancy*, Arya Publications, New Delhi
- Ghosh, T.P., *Fundamentals of Accounting*, Sultan Chand & Sons, New Delhi.

PAPER CODE- DBBA 502D

Corporate Accounting Practical

Credits: 2

Maximum marks: 100

Contact Hrs/Week: 2

Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. Acquainting with detailed process of valuation of goodwill and shares.
2. Understand the pattern of final accounts of the company.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
DBBA 502D	Practical of Corporate Accounting	<p>CO 180: This subject describes the pattern of final accounts of the company.</p> <p>CO 181: It provides the knowledge of issue of shares and issue of debentures etc.</p> <p>CO 182: It also provides the methods of valuation of goodwill and shares.</p> <p>CO 183: This subject also differentiate profit and loss prior period to incorporation and post incorporation.</p>	<p>Approach in teaching:</p> <p>Interactive Hours using whiteboards, Questioning & Discussion, Reading assignments, Short quiz consisting of numerical problems.</p> <p>Learning activities for the students:</p> <p>Self learning assignments, Presentation, Solving problems of unsolved questions, Writing in Class, Problem-Based Learning – Cases, Group Learning – Teamwork</p>	<p>Class test, Semester end examinations, and Presentation, Individual and group projects, Task-based exercises to assess students' understanding.</p>

CONTENTS

Unit I	Case Study based on various IPOs issued in India i.e. Reliance Power, HDFC Life, Avenue Super Mart etc. Exercise based on Demat Account	06 hrs
Unit II	Exercise based on Issue of Debentures in various situations.	06 hrs
Unit III	Practical approach towards Redemption of Debentures.	06 hrs
Unit IV	Application based problem on Redemption of Preference shares Case study based on Buy Back of shares.	06 hrs
Unit V	Practical Problem based on Liquidation of Companies. Exercise based on Deficiency and Surplus Account.	06 hrs

BOOKS RECOMMENDED:

- Maheshwari, S. N., *An Introduction to Accountancy*, Vikas Publishers, New Delhi
- Mukharjee, A. and Hanif, M., *Modern Accountancy*, Tata McGraw Hill, New Delhi

PAPER CODE- DBBA 503D**Project Appraisal and Analysis
(Theory)****Credits: 4****Maximum marks: 100****Contact Hrs/Week: 4****Total Hrs: 60****Course Objectives:****This course will enable the students to -**

1. Understand the need for project framework and planning.
2. Learn the implementation of project management.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
DBBA503 D	Project Appraisal and Analysis	<p>CO 214: Understand the need for project framework and planning;</p> <p>CO 215: Understanding the principles of project planning;</p> <p>CO 216: To know different proposals for the breakdown of "project cycle"</p> <p>CO 217: To identify project goals, constraints, deliverables, performance criteria, control needs, and resource requirements in consultation with stakeholders.</p> <p>CO 218: To learn the implementation of project management knowledge,</p>	<p>Approach in teaching:</p> <p>Interactive Hours using whiteboards, Questioning & Discussion, Reading assignments, Frequent or unannounced quizzes.</p> <p>Learning activities for the students:</p> <p>Self learning assignments, Effective questions, presentation, Solving problems of unsolved questions</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Class interaction</p>

		<p>processes, lifecycle and the embodied concepts, tools and techniques in order to achieve project success.</p> <p>CO 219: Understand different crude investment criteria and their advantages and disadvantages.</p> <p>CO 220: To learn various discounting investment criteria.</p>		
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CONTENTS

- Unit I Project Management System:** An introduction, Methodologies of Project Management, Phases of Project cycle: Project conception, Identification of project idea, Project feasibility analysis. **12 hrs**
- Project Appraisal: Definition, Scope and Steps in project appraisal.
- Unit II Market Analysis:** Concept, Steps of Market analysis: Specification of objectives, Collection of market information, Characterization of the market, Demand forecasting: Jury method, Delphi method, collective opinion method, Market research method, semi- average method, moving average, least square method. **12 hrs**
- Unit III Evaluation of project proposal:** Concept, techniques of evaluation of project proposal- DCF and NDCF techniques **12 hrs**
- Risk analysis: Concept, kinds of project risk, Risk evaluation techniques: Risk adjusted discount rate, Certainty equivalent, Probability approach, measures of dispersion- standard deviation, co-efficient of variation
- Unit IV Sensitivity Analysis:** Concept, objectives, procedure, methods of Sensitivity Analysis – Percentage change approach, accounting break -even approach, NPV break- even approach. **12 hrs**
- Project planning: Concept, objectives, content of project plan, steps in developing a project plan, Project master plan , Project scheduling- kinds & benefits.
- Unit V Cost Estimating:** concept, significance, cost estimation process. Project Budgeting: concept and elements of budgeting, Techniques of evaluation of project, Final project report. **12 hrs**

BOOKS RECOMMENDED:

- Machiraju, H.R.: Introduction to Project Finance, Vikas Publishing House
- Prasanna Chandra: Project Preparation Appraisal Budgeting and Implementation, Tata McGraw.
- M.R. Agarwal, Project Management, Garima Publications

PAPER CODE- DBBA 504D

Project Appraisal and Analysis Practical

Credits: 2
Maximum marks: 100
Contact Hrs/Week: 2
Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. Assign students the practical tasks to learn the implementation of project management.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
DBBA504 D	Practical of Project Appraisal and Analysis	<p>CO 221: Understanding the principles of project planning;</p> <p>CO 222: To know different proposals for the breakdown of "project cycle"</p> <p>CO 223: To identify project goals, constraints, deliverables, performance criteria, control needs, and resource requirements in consultation with stakeholders.</p> <p>CO 224: To learn the implementation of project management knowledge, processes, lifecycle and the embodied concepts, tools and techniques in order to achieve project success.</p> <p>CO 225: Understand different crude investment criteria and their advantages and disadvantages.</p>	<p>Approach in teaching:</p> <p>Interactive Hours using whiteboards, Questioning & Discussion, Reading assignments, Short quiz consisting of numerical problems.</p> <p>Learning activities for the students:</p> <p>Self learning assignments, Presentation, Solving problems of unsolved questions, Writing in Class, Problem-Based Learning – Cases, Group Learning – Teamwork</p>	<p>Class test, Semester end examinations, and Presentation, Individual and group projects, Task-based exercises to assess students' understanding.</p>

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CONTENTS

Unit I	Case Study/Application Based Question/ Group Discussion related to Project Appraisal	06 hrs
Unit II	Case Study/Application Based Question/ Group Discussion related to Demand Forecasting	06 hrs
Unit III	Case Study/ Application Based Question/ Group Discussion related to DCF and NCDF methods.	06 hrs
Unit IV	Case Study/ Application Based Question/Group Discussion related to NPV break-even approach	06 hrs
Unit V	Case Study/ Application Based Question/ Group Discussion related to Estimating cost of a Project.	06 hrs

BOOKS RECOMMENDED:

- Machiraju, H.R.: Introduction to Project Finance, Vikas Publishing House
- Prasanna Chandra: Project Preparation Appraisal Budgeting and Implementation, Tata McGraw.

PAPER CODE- DBBA 601D

Business Analysis and Valuation (Theory)

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. Developing skills using financial data to assess a company's performance.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			

<p>DBBA 601 D</p>	<p>Business Analysis and Valuation</p>	<p>CO 400: Developing skills using financial data to assess a company's performance and make recommendations about how it can improve going forward.</p> <p>CO 401: Analyzing historical growth rates and projecting future ones are a big part of any financial analyst's job</p> <p>CO 402: Helps to identify problem areas and bring the attention of the management to such areas.</p> <p>CO 403: Calculation of investment opportunity costs and maximizes potential investments in the process.</p> <p>CO 404: Understand the nature and sources of goodwill and appreciate the need for valuation of shares.</p> <p>CO 405: To conduct in depth analysis of the trend of the mergers and acquisitions</p>	<p>Approach in teaching:</p> <p>Power point presentations</p> <p>Case discussions</p> <p>Group Discussions</p> <p>Brainstorming, Reading Assignments</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, Chart Preparation, PPTs, Group Discussions</p>	<p>Formative Assessment through group discussion, quiz, presentations, Analogy Prompt, Padlet, Kahoot</p> <p>Exit tickets, Class tests</p> <p>Summative assessment through Quiz, Semester end examination, Assignments, Presentation, Individual and group projects</p>
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CONTENTS

Unit I	Analysis of Corporate Financial Statements: Income Statement and Balance Sheet. Procedure, Types of Financial Analysis.	12 hrs
	Comparative, Common Size and Trend Analysis: Comparative Financial Statement- Comparative Balance Sheet, Comparative P&L Account. Common Size Financial Statement- Common size Balance sheet, Common size P&L Account. Trend Analysis- Trend Percentages, Trend Ratios.	
Unit II	Financial Interpretation Through Ratios Analysis: Liquidity, Solvency, Turnover, Profitability and Investment analysis ratios	12 hrs
	Cash flow Statement: Meaning, Scope, major items affecting the cash flows and Preparation of Cash Flow Statement..	
Unit III	Time Value of Money: Concepts, Future value or compounding, Present value or Discounting. Cost of Capital: Explicit and Implicit costs; Measurement of cost of capital; Cost of debt; Cost of perpetual debt; Cost of Equity Share; Cost of Preference Share; Cost of Retained Earning; Computation of over-all cost of capital based on Book value and Market weights.	12 hrs
Unit IV	Valuation of Goodwill: Concept and Factors affecting Goodwill, Basis of Goodwill Valuation, Methods of valuation of Goodwill- Years' Purchase Method, Capitalization method, Annuity Method Valuation of Shares: Needs, Methods of Valuation – Net asset Method, Yield Valuation method, Fair Value of Shares.	12 hrs
Unit V	Mergers and Acquisition: Concept, Types of Mergers, Financial consideration in merger, Benefits of Merger & acquisition, Disadvantages of Merger & acquisition, procedure of Merger & acquisition, Essentials for successful Merger & acquisition.	12 hrs

BOOKS RECOMMENDED :

- Foster, George Financial Statement Analysis, 2nd ed., Pearson Education Pvt Ltd
- Damodaran, A. (2008). Damodaran on Valuation, Security Analysis for investment and Corporate Finance (2nd ed.). Wiley India Pvt. Ltd.
- M.R .Agarwal, "Financial Analysis and Control", Garima Publications
- Chandra, P. (2011).Corporate Valuation and Value Creation , (1st ed). TMH
- Weston, Chung, Hoag,Mergers, Restructuring and Corporate Control, Prentice Hall of India

PAPER CODE- DBBA 602D

Business Analysis and Valuation Practical

Credits: 2

Maximum marks: 100

Contact Hrs/Week: 2

Total Hrs: 30

Course Objectives:**This course will enable the students to -**

1. Developing skills using financial data to assess a company's performance.
2. Learning the calculation of investment opportunity costs and maximizes potential investments in the process.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
DBBA 602 D	Business Analysis and Valuation Practical	<p>CO 406: Learning skills using financial data to assess a company's performance and make recommendations about how it can improve going forward.</p> <p>CO 407: Analyzing historical growth rates and projecting future ones are a big part of any financial analyst's job</p> <p>CO 408: Helps to identify problem areas and bring the attention of the management to such areas.</p> <p>CO 409: Calculation of investment opportunity costs and maximizes potential investments in the process.</p> <p>CO 410: Understand the nature and sources of goodwill and appreciate the need for valuation of shares.</p> <p>CO 411: To conduct in depth analysis of the trend of the mergers and acquisitions</p>	<p>Approach in teaching:</p> <p>Research Paper discussion</p> <p>Power point presentations</p> <p>Group Discussions</p> <p>Brainstorming, Reading research articles and white papers and other reports</p> <p>Learning activities for the students:</p> <p>Self-learning through reading research articles, Making google forms and collecting data, assignments, PPTs, Group Discussions</p>	<p>Report Preparation and Presentation</p>

CONTENTS

Unit I	Exercise based on Comparative financial Statements Practical problem related to Trend Analysis	06hrs
Unit II	Case study based on Interpretation of Financial position of a company through Ratio Analysis	06 hrs

Exercise Based on Cash Flow Statement

Unit III	Application based problem on Time Value of Money Case study based on Weighted Average Cost of Capital	06 hrs
Unit IV	Case study/Exercise based on Valuation of Goodwill and Shares.	06 hrs
Unit V	Case Study based on Merger and Acquisitions.	06 hrs

BOOKS RECOMMENDED:

- Chandra, P. (2011).Corporate Valuation and Value Creation , (1st ed). TMH
- Weston, Chung, Hoag,Mergers, Restructuring and Corporate Control, Prentice Hall of India

**PAPER CODE- DBBA 603D
Research Work
(Practical)**

Credits: 6
Maximum marks: 100
Contact Hrs/Week: 6
Total Hrs: 90

Course Objectives:

This course will enable the students to -

1. Acquainting with detailed process of carrying out research work.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
DBBA 603 D	Research Work	CO 412: Building interest in the designated area of research CO 413: Integrating theory and practices CO 414: Acquainting with detailed process of carrying out research CO 415: Identification and formulation of research problem CO 416: Scanning the existing environment CO 417: Review of related literature CO 418: Formulation of research objectives and research hypothesis CO 419: Questionnaire drafting	Approach in teaching: Research Paper discussion Power point presentations Group Discussions Brainstorming, Reading research articles and white papers and other reports	Report Preparation and Presentation

		CO420: Collecting Data using appropriate scaling technique CO 421: Tabulating and Analysing data CO 422: Interpreting data CO 423: Preparing and presenting research work	Learning activities for the students: Self-learning through reading research articles, Making google forms and collecting data, assignments, PPTs, Group Discussions	
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CONTENTS

- Unit I Research Problem Formulation:** Identification and formulation of research problem, Scanning the existing environment, review of related literature, Formulation of research objectives and research hypothesis, drafting of research design and sampling design **18 hrs**
- Unit II Data Collection:** Drafting of Questionnaire using appropriate scaling technique and collection of data through google forms, questiapro, proquest, etc. **18 hrs**
- Unit III Data analysis:** Tabulation and execution of data using SPSS and MS-Excel, Analysis and interpretation of data, Testing of Hypothesis **18 hrs**
Writing findings, conclusions and suggestions
- Unit IV Report writing:** preliminary pages including title pages, declarations, certificates, executive summary, CONTENTS, list of tables, list of figures, abbreviations, etc.) main text (Introduction, main chapters, core chapters, conclusion and references, etc.), and final matter (Appendix and annexure like questionnaires, figures/photos) **18 hrs**
- Unit V Power Point Presentation of the result and findings** **18 hrs**

BOOKS RECOMMENDED:

- S.P. Gupta (S.P.): Statistical Methods, Sultan Chand & Sons, 34th Edition.
- Goon, Gupta and Das: Fundamentals of Statistics
- Snedecor and Cochran, Statistical Methods, Oxford and IBH Publishers.
- Shukla, M.C. and Gulshan S.S., Statistics Theory and Practice, Sultan Chand and Sons, New Delhi.
- Richard Levin & David Rubin : Statistics for management, Prentice Hall.
- Anderson, Sweeny & Williams: Statistics for Business and Economics, South Western.
- James B Cunningham (2011), *Using SPSS: An interactive hands-on Approach*, Peacock publisher, 3rd Edition.
- Mervyn(2015), *SAS Data Analysis*, Springer (SIE) Publishing House.
- Venkat Reddy Konasani and Shailendra Kadre (2015), *Practical Business Analytics Using SAS: A Hands-on Guide*, Dreamtech Press.
- A. Rajathi & P. Chandran (2012), *SPSS for You*, mjp publishers.
- Seyed Reza Hashemian Rahaghi, Farnaz Abed Ashtiani (2011), *Basic of Statistics & SPSS*, create space independent publishing platform.

- Robert H. Carver (2013), *Doing Data Analysis with SPSS version 18.0*, Cengage publishers, 5th edition.

Department - Management

Programme- MBA- Business Analytics (2020-21)

OUTCOMES - Academic Year- 2020-21

PROGRAMME OUTCOMES

PO1	To understand economic, legal, and social environment of Indian business and gain domain knowledge related to various functional areas of Management
PO2	To develop skills for Critical thinking, Business Analysis, Problem Solving and finding innovative solutions
PO3	To demonstrate a global outlook with the ability to identify aspects of the global business and Cross-Cultural Understanding
PO4	To develop responsiveness to contextual social issues / problems and exploring solutions, understanding business ethics, and resolving ethical dilemmas
PO5	To develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on)
PO6	To learn to collaborate and demonstrate Leadership skills

PROGRAMME SPECIFIC OUTCOMES

PSO 1	To impart knowledge of functional areas of Management and its application in current Business environment to develop and broaden their management, leadership and analytical skills.
PSO 2	To develop capabilities in students to select and apply appropriate tools for solving complex managerial and business problems.
PSO 3	To harness entrepreneurial approach and skill sets.
PSO 4	To develop analytical and critical thinking abilities for resolving issues and decision making.
PSO 5	To develop ability to understand and analyze global, economic, legal, social and ethical aspects of business and data science.
PSO 6	To familiarize with recent trends in all domains of Management and develop research acumen.
PSO 7	To develop ability to communicate effectively and function efficiently on multidisciplinary teams.
PSO 8	To produce industry ready pupil having highest regard for Social Responsibility, Teamwork and Continuous Learning.
PSO 9	To foster ability to understand analytical concepts and identify process /methods to formulate, plan and solve complex unstructured business problems in terms of analytical models.
PSO 10	To develop ability to examine, decide and apply current /emerging analytical methods and tools in general practices and in framing solutions to business problems that achieve stated objectives.
PSO 11	To develop ability to analyse, interpret, synthesize and communicate results of business analytic projects and translate them into effective courses of action.
PSO 12	To inculcate ability to communicate technical information to both technical and non-technical audiences in speech, in writing, and graphically.

COURSE ARTICULATION MATRIX: (MAPPING OF COS WITH POS)

Course	COs	PS01	PS02	PS03	PS04	PS05	PS06	PS07	PS08	PS09	PS010	PS011	PS012
MBB 121	CO1	X											
	CO2	X											
	CO3	X											
	CO4	X											
	CO5					X							
MBB 122	CO6					X							
	CO7				X								
	CO8				X	X							
	CO9					X							
	CO10												
MBB 123	CO11		X		X								
	CO12		X		X								
	CO13		X		X								
	CO14		X		X								
	CO15						X						
MBB 124	CO16						X						
	CO17				X								
	CO18		X				X						
	CO19		X		X								
	CO20						X						
MBB 125	CO21	X											
	CO22		X										
	CO23		X										
	CO24		X		X								
	CO25						X						
MBB 126	CO26	X											X
	CO27	X				X							X
	CO28				X						X		
	CO29										X		
	CO30			X							X		
MBB 127	CO31									X			
	CO32										X		
	CO33										X		
	CO34		X							X			
	CO35					X				X	X		
MBB 128	CO36	X					X						
	CO37				X	X	X						
	CO38		X		X								
MBB 129	CO39					X							
	CO40		X										
	CO41								X				
LAD 120	CO42	X											
	CO43							X					
	CO44							X					

MBB 321	C092			X									
	C093			X									
	C094			X									
	C095			X		X							
MBB 322	C096		X		X					X			
	C097									X	X		
	C098											X	X
	C099										X		
	C0100									X	X		
MBB 323	C0101									X	X		
	C0102										X		
	C0103										X	X	
	C0104										X	X	
	C0105											X	
MBB 324	C0106					X				X			
	C0107											X	
	C0108				X								
	C0109										X		
	C0110						X					✓	✓
MBB 325	C0111									X			
	C0112									X	X		
	C0113									X	X		
	C0114										X	X	
	C0115										X	X	
MBB 326	C0116					X							
	C0117									X			
	C0118									X	X		
	C0119									X	X		
	C0120										X	X	
MBB 327	C0121						X	X					
	C0122						X						
	C0123					X							
MBB 328	C0124					X							
	C0125					X							
	C0126		X										
LAD 320	C0127						X						
	C0128						X						
	C0129						X						
	C0130						X						
MBB 421	C0131					X							
	C0132					X							
	C0133					X							
	C0134					X							
	C0135				X	X							
MBB 422	C0136									X			
	C0137									X			
	C0138										X		

	CO139											X	
	CO140											X	X
MBB 423	CO141	X											
	CO142	X							X				
	CO143									X			
	CO144	X								X			
	CO145									X	X		
MBB 424	CO146								X				
	CO147									X			
	CO148									X	X	X	
	CO149										X	X	
	CO150										X	X	
MBB 425	CO151	X							X				
	CO152								X				
	CO153									X			
	CO154										X	X	
	CO155									X	X		
MBB 426	CO156	X							X				
	CO157	X							X				
	CO158									X			
	CO159									X	X		
	CO160										X		
MBB 427	CO161		X			X							
	CO162		X			X							
	CO163		X			X							
LAD 420	CO164						X	X					
	CO165						X						
	CO166						X						
	CO167							X					

COURSE OUTCOMES – Semester I
Paper Code- MBB 121

Fundamentals of Management

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives: This course has been designed to acquaint the students with

1. Basic management concepts of organization
2. Processes involved in an organization.

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	<p>CLO 1. Discuss the Functions and Principles of Management.</p> <p>CLO 2. Explain process and principles of Planning and Organizing.</p> <p>CLO 3. Classify theories of Motivation and Leadership.</p> <p>CLO 4. Identify steps and techniques of controlling.</p> <p>CLO 5. Apply the concepts of decision making in a business situation.</p>	<p>Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students: Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation
MBB 121	Fundamentals of Management			

Contents:

Unit Management I	Concepts, Functions, Significance of management, Management and administration, Levels of management. Principles of management-Henry Fayol and F.W Taylor, Approaches/schools of management thought – Classical, Neo-Classical and Modern.	12 hrs
Unit Planning II	Concept, Nature, Processes, Types, Significance of planning, Planning process, Management by Objectives Organization-Concept, Importance, Process of organizing, Principles of Organization, Types-Formal and Informal. Organization Structure-Types of Organization Structure-line, line and staff, functional, project, matrix and committee. Delegation and Decentralization of Authority(conceptual knowledge only)	12 hrs
Unit Decision Making III	Meaning, Significance, Types of decisions, Process of decision-making, Techniques of decision-making, Controlling-Concepts, Features, Steps of controlling, Importance, Techniques-Traditional and Modern (Elementary knowledge only)	12 hrs
Unit Motivation IV	Meaning, Types of motivation, Importance, Theories of motivation-Maslow's need-hierarchy theory, McGregor's theory X and theory Y, Herzberg motivation-hygiene model, Victor-vroom expectancy model. William Ouchi's motivation theory,	12 hrs
Unit Leadership V	Definition, Importance, Difference between leadership and management, Functions of a leader, Styles of Leadership-autocratic, participative and free-rein, Theories of leadership-trait theory, behavioural theory- likert's system of management, Blake and Mouton's Managerial Grid, and Tannenbaum and Schmidt's Continuum of leadership style and situational theory- Fiedler's Contingency Model	12 hrs

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:

- Chhabra T.N "Principles and Practice of Management" DhanpatRai& Co. PvtLtd,New Delhi.
 - Nolakha, R.L "Principles of Management" .RBD Publishers, Jaipur.2007
 - Sudha G S., "Management", RBSA Publishers, Jaipur.2007
 - Koontz, Herold and Wehrich, Heinz. "Management", McGraw Hill, New York.5th edition.
 - Stoner, James A.F. and Freeman, R.Edward, "Management".,New Delhi. 6th edition
- (Latest editions of the above books are to be referred)**

COURSE OUTCOMES – Semester I
Paper Code- MBB 122

Organizational Behaviour

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives: The objective of this course is to

1. Acquaint the students with concepts and techniques used in Micro-Economic Theory
2. Enable them to apply this knowledge in business decision-making using both micro and macroeconomic principles. Emphasis is given to changes in the nature of business firms in the context of globalization.

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	<p>CLO 6. Describe the nature and scope of managerial economics, concept of utility & consumer's equilibrium from the perspective of organization.</p> <p>CLO 7. Explain how changes in demand and supply affects the Business</p> <p>CLO 8. Identify relationships between production output & costs and understand the relationship between revenue and costs.</p> <p>CLO 9. Identify key characteristics and consequences of different forms of markets.</p> <p>CLO 10. Apply the knowledge of Macroeconomic concepts in the business situations.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation
MBB 122	Organizational Behaviour			

Contents:

Unit I	Managerial Economics: Meaning, Nature and Scope of managerial economics. Constraints and Opportunity costs, Production Possibility Curve, Consumer Behaviour: Utility and indifference curve approaches-meaning, law of diminishing, marginal rate of substitution, properties of indifference curve, price line, consumer's equilibrium-conditions of consumer equilibrium, income substitution and price effect.	12 hrs
Unit II	Demand analysis: Demand and law of demand, Normal Goods, Substitute Goods, Veblen Effect, Bandwagon effect, Network Externality, Snob Effect, determinants of demand on demand function, change in demand, elasticity of demand-degrees, Measurement of price elasticity of demand-total expenditure method, proportionate method, point elasticity method. Demand forecasting- Meaning and techniques of demand forecasting, Law of supply (Conceptual)	12 hrs
Unit III	Cost and Output Analysis: Cost Concepts and Cost Output Relationship Concepts of Revenue, Theory of Firm	12 hrs
Unit IV	Production Function: Short Run and Long Run Markets: Meaning, characteristics, types of markets-perfect and imperfect markets, Price and output determination in perfect competition, monopoly and monopolistic market.	12 hrs
Unit V	Macro Economic factors affecting Business- Business cycles, Inflation, National Income, Political stability, Financial markets-Stock Market, Currency Market and Commodity Markets	12 hrs

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:

- Satya P Das, Micro Economics for Business, Sage Publications Pvt. Ltd.
- Perloff & Brander, Managerial Economics and Strategy, Pearson Education
- Mathur, Yadav, Vyas, Business Economics, RBSA, Jaipur
- Jain, Khanna & Tiwari, " Business Economics", V K India enterprises, New Delhi.
- Adhikary, M. *Business Economics*, New Delhi, Excel Books, 2000.
- Keat, Paul G & Philips K. Y. Young, *Managerial Economics*, Prentice Hall, New Jersey, 1996.

(Latest editions of the above books are to be referred)

COURSE OUTCOMES – Semester I
Paper Code- MBB 123

Information Technology for Management

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives: This paper has been designed to

1. Introduce students to the applications of computers to manage different data management operations in organizations
2. Provides students an opportunity to study the data management for various managerial operations and handling data in corporate environment.

Course Outcomes (COs):

Course		Course Outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	<p>CLO 11. Work on spreadsheets and employ basic functions to handle data.</p> <p>CLO 12. Work on advanced inbuilt functions available in spreadsheet software for data analysis</p> <p>CLO 13. Work on managerial and financial functions, create charts, perform statistical analysis through spreadsheet software</p> <p>CLO 14. Work on database management software to manage data for effective information management</p> <p>CLO 15. Describe current trends of e commerce operations and online financial transactions</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation</p>
MBB 123	Information Technology for Management			

Contents:

Unit I	Information Management: – Introduction, Classification of Information	12 hrs
	Spread Sheet: Introduction, operations on spreadsheet and workbooks, Filling series, sort, and Formatting worksheet. Basic Spread Sheet Functions: cell referencing (Relative, Absolute, Mixed). Inbuilt function (SUM, AVERAGE, COUNT, MAX, MIN, COUNTIF, CEILING, FLOOR, TRUNC, ABS, , INT, LOG, MOD, POWER, ROUND, EXP, IF, AND, OR), Date & Time functions (NOW, DATE, TIME, DAY, MONTH, YEAR, HOUR, MINUTE, SECOND) Protecting worksheets , Charts in Excel: types, create chart from adjacent data/ nonadjacent data, data series, editing and formatting ,printing chart	
Unit II	Sensitivity Analysis using Spread Sheet : Filter, Advance Filter, Goal Seek, Solver, Scenario Manager, Consolidate, Subtotal, V lookup, H Lookup, pivot table, pivot chart, Freeze Panes. Advance Spread Sheet Functions & tools: Logical Function, Date and time function,	12 hrs
Unit III	Financial function: FV, PMT, IPMT, NPER, NPV, PV, RATE, OLE (object linking and embedding). Database Management System: Introduction, Types of Database, System Decomposition, MS Access : database structure, Data types, Creating Tables, table fields, Primary keys and field validation and record validation rules	12 hrs
Unit IV	Multiple tables, relationships, Sort & Filter in table, select data with queries: Creating query by design & by wizard, Creating basic forms & Reports.	12 hrs
Unit V	E –Commerce & Recent Trends in IT- Introduction to E-commerce, E business model as B2B, B2C, C2C, C2B, G2C. Recent Trends in IT:- Wireless Access Technologies, Types of payments (Credit Card, debit card, online payments, e wallet, UPI app based payments etc.) Bluetooth, wifi, RFID.	12 hrs

BOOKS RECOMMENDED:

- Martin, Hansen, Klingher & Beth, "Mastering Excel 2000", BPB Publications, 2013.
- Wayne L.Winston, "Excel Data Analysis and Business Modeling", 2010
- John Walkenbach, "Excel 2016 Bible", Wiley
- Chandan Sengupta, "Financial Analysis and Modeling using Excel and VBA", Wiley
- Michael Alexander, Richard Kusleika, "MS Access 2013 Bible", Wiley
- David Whiteley, "E-Commerce", Tata McGraw Hill
- PT Joseph, S.J., "E-commerce: An Indian Perspective", Third Edition, PHI
- Henry C. Lucas, Information Technology for Management, McGraw Hill, International Edition, July 2015.

COURSE OUTCOMES – Semester I**Paper Code- MBB 124****Research for Management****Credits: 4****Maximum marks: 100****Contact Hrs/Week: 4****Total Hrs: 60****Course Objectives: The objective of this course is to enable the students to**

1. Identify problems for managerial decision making and design a research
2. Collect data, analyze it and write a report

Course Outcomes (COs):

Course		Course Outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	<p>CLO 16. Discuss the various types of research and research design.</p> <p>CLO 17. Identify the steps of a research process and apply them to conduct a research study.</p> <p>CLO 18. Design a questionnaire and use it for data collection.</p> <p>CLO 19. Analyze the collected data using various descriptive and statistical tools and techniques.</p> <p>CLO 20. Write a research report.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation
MBB 124	Research for Management			

Contents:

Unit I	Research: Definition, characteristics, Approaches-Deduction, Induction, Types of Research, Research Process. Research Design: Meaning, Features of a good research design. Types of Research Design-Exploratory, Descriptive and Experimental studies	12 hrs
Unit II	Measurement scales -Types of scales- Nominal, Ordinal, Interval and Ratio scales, Scaling Techniques: Comparative and Non-comparative scaling Data Collection: Primary and Secondary Data-Methods of collecting data	12 hrs
Unit III	Questionnaire design -Objectives, hierarchy of Questions, Process, Lay out, Pilot testing Sampling design -Meaning of sample and population, Sampling techniques, sample size calculation Preliminary data analysis - Descriptive statistics	12 hrs
Unit IV	Hypothesis testing - process, student's T test, Z test, Chi Square test, Kolmogorov Smirnov test Correlation and Regression - Meaning, difference, Assumptions of regression, Regression equation-interpretation and its application	12 hrs
Unit V	Analysis of Variance (ANOVA) - One-way and two-way classification. Report Writing: Importance, Process, qualities of a Research report, Report layout	12 hrs

* Case studies related to entire topics are to be taught

BOOKS RECOMMENDED:

- Levin & Rubin, Statistics for Management, Pearson.
- H K Dangi, Shruti Dewen, Business Research Methods, Cengage Learning
- Naresh Malhotra, Marketing Research, Pearson Education.
- C.R.Kothari, Research Methodology, New Age Publication.
- G C Beri, Marketing Research, Tata McGraw Hill.
- Cooper & Schindler, Marketing Research, Tata McGraw Hill.
- Anderson, Statistics for Business and Economics, Sweeney and Williams
- William G Zikmund, Business Research Methods, Cengage learning
- Sancheti & Kapoor, Statistics: Theory, Methods and Application, Sultan Chand & Sons.

COURSE OUTCOMES – Semester I

Paper Code- MBB 125

Accounting for Managers

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives: The basic purpose of this paper is to

1. Give an insight of postulates, principles and techniques of accounting to the students
2. Equip students with basic managerial functions related to accounting.

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	CLO 21. Discuss basic Accounting concepts and principles. CLO 22. Write journal entries, make Trial Balance and prepare Final Accounts of a Company. CLO 23. Explain various tools and techniques of financial analysis used for decision making. CLO 24. Identify basic Cost Concepts and use techniques of CVP analysis for decision making. CLO 25. Become aware about various contemporary issues/concepts in Accounting	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation
MBB 125	Accounting for Managers			

Contents:

Unit I	Introduction	12 hrs
	Accounting-Meaning and definition, Nature, Need, objectives, Importance, Limitations, Users of accounting information, Branches of accounting, Accounting as an information system, Generally accepted accounting principles (GAAP)	
	Basics of Financial Accounting	
	Accounting equation, Systems of Book Keeping, Types of accounts and their Rules, Basics of Journal and ledger	
Unit II	Final Accounts	12 hrs
	Trial Balance-meaning, preparation, errors; Final accounts-contents and their preparation with adjustments	
Unit III	Financial Analysis	12 hrs
	Meaning, objectives and types of financial analysis, Tools or techniques of financial analysis-Ratio analysis(meaning, objectives, limitations, classification, preparation of financial statements from ratios),Comparative and common size financial statements, Fund Flow analysis and Cash Flow analysis-Meaning, difference and contents	
Unit IV	Cost concepts -Meaning, Objectives, Importance, Methods, Techniques and systems of costing; Basic Cost Concepts-Elements of cost, classification of costs; Cost sheet; Cost-Volume-Profit Analysis -Meaning, Assumptions, Significance, Break even analysis, Contribution and Marginal cost equation, Profit-Volume ratio, Margin of safety, key factor; Effect of change in the profit factors,	12 hrs
Unit V	Budgets -Functional budgets, Master Budget, Fixed and Flexible budgets Contemporary issues/concepts in accounting	12 hrs
	Convergence to International financial reporting standards (IFRS); Inflation Accounting, Green Accounting, Carbon Credit Accounting, Human Resources Accounting; Value Based Management; Cost reduction systems-kaizen costing system, Activity Based Costing, Life cycle costing; Zero Base Budgeting (ZBB), Performance Budgeting, Social Accounting.	

***Case studies related to entire topics are to be taught**

BOOKS RECOMMENDED:

- Maheshwari, Maheshwari, A text book of accounting for Management, Sultan Chand & Sons.
- M. Y Khan, P.K. Jain, Management Accounting : Text problem and Cases. Tata McGraw Hill.
- IM Pandey, Management accounting, Vikas Publishing House.
- M.N. Arora, Cost Accounting Principles & Practices, Eight edition, Vikas Publishing house.
- Horngren, Management Accounting, Pearson Education.
- Anthony Robert, Management Accounting Principles, R D. Irwin.
- Agarwal M R, Management Accounting-I, Garima Publications

Introduction to Business Analytics and Databases

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Objective: The basic purpose of this paper is to enable students to

1. Learn the concepts of business analytics and process of analytics
2. Understand the concepts of database and data warehouse
3. Design queries in MySQL

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	<p>CLO 26. Describe the meaning and significance of business analytics.</p> <p>CLO 27. Explain the process of business analytics with respect to different case studies.</p> <p>CLO 28. Examine data models of database and discuss relational database.</p> <p>CLO 29. Design a database and execute queries using MySQL.</p> <p>CLO 30. Discuss the concepts of Data Warehouse and design a Data Warehouse using MySQL.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study, Demonstration.</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations, practical exercises</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation, Peer Review</p>
MBB 126	Introduction to Business Analytics and Databases			

Contents:

- Unit Business Analytics:** Meaning – Data Analytics, Business Analytics, Data Science, Big Data Analytics. Drivers for Business Analytics, Applications of Business Analytics, Skills Required for a Business Analyst **12 hrs**
- I**
- Unit Business Analytics Process and Data Exploration:** Business Analytics Life Cycle, Understanding the Business Problem, Collecting and Integrating the Data, Preprocessing the Data, Using Modeling Techniques and Algorithms, Evaluating the Model, Presenting a Management Report and Review **12 hrs**
- II**
- Unit Database:** Concept of data ,files and database, Database Management Systems, Definition, Characteristics of DBMS, Architecture & Security, Types of Data Models, Concepts ,constraints and keys of RDBMS, Introduction to Normalization, 1NF, 2NF and 3NF **12 hrs**
- III**
- Unit SQL and MySQL :**Data definition and Manipulation using MySQL, SQL Process, SQL Commands – DDL, DML, DCL, DQL, SQL Constraints, Data Integrity, Data Types, SQL Operators, Expressions, Querying Database, Retrieving result sets, Sub Queries, Syntax for various Clauses of SQL, Functions and Joins, Indexes, Views, Transactions **12 hrs**
- IV**
- Unit Data Warehousing:** Evolution of Decision Support Systems, Problems with the Naturally Evolving Architecture, Data Warehouse Environment, Definition of data warehouse, Data marts, Data quality, Data warehouse architecture, ETL tools, Metadata, Cubes and multidimensional analysis ,Dimensional data Warehouse, Implement Data Warehouse using MySQL, defining data mining , models and methods for data mining **12 hrs**
- V**

BOOKS RECOMMENDED:

- Dr. Umesh R. Hodeghatta Umesha Nayak, "Business Analytics Using R - A Practical Approach", Apress, 2017.
- Abraham Silberschatz, Henry Korth, S. Sudarshan, "Database Systems Concepts", 6th Edition, McGraw Hill, 2011.
- W. H. Inmon, "Building the Data Warehouse", Wiley Dreamtech India Pvt. Ltd., 4th Edition, 2005
- Carlo Verrellis ,Business Intelligence: Data Mining and Optimization for Decision Making, John Wiley & Sons, Ltd. 2009

COURSE OUTCOMES – Semester I
Paper Code- MBB 127

Basic Programming for Analytics

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objective: This module introduces students to

1. Data science and mathematical concepts in analytics
2. Programming concepts and Python programming language for analytics

Course Outcomes (COs): .

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	<p>CLO 31. Describe the data analytics and mathematical concept in analytics.</p> <p>CLO 32. Install and run the Python interpreter.</p> <p>CLO 33. Write python programs using programming and looping constructs to tackle any decision-making scenario and identify and resolve coding errors in a program.</p> <p>CLO 34. Illustrate the process of structuring the data using lists, dictionaries, tuples and sets.</p> <p>CLO 35. Design and develop real-life applications using python.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study, Demonstration</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations, practical exercise</p>	<p>Class test, Semester end examinations , Quiz, Assignments, Presentation, Peer Review</p>
MBB 127	Basic Programming for Analytics			

Contents:

Unit I	Data Science and Python : Introduction to data science and analytics ,Why Python for analytics, Jupyter Installation for Python, Features of Python, Pandas and npumpy library, Python Applications. Flowchart based on simple computations, iterations. Data Analytics and Mathematical concepts: Sets and their representation, subset, type of set, matrix and its operations, Determinants and properties of determinant.	18 hrs
Unit II	Basics of Python: variables, data types, operators & expressions, decision statements. Loop control statements.	18 hrs
Unit III	Functions and String: Functions & string manipulation. Introduction to list: Need, creation and accessing list. Inbuilt functions for lists.	18 hrs
Unit IV	Tuples: Introduction to tuples, sets and dictionaries: Need, Creation, Operations and in-built functions	18 hrs
Unit V	File handling: Introduction to File Handling: need, operations on a text file (creating, opening a file, reading from a file, writing to a file, closing a file). Reading and writing from a CSV file. Descriptive statistics: mean, mode, median, standard deviation , missing values and outliers	18 hrs

BOOKS RECOMMENDED:

- Madhavan, "*Mastering Python for Data Science*", Packt, 2015.
- McKinney, *Python for Data Analysis*. O' Reilly Publication, 2017.
- Curtis Miller, "Hands-On Data Analysis with NumPy and Pandas", Packt, 2015

(Latest editions of the above books are to be referred)

COURSE OUTCOMES – Semester I

Paper Code- MBB 128

Seminar on Contemporary Issues

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objective: This course has been designed to

1. Acquaints the students with the Contemporary issues in Management.
2. Create awareness in students about current trends, issues and researches related to various.

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	CLO 36. Acquaintance with the Contemporary issues in Management.	Approach in teaching: Lab class and regular interaction with supervisor	Viva and Presentation
MBB 128	Seminar on Contemporary Issues	CLO 37. Prepare a report based on Systematic review of Literature. CLO 38. Learn to apply Descriptive as well as statistical tools for data analysis using SPSS.	Learning activities for the students: SPSS exercises, Presentations	

Course Contents: Students are required to finalize the topic of their seminar report in consultation with their supervisor. The report is based on systematic review of literature. Students are required to undergo a systematic review of literature and come up with a research agenda which may further be used as the basis of a research project. 30 hours lab sessions are provided for hands on training on SPSS and systematic review of literature to the students as follows for covering the following:

Contents

Unit I	Systematic Review of Literature- Resource Discovery and Gathering of Information, how to review literature systematically SPSS Statistics Environment- Data Editor, Importing data, SPSS Viewer, SPSS output exporting, Syntax Editor, Saving Files, Retrieving files Exploring Data with Graphs- Histogram, Box Plots, Bar Charts, Scatter plots, Line Charts	15 hrs
Unit II	Bias- Assumptions, Outliers, Additivity & Linearity, Normality, Homoscedasticity, Spotting bias and Reducing Bias, Descriptive Analysis – Mean, Standard Deviation, Kurtosis, Skewness Parametric Tests- one sample t test, Independent sample t test, Chi square, One Way Anova Non Parametric Tests- Wilcoxon rank sum test, Mann-Whitney Test, Kriskal Wallis Test, Freidman’s ANOVA Correlation- Bivariate Correlation, Partial Correlation, Comparing Correlations, Effect size of correlation, reporting correlation coefficients	15 hrs

Apart from the 30 hrs. lab sessions, students are required to devote 4 hrs. per week under the supervision of their respective supervisors on regular basis for guidance on report.

BOOKS RECOMMENDED:

- Andy Field, Discovering Statistics using IBM SPSS Statistics, Sage Publishers
- David Gough, Sandy Oliver and James Thomas, An Introduction to Systematic Reviews, Sage Publications
- Anthony J Onwuegbuzie & Rebecca Frels, Seven Steps to a Comprehensive Literature Review- A Multimodal and Cultural Approach, Sage Publications

COURSE OUTCOMES – Semester I
Paper Code- MBB 129

Community Engagement Services

Credits: 2

Maximum marks: 100

Contact Hrs/Week: 2

Total Hrs: 30

Course Objectives: This course has been designed to

1. Provide hands on experience to young students in delivering community service
2. Enable students to work in collaboration with community organizations and also enable them to use and enhance skills, competencies and knowledge in a real world capacity, which leads to an enlarged and more fulfilling educational

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	CLO 39. Identify the needs and problems of the community in which they live and work. CLO 40. Utilize their knowledge in finding practical solutions to community problems. CLO 41. Create awareness about various issues facing society.	Approach in teaching: Interactive Lectures, Group Discussion, field visit Learning activities for the students: Presentations	Viva and Presentation
MBB 129	Community Engagement Services			

Methodology:

The students will undertake Community Engagement Services in the semester. Various guest lectures, field visits, campaigns, workshops and seminars will be organized to fulfill the objectives of this paper.

Students have to undertake a project related to the areas specified for the semester. At the end of each semester students will be evaluated on the basis of the project report related to the work done in the field of Community Engagement.

Various community engagement activities for the semester are as follows:

- **Community Welfare Drive:** Traffic Regulation, Road safety awareness program, Blood Donation, Organic Farming, Consumer awareness, Visit of special home.
- **Health, Hygiene & Sanitation Drive:** Food and Nutrition, Concept of Balance Diet, Safe drinking water, Water borne diseases, National Health Programme, Home Nursing and First Aid.

COURSE OUTCOMES – Semester I
Paper Code- LAD 120

Communication Skills and Time Management

Credits: 2

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 30

Course Objectives: The objective of this course is to

1. Acquaint the students with the communication skills, building reading, writing habits, and public speaking, and working on business etiquette
2. Enable the students to manage time productively

Course Outcome:

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	<p>CLO 42. Learn to create and analyze personal SWOT, which will help them in goal setting.</p> <p>CLO 43. Develop verbal and nonverbal communication skills.</p> <p>CLO 44. Practice public speaking which will enhance their confidence, manage time more efficiently and effectively.</p> <p>CLO 45. Gain a new perspective through seminars/webinars and industry sessions</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	Viva and presentation
LAD 120	Communication Skills and Time Management			

Contents:

Unit I	Knowing self and Developing a Positive Attitude. Perceptual analysis, using mental models in problem solving, SWOT Analysis and Johari Window (Long term and short-term goals for upskilling).	6 hrs
Unit II	Listening, Verbal and Non-verbal communication skills, Public Speaking Asking the right questions, Voice modulations, listening habits, Building reading habit (Fiction and Non-Fiction). Extempore, Debate, JAM sessions	6 hrs
Unit III	Written communication, Assertiveness. Formal letter writing, e-mail writing, Netiquette, using e-mail elements, How and when to say No Is time out of control; A war on stress Managing time effectively, 80/20 Rule, Pomodoro Technique, time management tips for managers.	6 hrs
Unit IV	Procrastination; turning downtime into productive time The To-Do and Not To do list, Smart goals and career planning, getting organized, important vs. urgent, ways to avoid traps and time sinkers, creating a time management plan.	6 hrs
Unit V	Seminar/Webinar and Industry Expert Session These will be conducted by Industry leaders as question answer session and experience sharing.	6 hrs

BOOKS RECOMMENDED:

- David Riklan (2003), Self-Improvement the Top 101 Experts Who Help Us Improve Our Lives.
- Kelly McGonigal (2011), The Willpower Instinct: How Self-Control Works, Why It Matters, and What You Can Do to Get More of It.
- Mahadevan Ramesh and Gopalaswamy Ramesh (2010), The ACE of Soft Skills: Attitude, Communication and Etiquette for Success, Pearson publishers.

COURSE OUTCOMES – Semester II

Paper Code- MBB 221

Organizational Behaviour

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives: The objective of this course is to

1. Acquaint the students with the theories and concepts of the various organizational aspects
2. Provide knowledge to the students about various aspects and issues concerning conflicts, stress and organizational change

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	<p>CLO 46. Analyse the behaviour of individuals in organizations in terms of the key factors that influence organizational behaviour and will also gain understanding about various theories of personality.</p> <p>CLO 47. Discuss the factors influencing group behaviour and group cohesiveness along with the difference between team and group.</p> <p>CLO 48. Describe the meaning and characteristics of Organizational Power and politics.</p> <p>CLO 49. Identify the various aspects of conflicts and how to manage the conflicts.</p> <p>CLO 50. Explain various aspects and issues concerning stress and organizational change.</p>	<p>Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students: Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation
MBB 221	Organizational Behaviour			

Contents:

Unit I	Organizational Behaviour: Definition, Importance, Disciplines contributing to Organization Behaviour. Foundations of Individual Behaviour: Perception-Meaning, characteristics, perceptual process Perceptual selectivity ,Perceptual Organization Personality -Meaning, theories of personality-psychoanalytical theory, socio-psychological theory, trait theory and self theory	12 hrs
Unit II	Foundations of Group Behaviour: Meaning, Importance, Process of Group Formation, Types of Groups, Factors influencing group behaviour, Group cohesiveness, factors affecting group cohesiveness Team: Meaning, difference between team and group, Types of teams, techniques of effective team building.	12 hrs
Unit III	Organizational Power: Meaning, characteristics, classification of power, contingency approaches to power. Politics: Meaning, Reasons of politics	12 hrs
Unit IV	Conflicts: Meaning, Reasons of conflict, types of conflict, Process of conflict, merits and demerits, management of conflict.	12 hrs
Unit V	Stress: Meaning, reasons of stress, types of stress, effect of stress, strategies for coping stress. Organizational Change; Meaning, reasons, types, process of change, résistance to change, management of change.	12 hrs

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:

- Stephen P. Robins, Organizational Behaviour, Prentice-Hall of Indian Pvt. Ltd., New Delhi.11th edition
- Mehta Anil &ChouhanBhumija., "Organizational Behaviour", RBD Publications, Jaipur.
- Prasad L M., "Organization Behaviour", Sultan Chand and Sons, New Delhi.2nd edition
- John W. Newstrom and Kiltch Davis, OrganisationalBehaviour, (Human behaviour at work) Tata McGraw – Hill, New Delhi:9th edition
- Luthans, Fred, OrganisationalBehaviour McGraw-Hill Inc., New Delhi: 1992 9th edition
- Davies, Keth, OrganisationalBehaviour (Human Behaviour at work), Tata McGrawHill, NewDelhi.

COURSE OUTCOMES – Semester II

Paper Code- MBB 222

Marketing Management

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives: The objective of this course is to

1. Acquaint students with the basic concepts of marketing management and marketing strategies.
2. Enable students to learn about competitive environment and different situations affecting marketing choices

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	CLO 51. Describe fundamental marketing concepts, approaches, scope of market and consumer behaviour	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study	Class test, Semester end examinations, Quiz, Assignments / Presentation
MBB 222	Marketing Management	CLO 52. Explain market segmentation, target marketing, and market positioning CLO 53. Discuss how different situations in the competitive environment will affect choices in marketing CLO 54. Identify the roles of advertising, sales promotion, public relations, personal selling, and direct marketing in the promotion mix CLO 55. Explore the role and importance of digital marketing in today's rapidly changing business environment.	Learning activities for the students: Self-learning assignments, presentations	

Contents:

Unit I	Marketing Management : An Introduction	12 hrs
	Conceptual framework, Nature and Scope of Marketing, Approaches to Marketing. Marketing-Mix, Developing Marketing Strategies and Plans Consumer behavior Consumer Behaviour concepts, Buying Decision Process and factors influencing consumer behaviour	
Unit II	Segmentation and Positioning Strategy	12 hrs
	Levels and Basis of Market Segmentation, Selecting Market Segments and Targeting, Developing and Communicating Positioning Strategy, Marketing Strategies Developing Competitive Marketing Strategy Identifying and Analyzing Competitors, Competitive Strategies for Market Leaders and Challengers, Offensive and Defensive Strategies	
Unit III	Product Planning and Pricing Policies	12 hrs
	Product Characteristics and Classifications, Concept of Product-Mix, Product-Line Decisions, Packaging and Labelling, New Product Development Process, Pricing Methods, Factors, Policies and Strategies, Product Life-Cycle	
Unit IV	Marketing Communications and Distribution Channels	12
	Introduction to Marketing Communications, Role of Marketing Channels, Channel-Design Decisions, Physical distribution types and functions	
Unit V	Sustainable Marketing Concepts	12
	Green Marketing, Social Marketing Digital Marketing: Concept, process, digital marketing & Traditional marketing and digital marketing strategies, Social Media Marketing.	

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:

- Philip Kotler, Kevin Keller, Abraham Koshy, Mithileshwar Jha: Marketing Management (Fourteenth Edition), A South Asian Perspective; Pearson, 2013.
- Ahuja Vandana, Digital Marketing, Oxford Higher Education
- Rajan Saxena, Marketing Management, Fourth Edition, Tata McGraw Hill, 2008.
- Michael J Evyl, Bruce J. Walker, William J. Stanton, Ajay Pandit, Marketing Tata Mc Graw Hill Education Pvt. Ltd 2010
- Rajiv Lal, John A. Quelch, V. Kastur Rangan, Marketing:Text and Cases, Tata Mc Graw Hill Education Pvt. Ltd.2009
- Paul Baines, Chris Fill, Kelly Page< marketing, Oxford university Press 2008

(Latest editions of the above books are to be referred)

COURSE OUTCOMES – Semester II
Paper Code- MBB 223

Human Resource Management

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives: This course has been designed to

1. Acquaint the students with the various facets of managing people
2. Create an understanding of the various policies and practices of human resource management

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	<p>CLO 56. Recognize the importance of managing human resources.</p> <p>CLO 57. Discuss the foundations of managing human resources in organizations, in terms of systems, strategies and practices</p> <p>CLO 58. Appreciate the need for well-designed HR policies that enhances employee motivation and performance</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation
MBB 223	Human Resource Management	<p>CLO 59. Identify tools and techniques of Training and development, Recruitment and selection</p> <p>CLO 60. Locate the dynamics of managing people from real world examples in Human resource field.</p>	<p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	

Contents:

Unit Human Resource Management	12 hrs
I Concept, Functions of HRM, Importance, Difference between HRM and personnel management. Human Resource Environment-Meaning, Importance, Types -Internal and external Environment that effect HRM Programmes	
Unit Human resources Planning	12 hrs
II Concept, Importance Process of human resource planning, Quantitative and Qualitative aspect of human resource planning, Levels of HRP, Limitations of HRP. Job Analysis -Meaning, Benefits of Job analysis ,Process, techniques of job analysis Job design-Meaning, approaches, methods of job design.-job rotation, job simplification, job enlargement and job enrichment	
Unit Recruitment	12 hrs
III Concept, Importance of recruitment, Sources of recruitment –internal and external recruitment. HR recruitment practices in India. E –HRM recruitment techniques (e recruitment selection development training) Selection -Meaning, Importance, Selection criteria ,Steps in selection process, Selection tools Placement and Induction (conceptual knowledge)	
Unit Training & Development	12 hrs
IV Meaning, Importance, benefits, types, process, methods of executive development, Evaluation, Training need assessment. Career Planning : Concept, Process of career planning, career counselling, limitations	
Unit Emerging issues in HRM	12 hrs
V HRM strategies for the new millennium-Human capital, mentoring, 360 degree appraisal technique, TQM and Top-Quality Circles, Kaizen (a brief knowledge), , Competency Management and Talent Management(Conceptual Knowledge), Succession Planning Managing the Human Resources in 21st Century: Challenges for HRM, Changing roles of HR Practitioners.	

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:

- Aswathappa K "Human Resource and Personnel Management". Tata Mc Graw Hill, New Delhi.3rd edition
- Gupta C B, "Human Resource Management". Sultan Chand and Sons, New Delhi.
- V S P Rao- "Human Resource Management-Text and Cases"., Excel Publications,New Delhi.2nd edition
- Bhatia S K & Singh Nirmal, "Principles and Techniques of Personnel Management and Human Resource Management", Deep & Deep Publications, New Delhi.
Garry Dessler "Human Resource Management" Prentice Hall of India, New Delhi.7th edition

(Latest editions of the above books are to be referred)

COURSE OUTCOMES – Semester II
Paper Code- MBB 224

Business Environment

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives: This course helps students to

1. Understand the overall business environment covering economic, political, social and global scenarios
2. Learn and evaluate various components of business environment in business decision making

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	<p>CLO 61. Explain the concept of business environment.</p> <p>CLO 62. Identify types of political system.</p> <p>CLO 63. Analyze various aspects of economic environment and economic policies of the country.</p> <p>CLO 64. Describe the relevance of technological and societal environment in today's globalized world.</p> <p>CLO 65. Recognize the international business environment by identifying the role and functions of various international institutions.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation
MBB 224	Busine ss Environ ment			

Contents:

Unit I	Business Environment- Concept, significance, Types of Business Environment: Internal and External Environment, Micro and Macro Environment, Porter's Five Forces Model of Competition. Environment Analysis & Forecasting: stages, approaches & techniques of environmental analysis.	12 hrs
Unit II	Political environment- Functions of state, Types of political systems, Economic aspect of Indian constitution: Preamble ,Directive principles, Fundamental rights, Centre State Relations Legal Environment- Foreign Exchange Management Act 1991 , Consumer Protection Act 1986, Right to Information Act 2005, Competition Act 2002 (Amended Act 2007).	12 hrs
Unit III	Economic environment- Types of economic systems-Market Allocation, Command Allocation, Mixed Allocation, Impact of Liberalization and Privatization on Indian economy. Economic Policies in India- New Industrial policy, 1991 and Industrial licensing, Monetary policy, Fiscal policy.	12 hrs
Unit IV	Technological Environment- Technological leadership & Followership, Technology & Competitive Advantage, sources of technological dynamics, appropriate technology, technology adaption, transfer of technology, Intellectual Property Rights (IPR) (concepts of Patent, Copyright, Trademark). Societal Environment- Business and Society, Business Ethics, Business and Culture- Elements of culture, cultural adaptation, cultural shock, cultural transmission, cultural conformity, cultural lag.	12 hrs
Unit V	International Business Environment- Nature, GATT-Objectives & Principles, WTO-main provisions & functions, Globalization-trends and challenges. International Financial Institutions- International Monetary Fund (IMF), World Bank(IBRD), International Development Association (IDA), International Finance Corporation (IFC)-Objectives and Functions.	12 hrs

* Case studies related to entire topics are to be taught.

BOOKS RECOMMENDED:

- Justin Paul, Business Environment, Tata McGraw Hill Publishing Co. Ltd., 2008
- Francis Cherunillam, Business Environment, Himalaya Publishing House.V.
- Shaikh Saleem, Business Environment, Pearson Education, 2009
- K. Chidambaram and V. Alagappan, Business Environment, Vikas Publication House Pvt Ltd, 2009
- V. Neelamegam, Business Environment, Vrinda Publication (P) Ltd, 2012

COURSE OUTCOMES – Semester II
Paper Code- MBB 225
Financial Management

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives: The purpose of this course is to

1. Develop an insight in the field of Financial Management
2. Equip the student with basic knowledge required for financial decision making.

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title	<p>CLO 66. Acquaint with the arena of Financial Management and apply concepts of discounting and compounding to solve practical problems.</p> <p>CLO 67. Discuss the concept of risk and return, Cash Management, Marketable Securities Management, Receivables Management and Inventory Management.</p> <p>CLO 68. Calculate working capital requirements and Cost of Capital of a Company.</p> <p>CLO 69. Apply Capital Budgeting techniques to evaluate a project proposal.</p> <p>CLO 70. Identify the significance of Leverage; basics of Capital Structure and Dividend policy.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation
- MBB 225	Financial Management			

Contents:

Unit I	<p>Meaning, Nature, Scope, Importance and Objectives of Financial Management; Functions of a chief financial officer; Sources of finance- Long term and Short term; Indian financial system-structure and functions.</p> <p>Time value of money-Compounding and Discounting concept and its applications</p>	12 hrs
Unit II	<p>Risk and Return – Risk of a single asset, portfolio theory and risk diversification, Systematic and unsystematic risk, Capital Asset pricing model (CAPM)- Assumptions, CAPM equation, Security Market line (SML)</p> <p>Cash and Marketable securities management- Meaning and Principles of cash management;</p>	12 hrs
Unit III	<p>Management of working capital- Meaning, Estimation of working capital requirements, Working capital financing by banks;</p> <p>Receivables management- Meaning and importance;</p> <p>Inventory management- Meaning, objectives and techniques- Economic order quantity, Re-order point, Fixing stock levels.</p>	12 hrs
Unit IV	<p>Cost of Capital- Meaning, Cost of Debt, Preference and Equity Capital, Weighted average cost of capital;</p> <p>Capital Budgeting: Concept, need and objectives; Methods of Capital budgeting –Average Rate of Return, Payback period, Net present value, Internal Rate of Return, Profitability Index.</p>	12 hrs
Unit V	<p>Leverage: Meaning, types of leverages and their significance;</p> <p>Capital Structure-Meaning, considerations in capital structure planning, value of firm and capital structure;</p> <p>Dividend Policy- Meaning, Factors affecting dividend decisions, Alternative forms of dividends, Types of dividend policies, Dividend policy models-Assumptions and criticism</p>	12 hrs

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:

- Brigham Houston, Fundamentals of Financial Management, Cengage Learning.
- I M Pandey "Financial Management", Vikas Publications
- Vyuptkesh Sharan, Fundamentals of Financial Management, Pearson
- Besley, Brigham, Parasuraman, Corporate Finance-A South Asian Perspective, Cengage Learning
- Sheeba kapil, Fundamentals of Financial Management, Pearson
- Chhandra Prassana, Financial Management, Tata McGraw Hill
- Khan & Jain, "Financial Management". Tata McGraw Hill, New Delhi
- Van Horne, Financial Management, PHI
- Rustagi R.P, Fundamentals of Financial Management, Taxmann

Operations Research

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives: The objective of the paper is to

1. Equip the student with basic quantitative tools required to perform the role as a manager
2. Develop an understanding in students to evaluate the conditions and arrive at logical conclusions & inferences to the decisions.

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	<p>CLO 71. Develop linear programming (LP) models and perform sensitivity analysis</p> <p>CLO 72. Propose the best strategy using decision making methods under uncertainty and game theory</p> <p>CLO 73. Explain the mathematical tools that are needed to solve optimisation problems</p> <p>CLO 74. Describe the characteristics of different types of decision-making environments</p> <p>CLO 75. Apply the appropriate decision making approaches in given problem.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation
MBB 226	Operations Research			

Contents:

- Unit I Operations Research-** Meaning, Nature, Scope and Role of Operations Research, Scientific approach in decision-making, Techniques of OR, Limitations of OR **12 hrs**
- Linear Programming-**Mathematical formulation of Linear Programming problems and their solution using Graphic approach. **Simplex method.**
- Unit II Linear Programming- Special Cases-** Unbounded solution, Multiple Solutions, Non-Feasible solutions, Degenerate solutions, Primal and its dual. **Introduction to Sensitivity Analysis** **12 hrs**
- Transportation-**General structure of transportation problem, methods of finding initial basic feasible solution (NWCM, LCM & VAM), test for optimality (MODI Method), Cases of unbalanced problems, Degeneracy, Multiple solutions and Prohibited Routes.
- Unit III Assignment-** Solving the problem. Cases of unbalanced problems, multiple optimum solutions, maximization objective and unacceptable assignments **12 hrs**
- Sequencing Problems-** General Assumptions, Basic Terminology, Processing n-jobs through two machines, Processing n-jobs through three machines, Processing n-jobs through m- machines
- Unit IV Decision Theory-**Decision-Making under certainty, uncertainty and risk, Decision tree analysis , **Queuing theory-**Introduction, elementary queuing system, single channel queuing model (with Poisson arrivals and exponential service times.) **12 hrs**
- Unit V Theory of Games-**Two persons Zero Sum games. Markov's analysis- Introduction, application, state transition matrix, n steps transition probabilities, Markov Chain Algorithm. **12 hrs**

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:

- Shrivastava Shenoy Sharma, Quantitative Techniques in Management, New Age Publications
- J. K. Sharma, Operations Research", McMillan India
- N. D. Vohra, Quantitative Techniques in Management", Tata McGraw Hill Publications
- Anderson Williams ,Quantitative Methods for Business, 10th Edition Thopson
- Tulsian, Quantitative Techniques Theory and Problems, Pearson Education.
- S. D. Sharma, Operations Research, Kedar Nath and Ram Nath & Co. Ltd.

COURSE OUTCOMES – Semester II

Paper Code- MBB 227

Machine Learning –I

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 6

Total Hrs: 90

Course Objectives: The objective of course is to:

1. Introduce students to basic applications, concepts, and techniques of data mining and machine learning
2. Develop skills in students to implement machine learning algorithms on real world problems and evaluate their performance

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	CLO 76. Discuss the basic concepts and techniques of data mining and machine learning CLO 77. Recognize the applications of machine learning in business domain CLO 78. Formulate a problem, analyze problem and data related with the problem CLO 79. Apply machine learning algorithm on the different problems CLO 80. Evaluate and compare machine learning algorithms	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study, Demonstration Learning activities for the students: Self-learning assignments, Exercises related with Machine Learning algorithm, presentations	Class test, Semester end examinations, Quiz, Practical Assignments, Presentation
MBB 227	Machine Learning –I			

Contents:

Unit I	Introduction to Data Mining and machine learning: Basic Data Mining Tasks, Data Mining versus Knowledge Discovery in Databases, Applications of Machine Learning, Machine Learning vs AI , Types of Machine Learning, Metrics, Accuracy Measures: Precision, recall, F-measure, confusion matrix, cross-validation, bootstrap, Probability and likelihood, probability distribution. Data Mining tool Orange	18 hrs
Unit II	Understand the Problem by Understanding the Data, unbalanced data, Unsupervised Learning : Association rules , Apriori algorithm, FP tree algorithm, and their implementation in python and Orange tool, Market Basket Analysis and Association Analysis	18 hrs
Unit III	Clustering: k-means and implementation of k-means using python and Orange tool, Concept of other clustering algorithms: Expectation Maximization (M) algorithm, Hierarchical clustering, and DBSCAN.	18 hrs
Unit IV	Classification & Prediction: model Construction, performance, attribute selection Issues: under ,Over-fitting, cross validation, tree pruning methods, missing values, Information Gain, Gain Ratio, Gini Index, continuous classes. Classification and Regression Trees (CART) and C 5.0 .Implementation of decision tree in python and Orange tool	18 hrs
Unit V	Classification & Prediction: Linear Regression, Multiple Linear Regression, Logistic Regression, Naïve Bayes and Support Vector Machines(SVM), Implementation of Linear Regression, Logistic Regression, Naïve Bayes and SVM in python and Orange tool	18 hrs

BOOKS RECOMMENDED:

- Jiawei Han & Micheline Kamber, "Data Mining: Concepts & Techniques", Morgan Kaufmann Publishers, Third Edition.
- Sebastian Raschka & Vahid Mirjalili," Python Machine Learning", Second Edition, Packt>.
- McKinney ,*Python for Data Analysis*. O' Reilly Publication,2017.
- Curtis Miller, "Hands-On Data Analysis with NumPy and Pandas" (Latest editions of the above books are to be referred)

COURSE OUTCOMES – Semester II
Paper Code- MBB 228

Seminar Presentation and Viva voce

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives: The objective of this course is to

1. Create awareness in students about current trends, issues and researches
2. Expose students to case studies /capstone project and enable them to prepare a report based on primary/secondary data

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title	CLO 81. Awareness of current trends, issues and researches.	Approach in teaching: Lab class, regular interaction with Supervisor Learning activities for the students: SPSS exercises, Orange exercises, Presentations	Viva and Presentation
MBB 228	Seminar Presentation and Viva voce	CLO 82. Apply Descriptive statistics and machine learning using statistical tools SPSS/Orange. CLO 83. Prepare a report based on primary or secondary data.		

Course Contents: Each student will choose a topic or capstone project in the beginning of the semester. They will be required to prepare a primary research report. 30 hours lab sessions are provided for hands on training on SPSS covering the following:

Unit I Regression- Simple Linear Model, Linear Model with several Predictors, Model estimation, Assessing Goodness of Fit, R and R square, Assessing individual Predictors **15 hrs**

Bias in Regression Model- Unusual cases, Generalizing the Model, Sample size in Regression, Assumptions, What if assumptions are violated

Interpreting Regression Model – Descriptives, Summary of Model, Model Parameters, Excluded variables, Assessing Multicollinearity,

Logistic Regression Analysis

Unit II Moderation and mediation of variables

Exploratory Factor Analysis- Discovering Factors, Running the analysis, Interpreting output from SPSS, Reliability Analysis, How to report Factor analysis. **15 hrs**

Apart from the 30 hrs. lab sessions, students are required to devote 4 hrs. per week under the supervision of their respective supervisors on regular basis for guidance on report.

BOOKS RECOMMENDED:

- IBM SPSS Statistics 20 Core System User's Guide
- IBM SPSS Modeler 18.0 User's Guide
- G N Prabhakara, Synopsis Dissertation And Research To Pg Students, Jaypee Brothers
- Medical Publishers; second edition (2016)

COURSE OUTCOMES – Semester II
Paper Code- MBB 229

Community Engagement Services

Credits: 2

Maximum marks: 100

Contact Hrs/Week: 2

Total Hrs: 30

Course Objectives: This course has been designed to

1. Provide hands on experience to students in delivering community service.
2. Enable students to work in collaboration with community organizations and also enable them to use and enhance skills, competencies and knowledge in a real world capacity.

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title	CLO 84. Discuss the needs and problems of the community in which they live and work. CLO 85. Utilize their knowledge in finding practical solutions to community problems. CLO 86. Create awareness about various issues facing society.	Approach in teaching: Interactive Lectures, Group Discussion, Field visit Learning activities for the students: Presentations	Viva and Presentation
MBB 229	Community Engagement Services			

Methodology:

The students will undertake Community Engagement Services in the semester. Various guest lectures, field visits, campaigns, workshops and seminars will be organized to fulfill the objectives of this paper.

Students have to undertake a project related to the areas specified for the semester. At the end of each semester students will be evaluated on the basis of the project report related to the work done in the field of Community Engagement.

Various community engagement activities for the semester are as follows:

- **Women Empowerment Drive:** Self defense training, Vocational Training, Role of financial and support service Institutions, Women Entrepreneurship, Family Planning, and Self Employment Programs.
- **Cleanliness Drive:** Volunteering in Swatch Bharat Abhiyan, awareness program, rallies, shramdan.

Resume Building and GD-PI and business Etiquette

Credits: 2

Maximum marks: 100

Contact Hrs/Week: 2

Total Hrs: 30

Course Objectives: The objective of this course is to

1. Introduce students to the elements of Resume building and components of GD-PI, which would help them to pass through their interviews
2. Aware students about Business Etiquette and mannerisms and help students to work on their social skills and grooming

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	CLO 87. Create a powerful resume with action words and create a professional LinkedIn profile.	Approach in teaching: Interactive Lectures, Group Discussion	Viva and Presentation
LAD 220	Resume Building and GD-PI and business Etiquette	CLO 88. Identify the elements of group discussion and apply them in mock practice sessions. CLO 89. Confidence in answering the interview questions. CLO 90. Improve their body language and first impression.	Learning activities for the students: Presentations	

Contents:

Unit Understanding Resume making	6 hrs
I Resume Rubric, know your industry, some key notes about LinkedIn, Using LinkedIn and Naukri and networking, preparing career statement. Resume writing Guidelines and formatting. Common Resume Mistakes, Cover letter- Key components and guidelines.	
Unit Group Discussion	6 hrs
II Body language, Skills required, Importance, Types, Process of GD, Evaluation Criteria, Preparing for GD, Do's and Don'ts of GD, FAQs. Mock GD	
Unit Personal Interview	6 hrs
III Answering the most common Interview questions, Body Language, Document filing, Be the auto biographer, Grooming, Mirroring, FAQs. Mock PI	
Unit Body Language	6 hrs
IV Gestures, Posture, Greeting, Handshake, Eye contact, expressions, inborn responses, conveying and showing disapproval and rejection, shrugging signals. The right way to approach people, Importance of body language, Being comfortable in your own skin, Staying in contact with people, Personal space, Importance of reading on body language, The word "I", Being able to apologise	
Unit Seminar/Webinar and Industry Expert Session	6 hrs
V These will be conducted by Industry leaders as question answer session and experience sharing.	

BOOKS RECOMMENDED:

- Dr. K. Alex (2009), Soft skills know yourself and know the world, Sultan Chand & Sons.
- Mahadevan Ramesh and Gopalaswamy Ramesh (2010), The ACE of Soft Skills: Attitude, Communication and Etiquette for Success, Pearson publishers.
- Shital Kakkar Mehra (2012), Business etiquette – A Guide for the Indian Professional, Harper Collins Publishers.

COURSE OUTCOMES – Semester III

Paper Code- MBB 321

Innovation and Entrepreneurship

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to -

- 1 Equip students with knowledge of the basic principles and functionalities of Entrepreneurship
- 2 Provide knowledge to students about the entrepreneurial & managerial functions in the corporate arena

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title	CLO 91. Discuss the process of entrepreneurial action, entrepreneurial mindset and personality. CLO 92. Develop a business plan. CLO 93. Explain the role of creativity and innovation in entrepreneurship. CLO 94. Examine strategies for growth and identify the human resource challenges for managing growth. CLO 95. Identify how government policies can help in promoting an enterprise.	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation
MBB 321	Innovation and Entrepreneurship			

CONTENTS:

- Unit I Entrepreneurship/ Entrepreneur** – Definition, features, types, Qualities, Entrepreneur vs. Manager. **Creativity and innovation** – Stimulating creativity, organizational actions that enhance/hinder creativity, managerial responsibilities, sources of innovation in business. **12 hrs**
- Unit II Starting the New Venture** - Generating Business Idea, Sources of New Idea, Methods of generating Ideas, creative problem solving, opportunity recognition, environment scanning, competitor and Industry analysis. **The Four stages of Growth model-** pre start-up-stage, Start-up Stage, Early Growth Stage, Later Growth Stage. **12 hrs**
- Unit III Product Protection: Patents, Trademarks and Copyrights-** Patents, Types of patents, Disclosures, The patent process, Patents in perspective, Trademarks, copyrights, Intellectual Property rights. **International Markets-** Changing International Environment, Exporting, Importing, Establishing International Ventures, The foreign Environment Business, Sources of Information. **12 hrs**
- Unit IV Entrepreneurial Team and Business Formation-** Matching Human Resource needs and skills, The board of directors, Networking, Legal forms of business in perspective, sole proprietorship, partnership, corporations. **Business Acquisitions and Franchising-** Rationale for acquiring a Business, Evaluating acquisition opportunities, Methods of valuation, structuring the Acquisition, Franchising. **12 hrs**
- Unit V Government of India Schemes for Innovation and Entrepreneurship-** Start up India, Make in India, Atal Innovation Mission (AIM), Support to Training and Employment Programme for Women (STEP), Jan Dhan- Aadhaar- Mobile (JAM), Digital India, Biotechnology Industry Research Assistance Council (BIRAC), Department of Science and Technology (DST), Trade related Entrepreneurship Assistance and Development (TREAD), Pradhan Mantri Kaushal Vikas Yojana (PMKVY), National Skill Development Mission, **Science for Equity Empowerment and Development (SEED) Business Plan - Concept, Characteristics, Preparation of business plan.** **12 hrs**

***Case studies related to entire topics are to be taught**

BOOKS RECOMMENDED:

- Holt, D.H. Entrepreneurship new venture creation.
- G.S.Sudha, Fundamentals of entrepreneurship, RBD, Jaipur.
- S.S. Khanka, Entrepreneurship Development, S.Chand Publications, New Delhi.
- Nafees A. Khan, Fundamentals of entrepreneurship, Anmol Publications, New Delhi.
- E. Gordon & K. Natarajan, Entrepreneurship Development, Himalaya Publications.
- .Vasant Desai, Fundamentals of Entrepreneurship and Small Business Management, Himalaya Publications

COURSE OUTCOMES – Semester III

Paper Code- MBB 322

Advanced Programming for Python

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 6

Total Hrs: 90

Course Objectives: In this course, students will learn

1. Different python libraries and their functionalities
2. To create database and access data using MySQL and SQLite
3. To design machine learning model in python

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title -	CLO 96. Describe different libraries of python with their utility in different problems. CLO 97. Build data frame, import data set and perform pre-processing, descriptive and predictive analysis. CLO 98. Communicate results by designing different charts and plots using python libraries. CLO 99. Create database and access data through MySQL queries for business domain. CLO 100. Implement machine learning algorithms using python libraries in real life problems.	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study, Demonstrate Learning activities for the students: Self-learning assignments, presentations, Python exercises	Class test, Semester end examinations, Quiz, Practical Assignments, Presentation, Peer Review
MBB 322	Advanced Programming for Python			

CONTENTS

Unit I	Importing numpy library, creating numpy arrays, indexing and slicing arrays, performing numerical operations on arrays, converting data frames to numpy arrays, creating multidimensional arrays, numpy data type object (dtype), concatenating, reshaping and flattening multidimensional arrays, repeating patterns using "tile" method. Reading and writing data files using functions: savetxt, loadtxt, tofile, fromfile, save, load, genfromtxt	18 hrs
Unit II	Importing pandas library, Using series and Data Frames, indexing, Grouping, aggregating, Merging data Frames, dealing with missing values using dropna method, filtering or filling in missing data, creating dataframes from dictionaries or nested dictionaries, accessing and changing values of data frame using loc, at, replace methods, reading and writing csv, excel files	18 hrs
Unit III	Importing Visualisation libraries: Matplotlib: format parameter of pyplot.plot, subplots method, checking and defining ranges of axes, using linspace and linestyle, specifying legend, title Style, creating Scatter plots, Bar charts, histogram, Stack charts, Saving plots. Importing seaborn library: Style functions, color palettes, Distribution plots, categorical plots	18 hrs
Unit IV	Creating databases using MySQL and SQLite: Importing the modules, creating connection object, creating tables, performing database operations (insert, update, delete), closing connection. GUI programming with Tkinter: widgets (label, text, radio button, check boxes, entry, canvas, dialogs, menus)	18 hrs
Unit V	Implementing Machine Learning with scikit-learn: loading and Visualizing datasets (sample sklearn datasets), splitting train and test data. Implementing deep learning with tensorflow and keras	18 hrs

BOOKS RECOMMENDED:

- Paul Gries, Jennifer Campbell and Jason Montojo, "Practical Programming: An Introduction to Computer Science using Python 3", Second edition, Pragmatic Programmers, LLC, 2013.
- Robert Sedgewick, Kevin Wayne, Robert Dondero, "Introduction to Programming in Python: An Inter-disciplinary Approach, Pearson India Education Services Pvt. Ltd., 2016.
- Timothy A. Budd, "Exploring Python", Mc-Graw Hill Education (India) Private Ltd., 2015.

COURSE OUTCOMES – Semester III

Paper Code- MBB 323

Predictive Analytics Using R

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 6

Total Hrs: 90

Course Objectives: The objective of this course is to enable students to -

1. Gain knowledge about descriptive and predictive analysis using R
2. Apply analysis techniques in different business cases using R libraries.

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	CLO 101 Install R and run commands and scripts in Rstudio environment for business analytics CLO 102. Apply descriptive and inferential statistics on business problems using R CLO 103. Generate charts and plots for analysis in R environment and interpret results. CLO 104. Design and Analyze regression model for different business problem using R. CLO 105. Evaluate the performance of regression model.	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study, Practical demonstration Learning activities for the students: Self-learning assignments, presentations, R exercises	Class test, Semester end examinations , Quiz, Practical Assignments, Presentation
MBB 323	Predictive Analytics Using R			

Contents:

Unit I	Introduction to R Programming	18 hrs
	R and R Studio, Logical Arguments, Missing Values, Characters, Factors and Numeric, Help in R, Vector to Matrix, Matrix Access, Data Frames, Data Frame Access, Basic Data Manipulation Techniques, Usage of various apply functions – apply, lapply, sapply and tapply, Outliers treatment.	
Unit II	Descriptive Statistics	18 hrs
	Measures of Central Tendency (Mean, Mode and Median), Charts (Bar, Pie and Box Plot, Histogram, Stem and Leaf Diagram), Measures of dispersion (Range, Inter-Quartile-Range, Standard Deviation, Skewness and Kurtosis), Standard Error of Mean and Confidence Intervals. Discrete Probability Distributions: Binomial, Poisson, Continuous Probability Distribution, Normal Distribution & <i>t</i> -distribution, Sampling Distribution and Central Li	
Unit III	Statistical Inference and Hypothesis Testing	18 hrs
	Parametric and non parametric tests (one sample, independent sample, paired sample and two and more then two samples)	
Unit IV	Correlation and Regression	18 hrs
	Analysis of Relationship, Positive and Negative Correlation, Perfect Correlation, Correlation Matrix, Scatter Plots, Simple Linear Regression, R Square, Adjusted R Square, Testing of Slope, Standard Error of Estimate, Overall Model Fitness, Assumptions of Linear Regression, Multiple Regression, Coefficients of Partial Determination, Durbin Watson Statistics, Variance Inflation Factor.	
Unit V	Logistic Regression	18 hrs
	Binary Classification versus Point Estimation, Odds versus Probability, Logit Function, Classification Matrix, Individual Group Classification Efficiency, Overall Classification Efficiency, Nagelkerke R Square, Receiver Operating Characteristic Curve, Sensitivity, Specificity, Area Under ROC Curve, Cut-Offs, True Positive Rate and False Positive Rate.	

BOOKS RECOMMENDED:

- Maindonald, John, Braun John, "Data Analysis and Graphics Using R", Cambridge University Press, 2007
- Gardner Mark, "Beginning R: The Statistical Programming Language " Wiley India Pvt. Ltd. 2015
- Srivasa K.G., Siddesh G M, Shetty, " Statistical Programming in R", Oxford University Press 2017
- Business Statistics: Naval Bajpai, Pearson
- Menard, S. (2002). *Applied Logistic Regression Analysis*. Thousand Oaks, CA: Sage.

COURSE OUTCOMES – Semester III

Paper Code- MBB 324

Project Management

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives: The objective of this course is to

1. Acquaint students with various aspects of Project Management including formulation, feasibility, planning, control, and evaluation.
2. Enable students to frame report.

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title	CLO 106. Discuss the various aspects and steps of Project Management	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study	Class test, Semester end examinations, Quiz, Assignments, Presentation
MBB 324	MBB 324	CLO 107. Recognize the various phases of Life Cycle of a project. CLO 108. Apply Networking based techniques in project planning and scheduling CLO 109. Apply the various DCF techniques for evaluating a project proposal CLO 110. Prepare a project report		

Contents:

Unit I	Project Management: Concept, Definition, Characteristics of a Project, Classification of Projects, Causes of project failure, Project Management Vs General Management, Steps in Project Management, Life cycle of a project, Roles and qualities of a Project manager Project Formulation: Introduction, sequential stages of Project formulation.	12 hrs
Unit II	Project Feasibility & Appraisal: Meaning, Scope, Types (Technical, Market & Financial feasibility) Social Cost Benefit Analysis: Meaning, Approaches (UNIDO & L-M approach) and Shadow Pricing.	12 hrs
Unit III	Project planning & scheduling: Introduction, Scheduling Techniques (Bar Chart, Network based scheduling-PERT & CPM) Project Organization: Functional, Task force & Matrix Organization structure	12 hrs
Unit IV	Project Control: Information monitoring, internal & external project control, cost accounting systems for project control, control process, performance analysis, variance limits, and issues in project control. Capital Budgeting- Introduction, Discounted cash flow techniques: Net Present Value and IRR, Capital Rationing, Risk Evaluation Techniques.	12 hrs
Unit V	Project Management Information System: Meaning, Benefits of computer based PMIS, features of PMIS Project Evaluation, Reporting & Termination: Project reviews & reporting, closing the contract.	12 hrs

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:

- Rajeev M Gupta, "Project Management", PHI
- Nagrajan .K Project management New Age International Publishers
- Vasant Desai "Project Management", Himalaya Publishing House.
- Mantel, Meredith, Shafer, Sutton, Gopalan, "Project Management", Core Text Book, Second Indian Edition, Wiley
- Prasanna Chandra "Project Planning, Implementation & Review" Tata McGraw-Hill, New Delhi
- Agarwal, Mishra, "Project Management", RBD, Jaipur
- Agarwal MR- "Project Management" Garima Publication, Jaipur
- Choudhary S, "Project Management", TMH, New Delhi

COURSE OUTCOMES – Semester III

Paper Code- MBB 325

Machine Learning -II

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 6

Total Hrs: 90

Course Objectives: This course will enable students to

1. Learn and Exercise different machine learning Techniques in python environment in different Business Cases.
2. Apply and build Models in the context of real world problems.

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	CLO 111. Discuss different types of machine learning algorithms. CLO 112. Design semi supervised and supervised algorithms for business problems. CLO 113. Recognize problems in different domain and formulate them for analysis. CLO 114. Analyze, synthesize and compare machine learning algorithms for real world problems. CLO 115. Implement machine learning algorithms to solve real world problems, interpret their results and evaluate their performance.	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, Machine Learning exercises, presentations	Class test, Semester end examinations, Quiz, Practical Assignments, Presentation
MBB 325	Machine Learning - II			

Contents

Unit I	Principal component analysis ,employing PCA using python Self organizing maps, employing SOM using python	18 hrs
Unit II	Concept of Artificial Neural Networks , Types of neural networks, MLP, KNN, ,Restricted Boltzmann Machine, topology, training and applications of RBM. Implementation of MLP,KNN and RBM using python	18 hrs
Unit III	Deep belief networks, deep learning, applying and validating DBN, implementing deep learning using python, Autoencoders, denoising and applying autoencoders and assessing performance	18 hrs
Unit IV	Ensemble methods, bagging algorithms and random forest, employing random forest using python. Introduction to prescriptive analysis and recommendation system.	18 hrs
Unit V	Case studies: Bike Sharing trends, customer segmentation and effective cross selling, analyzing wine types and quality, forecasting stock and commodity prices.	18 hrs

BOOKS RECOMMENDED:

- Advanced Machine Learning with Python, Hearty John, Packt (2016)
- Brian Boucheron , Lisa Tagliaferri, Machine Learning projects, DigitalOcean

COURSE OUTCOMES – Semester III

Paper Code- MBB 326

Marketing Analytics

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 6

Total Hrs: 90

Course Objectives: This course has been designed to

1. Acquaints the students with the key features of Marketing Analytics
2. Familiarizes the students with the components of Marketing Analytics

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	CLO 116. Examine the current marketing trends based on marketing research CLO 117. Describe marketing analytic approach and communicate it from the marketing firm perspective, product perspective and consumer perspective CLO 118. Recognize and classify marketing strategies and challenges faced in digital marketing world. CLO 119. Discuss the digital trends based on current marketing research related to consumer analytics behaviour. CLO 120. Implementation of marketing analytics using tool/s.	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation
MBB 326	Marketing Analytics			

Contents:

Unit I	Marketing Research: Concept of marketing research, Research Design, Qualitative and Quantitative research, Exploring Data, descriptive statistics, scope and development of marketing research.	18 hrs
Unit II	Marketing Analytics: Inbound marketing analytics, Click analytics, Google Analytics, Web analytics, Social Media Analytics, Online and Offline Marketing Analytics, traffic analytics, conversion analytics.	18 hrs
Unit III	Product Analytics: Concept of Product analytics, levels, attributes, features Price Analytics: Concept, strategies. Promotion Analytics: Meaning, Importance, Channel Analytics: Concept, Types, Risk	18 hrs
Unit IV	Consumer Analytics: Analysing consumer behavior, Buying process, understanding customer satisfaction level, loyalty perspectives, Prospecting and targeting potential customers, scope and development of retaining customers.	18 hrs
Unit V	Market Segmentation: Marketing Analysis, cluster analysis, segmentation basis, positioning analytics, types of positioning, positioning strategies, errors in positioning.	18 hrs

***Case studies related to entire topics are to be taught**

BOOKS RECOMMENDED:

- Ahuja Vandana, Digital Marketing, Oxford University Press.
- Kaushik Avinash, Web Analytics 2.0: The Art of online accountability & science of customer centricity, Sybex.
- Kuruganti Sandhya, Basu Hindol, Business Analytics: Applications to consumer marketing, McGraw Hill.
- Ryan Damian, Understanding Digital Marketing: Marketing strategies for engaging the digital generation, Kegan Page.
- Dolnicar Sara, Grun Bettina, Leisch Friedrich, Market Segmentation Analysis, Springer Open.
- Winston L. Wayne, Marketing Analytics, Wiley.
- Acharya Seema, Chellappan Subhashini, Big Data and Analytics, Wiley

COURSE OUTCOMES – Semester III

Paper Code- MBB 327

Corporate Internship and Viva voce

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives: This course will enable the students to -

1. Practical exposure of Corporate work environment to students
2. Hands-on experience to students.

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	CLO 121. Explore career opportunities prior to course completion and Build industry network	Approach in teaching: Regular contact with Supervisor	Viva, Presentation
MBB 327	Corporate Internship and Viva voce	CLO 122. Develop communication, interpersonal and other critical skills required in corporate world CLO 123. Prepare a project report on internship	Learning activities for the students: Presentations, Review of Literature, SPSS/Software tool practice in Lab	

Course Guidelines and Contents - 30 hours Lab sessions will be available to the students for completion of their report. Students are expected to finalize the project title and complete the data collection process in consultation with their supervisor during their summer internship.

At the beginning of semester III Lab sessions will be available to the students under the supervision of a faculty for the following-

Contents

Unit I	Data Compilation- Compiling data in excel, importing to SPSS/Analytical tool, Data Cleaning and summarizing	15 hrs
	Data Analysis using SPSS/Analytical tool	
Unit II	Report Writing- Preparation of Rough Draft and Final Draft	15 hrs

Simultaneously, students are required to meet their supervisors for guidance on regular basis.

BOOKS RECOMMENDED:

- Anil Mishra, Summer Internship Simplified , Wiley Publishers, 2008

COURSE OUTCOMES – Semester III

Paper Code- MBB 328

Synopsis of Dissertation

Credits: 2

Maximum marks: 100

Contact Hrs/Week: 2

Total Hrs: 30

Course Objectives: The objective of this course is to make students learn to

1. Provide rationale for the research, the research objectives, the proposed methods for data collection and Tools for data analysis.
2. Carry out the dissertation work in semester IV.

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	CLO 124. Identify literature for review and critically analyze it. CLO 125. Define the research gaps and state research questions. CLO 126. Identify research methods and prepare synopsis of the research project.	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation
MBB 328	Synopsis of Dissertation			

Course Guidelines: The students are required to identify the research area under the broad field of International Business in consultation with their respective supervisors, and prepare a synopsis. Evaluation will be done on the basis of the synopsis submitted along with a PowerPoint presentation by the student by a panel of examiners.

BOOKS RECOMMENDED:

- David Gough, Sandy Oliver and James Thomas, *An Introduction to Systematic Reviews*, Sage Publications
- Anthony J Onwuegbuzie & Rebecca Frels, *Seven Steps to a Comprehensive Literature Review- A Multimodal and Cultural Approach*, Sage Publications

**COURSE OUTCOMES – Semester III
Paper Code- LAD 320**

Social Media Networking and Presentation Skills

Credits: 2

Maximum marks: 100

Contact Hrs/Week: 2

Total Hrs: 30

Course Objectives: The objective of this course is to

1. Give students in depth knowledge of the various aspects concerning Personal branding, creating online resume on various platforms, learning to work on writing online and offline content
2. Emphasis on public speaking, and working amongst different groups and with cultural diversity

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title -	CLO 127. Discuss the importance of personal branding by creating an online presence and blog.	Approach in teaching: Interactive Lectures, Group Discussion	Viva and Presentation
LAD 320	Social Media Networking and Presentation Skills	CLO 128. Show general etiquette and mannerisms, both professional and social. CLO 129. Create presentations and able to present them in front of a large audience. CLO 130. Combat stress through meditation and relaxation technique.	Learning activities for the students: Presentations	

Contents

Unit Personal Branding: Converting hobby into passion	06 hrs
I Introduction to personal branding, the art of authenticity, Choosing the best social media network, why scheduling is important, Brand maintenance, online identity, creating relationship with the professional network to create a professional personal brand. Social networking sites: Blogging your passion Self-discipline and trust building activities, what is blogging and blogging platforms, which platform to choose, setting up a blog, types of blog and blog writing, finding the right subject matter, following skill not passion, do's and don'ts of blogging.	
Unit Etiquette	06 hrs
II Business Etiquette: Grooming, Positive impression, Communication, Social Imaging. E-Mail Etiquette: Professional Behaviour at work, Subject line, CC-BCC, professional e mail address and other basic do's and don'ts. Phone etiquette: Tone of voice, receiving and dialling, phone language, eliminating distraction, basic etiquette and do's and don'ts. Whatsapp/messaging etiquette, social etiquette, Business meeting etiquette, cubicle manners, dining etiquette, social media etiquette	
Unit Pre presentation research and prep	06 hrs
III Pre-Presentation Prep, preparing slides and Yourself, Delivering the Presentation, Practical- Individual Presentations and Extempore, do's and don'ts in presentations, using graphics, images and videos, saving presentations, giving a boost start with a case study or a story, 6 by 6 slide rule. Types of presentations, taking presentations to SlideShare and LinkedIn, importance of research.	
Unit Stress Management: Knowing the reasons, living a relaxed life, Being Emotionally Wise, Inner self integration technique, Meditation, types and importance.	06 hrs
IV	
Unit Seminar/Webinar and Industry Expert Session	06 hrs
V These will be conducted by Industry leaders as question answer session and experience sharing.	

BOOKS RECOMMENDED:

- Erik Deckers and Kyle Lacy (2010), Branding Yourself: How to Use Social Media to Invent or Reinvent Yourself.

COURSE OUTCOMES – Semester IV

Paper Code- MBB - 421

Business Ethics and Corporate Governance

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives: This course aims to enable students to

1. Understand ethical issues in business and the role of Corporate Governance practices in maintaining transparency in business transactions.
2. Understand the importance of commitment to values and ethical conduct of business.

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	CLO 131. Describe the importance of ethics and corporate governance in the day-to-day working of organizations · CLO 132. Create a framework for effective corporate governance by understanding the role and responsibility of different stakeholders. CLO 133. Explain the scope of business ethics in Compliance, finance, Human resources, marketing, and production. CLO 134. Identify the importance of ethics and corporate governance in the day-to-day working of organizations. CLO 135. Discuss the issues involved in maintaining ethics/ corporate governance and how to deal with such situations.	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation
MBB - 421	Business Ethics and Corporate Governance			

Contents:

Unit I Introduction to Business Ethics: Meaning, Nature of Ethics, Ethical Concepts and Theories, Morals and Values, Importance and need of ethics in business, Kohlberg's six stages of moral development (CMD) **10 hrs**

Values – Importance, Sources of Value Systems, Types, Values across Cultures, Difference between values and ethics.

Unit II Managerial Ethics: Categories of management morality Ethical Problems-Dilemma at Work-Sources , Resolutions, Corporate Ethical Leadership Whistle Blowing **10 hrs**

Ethical Decisions: Concept, Ethical Decision Making, Ethical Dilemmas in Organization, Social Responsibility of Business.

Unit III Ethical Issues In The Functional Area: Concept, Ethics in Marketing , Ethics in Finance, Ethics in HR and Ethics in Information Technology **12 hrs**

Environmental Ethics, Corruption And Gender Issues: Environmental Ethics, Corruption, Gender Ethics, Sexual Harassment and Discrimination.

Unit IV Corporate Governance: Meaning of Corporate Governance, Difference between Governance and Management, Purpose of Good Governance, Potential Consequence of poor CG, Governance risk and Financial Stability- The balancing of conflicting objectives. **14 hrs**

Indian and Global Scenario: Sarbanes Oxley Act of 2002, Overview of Anglo-American, Japanese, German, models of CG Reports and recommendations of Narayan Murthy and Ganguly Committees

Unit V Strengthening Corporate Governance: Role and composition of the board, remuneration of directors and senior executives, Rights and responsibilities of shareholders, Ownership of independent directors **14 hrs**

Corporate Social Responsibility (CSR): Introduction to CSR, Advantages and Scope, Indian Scenario, CG and CSR, Corporate governance rating

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:

- S K Mandal (2011), Ethics in Business and Corporate Governance, Tata McGraw Hill Publishing Co. Ltd., New Delhi.
- A.C. Fernando (2009), Business Ethics: An Indian Perspective, Pearson Education India.
- David J.Fritzsch(2004), Business Ethics; a Global and Managerial Perspective, McGraw-Hill Irwin, Singapore
- Riya Rupani (2015), Business Ethics and Corporate Governance, Himalaya Publishing
- Murthy C.S.V(2009), Business Ethics, Himalaya Publishing.
- Daniel Albuquerque(2010), Business Ethics: Principles and practice, Oxford Uni. Press

(Latest editions of the above books are to be referred)

COURSE OUTCOMES – Semester IV

Paper Code- MBB 422

Big Data and Data Analytics

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 6

Total Hrs: 90

Course Objectives: This course enables the students to:

1. Understand Big Data, type of data and applications of Big Data in business.
2. Learn to work on Big Data tools

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	CLO 136. Describe concepts of Big Data and applications and tools in business domain. CLO 137. Explain Big data tools with their platform and their utility in business analytics. CLO 138. Examine and apply tool/s on big data of business domain. CLO 139. Analyze Big Data using tool/s. CLO 140. Interpret and communicate results of tool/s.	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation
MBB 422	Big Data and Data Analytics			

Unit I	<p>Understanding Big Data</p> <p>Digital data and its classification, characteristics of data, evolution and definition of big data. Challenges with big data, why big data, Traditional Business intelligence versus Big Data</p> <p>Big Data Analytics</p> <p>What is Big data analytics, why sudden hype around big data analytics, classification of analytics, top challenges facing big data, terminologies used in big data environment, Top analytics tools</p>	18 hrs
Unit II	<p>Big Data Technology Landscape</p> <p>Apache Hadoop, Why Hadoop, Comparison with other systems: RDBMS, Grid computing, Hadoop overview, HDFS and its ecosystems, Hadoop architecture and 2.x core components. Managing Resources and applications with Hadoop YARN (Yet Another Resource Negotiator), Understanding MapReduce Programming, Running sample MapReduce program, Executing MapReduce Applications -Word count, Tera Sort, Radix Sort.</p> <p>Introduction to Hadoop Ecosystem, Pig, Hive, Sqoop, HBase.</p>	18 hrs
Unit III	<p>Pig: Introduction to PIG, Execution Modes of Pig, Comparison of Pig with Databases, Pig on Hadoop</p> <p>Hive: Hive Shell, Architecture, data types, Comparison with Traditional Databases, HiveQL, Tables, User Defined Functions.</p>	18 hrs
Unit IV	<p>NoSQL: Use of NoSQL, Types of NoSQL, Advantages of NoSQL. Use of No SQL in Industry, NoSQL Vendors, SQL versus NoSQL, NewSQL</p> <p>Hbase: Hbase basics, Concepts, Clients, Example, Hbase Versus RDBMS.</p>	18 hrs
Unit V	<p>Machine Learning using python ,Python installation (Window and Ubuntu), Execution modes of Python ,Executing Python programs on hadoop, Python Libraries and Tools - Pandas for data analysis, Matplotlib for data visualization, Numpy for matrix processing, SciPy for image manipulation. Applications of Machine Learning, Implementation of machine learning in Hadoop environment</p>	18 hrs

Contents:

***Case studies related to entire topics are to be taught**

BOOKS RECOMMENDED:

- Seema Acharya, Subhasini Chellappan, "Big Data Analytics" Wiley 2015.
- Michael Minelli, Michelle Chambers, and AmbigaDhiraj, "Big Data, Big Analytics: Emerging Business Intelligence and Analytic Trends for Today's Businesses", Wiley, 2013.
- P. J. Sadalage and M. Fowler, "NoSQL Distilled: A Brief Guide to the Emerging World of Polyglot Persistence", Addison-Wesley Professional, 2012.
- Tom White, "Hadoop: The Definitive Guide", Third Edition, O'Reilley, 2012.
- Eric Sammer, "Hadoop Operations", O'Reilley, 2012.
- E. Capriolo, D. Wampler, and J. Rutherglen, "Programming Hive", O'Reilley, 2012.
- Lars George, "HBase: The Definitive Guide", O'Reilley, 2011.
- Müller, A. C., & Guido, S. (2016). *Introduction to machine learning with Python: a guide for data scientists*. " O'Reilly Media, Inc."

COURSE OUTCOMES – Semester IV
Paper Code- MBB 423
Financial Analytics

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 6

Total Hrs: 90

Course Objectives: The course aims to

1. Provide a basic understanding and application of analytics in the field of Finance using R language.
2. Enable students to apply analytics in different domains of Finance

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title	<p>CLO 141. Read financial documents and compute basic financial statistics using R.</p> <p>CLO 142. Discuss the concept of financial securities and able to import data sets and various visualization techniques.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation
MBB 423	Financial Analytics	<p>CLO 143. Recognize and relate the concept of Risk Diversification and management through different portfolio models.</p> <p>CLO 144. Apply the simulating trading strategies.</p> <p>CLO 145. Comprehend and apply the Option pricing models and understand the concept of implied volatility.</p>	<p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	

Contents:

- Unit I Introduction:** Meaning-Importance of Financial Analytics, Documents used in Financial Analytics: Balance Sheet, Income Statement, Cash flow statement, Elements of Financial Health: Liquidity, Leverage, Profitability. **18 hrs**
- Financial Statistics:** Concept and mathematical expectation, Probability, Mean, SD and Variance, Skewness and Kurtosis, Covariance and correlation, Financial Returns, Capital Asset Pricing model.
- Unit II Financial Securities:** Bond Investments, Stock Investments, Securities Data Sets and visualization, Securities data set importing and cleansing, Plotting multiple series, adjusting for stock splits & Mergers, generating prices from log returns. **18 hrs**
- Application of Sharpe Ratio using R**
- Unit III Markowitz means - variance optimization:** Optimal Portfolio of two risky assets, Data mining with Portfolio optimization. **18 hrs**
- Gauging the market Sentiment:** Markov Regime Switching model, Reading the market data, Bayesian reasoning, Beta distribution, Prior and posterior distributions, Momentum graphs
- Unit IV Simulating Trading Strategies:** Foreign exchange markets, Chart analytics, Initialization and finalization - Bayesian Reasoning within Positions, Entries, Exits, Profitability, Short term volatility, The State Machine **18 hrs**
- Unit V Binomial Model for Options:** Applying computational finance, Risk Neutral Pricing and No Arbitrage, High Risk Free Rate Environment, Put Call Parity, From Binomial to Log-normal. **18 hrs**
- Black - Scholes model and option - Implied volatility:** Black - Scholes model: Concept and applications, Derivation - Algorithm for Implied volatility.

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:

- Mark J. Bennett, Dirk L. Hugen, Financial Analytics with R, Cambridge University Press
- Vikas Raj, Business Analytics and Financial Planning, TV18 Broadcast Ltd

COURSE OUTCOMES – Semester IV

Paper Code- MBB 424

Business Problem Solving, Tableau and story telling

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 6

Total Hrs: 90

Course Objective: This course aim to enable student to

1. Understand concept of data visualization in analysis
2. Design a story from dataset using software tool

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title	<p>CLO 146. Explain data visualization concepts and purpose of business intelligence in analysis</p> <p>CLO 147. Create static charts, interactive Dashboards and data stories , Analyze datasets visually using Tableau</p> <p>CLO 148. Detect and frame the stories within datasets and extract insights from that data.</p> <p>CLO 149. Apply data visualization best practices to their work, including choosing the right chart type for the situation</p> <p>CLO 150. Act as a data-driven visual storyteller for optimal presentation of trends, patterns and insights and effectively communicate insights</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, Tableau exercises ,presentations</p>	Class test, Semester end examinations , Quiz, Practical Assignments, Presentation
MBB 424	Business Problem Solving, Tableau and story telling			

Contents

Unit I	Introduction to Data and Business Intelligence	18 hrs
	Why we visualize data, how to ask questions of data, communication and S.M.A.R.T., known your stakeholders, Listening to stakeholders during elicitation, Business Intelligence(BI) – Introduction, Significance & Tools, Analysis and type of analysis: descriptive, diagnostic, predictive and prescriptive. Structure pyramid analysis plan (SPAP), what makes a good, rich dataset for analysis and visualization, how to find datasets on Open Data portals.	
Unit II	Tableau and Basic Data Analysis in Tableau	18 hrs
	Introduction to Tableau, Evaluation of Tableau, Tableau Architecture and Installation of Tableau. Data analysis and data communication with Tableau. Tableau public and desktop. Knowing Your Data, importing data, the “Data Visualization Process”, table view, Dashboard, Tableau Basics: Dimensions, Measures, Tableau Workspace, cards and shelves, marks card, formatting how to analyze structured data using Tableau, exporting data.	
Unit III	Creating Static Charts in Tableau	18 hrs
	How to create simple static charts in Tableau , selecting appropriate chart, bar charts, line charts, bubble charts, scatter charts ,tree maps, stacked bar charts, bulleted charts and histogram Visualizing locations and time ,How to save and publish your data in Tableau ,How to export charts from Tableau for use in PowerPoint and Word, reshape data using Tableau. Preparing elevator pitch.	
Unit IV	Creating Dynamic Charts in Tableau :	18 hrs
	“Measure Names” and “Measure Values” in Tableau, Measures :sum, average, median, minimum ,maximum, standard deviation and variance, removing outliers, Filters and groups, data hierarchies, trend lines, box plot and regression. Calculations in Tableau, blending and aggregation level calculations, enabling flexibility in KPI. Creating Maps: point maps, shape maps and customize boundary maps.	
Unit V	Story Telling using Tableau: Exploratory vs. explanatory, who, what and how, big idea and storyboarding, storyboarding hourglass, cluttering, gestalt principles of visual perception, and lack of visual order, Magic of story, constructing the story, narrative structure, tactics to ensure the clarity in story, story creation using tableau, story points and tools for data story, stress-testing the story.	18 hrs

BOOKS RECOMMENDED:

- Cole Nussbaumer Knaflic, "**Storytelling with Data: A Data Visualization Guide for Business Professionals**", Wiley,2015.
- Daniel G. Murray ,"**Tableau Your Data!: Fast and Easy Visual Analysis with Tableau Software**", Wiley,2016.
- Nathan Yau," **Data Points**", Wiley,2013.
- Lindy Ryan,"**Visual Data Storytelling with Tableau** ", **Pearson Addison-Wesley Data & Analytics,2018.**
- Jose Berengueres , Ali Fenwick and Marybeth Sandell ,"Introduction to Data Visualization & Storytelling: A Guide For The Data Scientist " , Stokes-Hamilton (29 July 2019)

COURSE OUTCOMES – Semester IV
Paper Code- MBB 425

HR Analytics

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 6

Total Hrs: 90

Course Objectives: The objective of this course is to

1. Develop data driven skills in students. The course will
2. Enable students to apply analytical tools in understanding the employee behavior.

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	<p>CLO 151. Describe the role of analytics in human resource management.</p> <p>CLO 152. Explain HR metrics and types of analytics in HR.</p> <p>CLO 153. Analyze the HR effectiveness and its impact on employee life cycle & experience using analytics</p> <p>CLO 154. Communicate data driven insights of HR analytics.</p> <p>CLO 155. Implement predictive models and dashboards in HR</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation
MBB 425	HR Analytics			

Contents:

Unit I	Introduction to HR Analytics: Evolution of HR analytics, challenges with HR Analytics, strategic focus on HR Analytics; Common pitfalls of HR Analytics; HR analytics process and skill-set needed in HR analytics team, LAMP framework.	18 hrs
Unit II	Approaches to Data Analytics: Current approaches to measuring HR; Strategic HR metrics versus Bench marking; HR scorecards & workforce scorecards; Types of analytics in HR- descriptive, predictive and prescriptive; HR analytics framework.	18 hrs
Unit III	Dynamics of HR Metric: People analytics cycle, employee lifecycles and employee experiences, performance- and succession management; Agile framework; HR value chain; Metrics to measure HR effectiveness; Factors driving employee turnover, link between engagement and performance; Competitive edge and HR analytics.	18 hrs
Unit IV	Data Mining Techniques: Data analysis, data visualization techniques and effective utilization using tools; Common pitfalls associated with data visualization; Driving insights out of HR analytics.	18 hrs
Unit V	Decision Making Based on Analytics: Data driven culture in an organization; Implementation of predictive modelling; Importance of predictability in fulfilling strategic objectives; Effective HR dashboards.	18 hrs

***Case studies related to entire topics are to be taught. Hands on Training on the application of analytics in the areas of recruitment, performance management, compensation management, competency building; learning and development; employee motivation / satisfaction; employee attrition/ separation.**

BOOKS RECOMMENDED:

- Edwards, M. & Kirsten Edwards, K. (2016). Predictive HR Analytics: Mastering the HR Metric. Kogan Page.
- Isson, J.P. Harriott& J.S. (2016). People Analytics in the Era of Big Data: Changing the Way You Attract, Acquire, Develop, and Retain Talent. John Wiley & Sons.
- James, E.R. (2017). Business Analytics. UK: Pearson Education Limited
- Van, Wieren S. (2017). Quantifiably Better: Delivering Human Resource (HR) Analytics from Start to Finish. Technics Publications LLC

COURSE OUTCOMES – Semester IV

Paper Code- MBB 426

Time Series Models and Business Forecasting

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 6

Total Hrs: 90

Course Objective: - The course has been designed to make the students

1. Understand the relevant aspects of time series modelling in business.
2. Learn to build a good foundation for carrying out the practical projects related to time series analysis.

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	CLO 156. Describe of basic concepts in time series analysis in business data. CLO 157. Explain ARIMA modeling of stationary and non-stationary time series. CLO 158. Identify frequently used volatility models and understanding of problems arising when analyzing unit root processes. CLO 159. Apply analytics on real world time series and forecast problems. CLO 160. Critically review and evaluate time series models and choose the best modelling approach.	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation
MBB 426	Time Series Models and Business Forecasting			

Contents:

Unit I	Basic concepts in time series analysis: stationarity, autocovariance, autocorrelation, partial autocorrelation, Exploring Time series data patterns, Types of forecasting Techniques and choosing the appropriate method of forecasting	18 hrs
Unit II	ARIMA modelling: Autoregressive models, moving average models, smoothing Techniques, duality, model properties, parameter estimates, forecasts, Applications in Management	18 hrs
Unit III	Volatility models: ARCH and GARCH modelling, testing strategy for heteroscedastic models, volatility forecasts, Forecasting errors, choosing the best method	18hrs
Unit IV	Integrated processes: Difference stationarity, testing for unit roots, spurious correlation and Managing the forecasting process.	18hrs
Unit V	Multivariate time series: Time series regression, VAR models, cointegration, forecasting properties	18hrs

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:

- Mark J. Bennett, Dirk L. Hugen, Financial Analytics with R, Cambridge University Press
- John E Hanke, Dean W. Wichern, Business Forecasting, PHI Publications

COURSE OUTCOMES – Semester IV

Paper Code- MBB 427

Dissertation & Viva Voce

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objective: The main objective of this paper is to

1. Culminate the academic experiences of the students in the form of a systematic research.
2. Enhance the research and professional proficiency of the students in analytics..

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	CLO 161. Develop responses on the basis of the evaluation and undertake analysis.	Approach in teaching: Regular contact with Supervisor	Viva, Presentation
MBB 427	Dissertation & Viva Voce	CLO 162. Apply knowledge and understanding in relation to the chosen topic of research CLO 163. Communicate in written form by integrating, analysing and applying key texts and practices.	Learning activities for the students: Presentations, Review of Literature, SPSS/Analytical software practice in Lab	

Course Guidelines and Contents: The Dissertation work enables participants to develop knowledge and understanding of a specialist area within the broad field of Human Resource Management. Each student will carry forward the research work on the synopsis prepared in semester III and complete the dissertation work under the supervision of a dissertation guide.

Students are required to meet their supervisors for guidance and devote 4 hours per week other than Lab sessions provided to them on regular basis.

After the data collection process is over, 30 hours Lab sessions will be available to the students for completion of their report under the supervision of a faculty to complete the following-

Unit I	Data Compilation- Compiling data in excel, importing to SPSS, Data Cleaning and summarizing	15 hrs
	Data Analysis using SPSS	
Unit II	Report Writing- Preparation of Rough Draft and Final Draft	15 hrs

BOOKS RECOMMENDED:

- Peg Boyle, Demystifying Dissertation Writing, Stylus Publishing, LLC, 2009
- Carol M. Roberts, The Dissertation Journey: A Practical and Comprehensive Guide to Planning, writing and defending your dissertation, Sage Publications

COURSE OUTCOMES – Semester IV

Paper Code- LAD 420

Team Building and Stress Management

Credits: 2

Maximum marks: 100

Contact Hrs/Week: 2

Total Hrs: 30

Course Objectives: This course aims at helping students to

1. Work towards public speaking and mock interviews
2. Prepare towards getting a job.

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	CLO 164. Build team. CLO 165. Show skills of public speaking. CLO 166. Discuss GD-PI techniques. CLO 167. Identify and apply Stress Management techniques.	Approach in teaching: Interactive Lectures, Group Discussion Learning activities for the students: Presentations	Viva and Presentation
LAD 420	Team Building and Stress Management			

Contents:

Unit Team Building	6 hrs
I Activities, team building games, team processes. Laws of teamwork Case study approach to team work, The law of the significance, the law of the big picture, the law of the niche. Work ethics Work ethic. Relationship management, receiving and giving positive and negative feedback, body language.	
Unit Public speaking: Overcoming fears	6 hrs
II Public Speaking Games, Personality Development Games, Extempore, Debate, Group Discussion, one-minute speech, storytelling, story creation, selling items, JAM sessions.	
Unit Mock GD Sessions	6 hrs
III Internal and external GD sessions and competitions to boost confidence and prepare content.	
Unit Mock PI Sessions	6 hrs
IV Internal and external PI sessions and competitions to boost confidence and prepare content.	
Unit Seminar/Webinar and Industry expert session	6 hrs
V These will be conducted by industry leaders as question answer session and experience sharing.	

BOOKS RECOMMENDED:

- Tonya Reiman (2007), The Power of Body Language: How to Succeed in Every Business and Social Encounter.
- John Adair (2007), Develop Your Leadership Skills
- Dale Carnegie, how to stop worrying and start living
- Kelly McGonigal (2015), The Upside of Stress: Why Stress Is Good for You, and How to Get Good at It.

Department of Management

Programme- MBA- Finance

OUTCOMES - Academic Year- 2020-21

PROGRAMME OUTCOMES

PO1	To understand economic, legal, and social environment of Indian business and gain domain knowledge related to various functional areas of Management.
PO2	To develop skills for Critical thinking, Business Analysis, Problem Solving and finding innovative solutions.
PO3	To demonstrate a global outlook with the ability to identify aspects of the global business and Cross-Cultural Understanding.
PO4	To develop responsiveness to contextual social issues / problems and exploring solutions, understanding business ethics, and resolving ethical dilemmas.
PO5	To develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on).
PO6	To learn to collaborate and demonstrate Leadership skills.

Programme Specific Outcomes

PSO 1	To impart knowledge of functional areas of Management and its application in current Business environment to develop and broaden their management and leadership skills.
PSO 2	To develop capabilities in students to select and apply appropriate tools for solving complex managerial problems.
PSO 3	To harness entrepreneurial approach and skill sets
PSO 4	To develop analytical and critical thinking abilities for data-based decision making

PSO 5	To develop ability to understand and analyze global, economic, legal, social and ethical aspects of business.
PSO 6	To familiarize with recent trends in all domains of Management and develop research acumen.
PSO 7	To develop ability to communicate effectively and function efficiently on multidisciplinary teams.
PSO 8	To produce industry ready graduates having highest regard for Social Responsibility, Teamwork and Continuous Learning
PSO 9	Help the students to explore practical applications of financial concepts and also help them to analyze and synthesize information across disciplines in order to evaluate business opportunities to make sound financial decisions
PSO 10	Develop effective financial management techniques for cross- cultural business.
PSO 11	Use critical and analytical thinking to identify viable options that can create short- term and long term value for organizations and stakeholders.
PSO 12	Empowers the students to demonstrate to innovate and execute the financial skills in most challenging circumstances
PSO13	To understand the pricing, financing and risk diversification strategies of companies.

LAD 120	CO43							✓						
	CO44							✓						
	CO45	✓												
MFM 221	CO46	✓												
	CO47								✓					
	CO48	✓												
	CO49	✓						✓						
	CO50	✓	✓											
MFM 222	CO51	✓												
	CO52	✓												
	CO53		✓											
	CO54							✓						
	CO55						✓							
MFM 223	CO56	✓												
	CO57						✓	✓						
	CO58	✓												
	CO59	✓					✓							
	CO60	✓		✓		✓								
MFM 224	CO61	✓												
	CO62					✓								
	CO63					✓								
	CO64					✓								
	CO65					✓								
MFM 225	CO66	✓	✓											
	CO67	✓	✓											
	CO68	✓	✓											
	CO69													
	CO70	✓												
MFM 226	CO71									✓			✓	
	CO72									✓				✓
	CO73											✓		✓
	CO74									✓		✓		
	CO75									✓		✓		✓
MFM 227	CO76													✓
	CO77		✓			✓								
	CO78				✓									✓
	CO79									✓				
	CO80											✓		
MFM 228	CO81						✓							
	CO82		✓					✓						
	CO83							✓						
	CO84					✓								

Department of Management
Program: MBA- Finance (2020-21)

COURSE OUTCOMES – Semester I

PAPER CODE- MFM 121
Fundamentals of Management
Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. Paper has been designed such that it acquaints the students with the basic management concepts and organizational processes in the organization

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MFM 121	Fundamentals of Management	CO 1. Understand the Functions and Principles of Management CO 2. Understand process and principles of Planning and Organizing.. CO 3. Understand theories of Motivation and Leadership. CO 4. Understand steps and techniques of controlling. CO 5. Apply the concepts of decision making in a business situation.	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

Contents:

Unit I	Management -Concepts, Functions, Significance of management, Management and administration, Levels of management. Principles of management-Henry Fayol and F.Waylor,Approaches/schools of management thought – Classical , Neo-Classical and Modern.	12 Hrs
Unit II	Planning -Concept, Nature, Processes, Types, Significance of planning, Planning process, Management by Objectives Organization -Concept, Importance, Process of organizing, Principles of Organization, Types-Formal and Informal. Organization Structure-Types of Organization Structure-line, line and staff, functional, project, matrix and committee. Delegation and Decentralization of Authority(conceptual knowledge only)	12 Hrs
Unit III	Decision Making -Meaning, Significance, Types of decisions, Process of decision-making, Techniques of decision-making, Controlling -Concepts, Features, Steps of controlling, Importance, Techniques-Traditional and Modern (Elementary knowledge only)	12 Hrs
Unit IV	Motivation -Meaning, Types of motivation, Importance, Theories of motivation- Maslow's need-hierarchy theory, McGregor's theory X and theory Y,Herzberg motivation-hygiene model, Victor-vroom expectancy model. William Ouchi's motivation theory,	12 Hrs
Unit V	Leadership -Definition, Importance, Difference between leadership and management, Functions of a leader, Styles of Leadership-autocratic, participative and free-rein, Theories of leadership-trait theory, behavioural theory- likert's system of management, Blake and Mouton's Managerial Grid, and Tannenbaum and Schimidt's Continuum of leadership style and situational theory- Fiedler's Contingency Model	12 Hrs

Books Recommended

- Chhabra T.N "Principles and Practice of Management" DhanpatRai& Co. PvtLtd,New Delhi.
- Nolakha, R.L "Principles of Management" .RBD Publishers, Jaipur.2007
- Sudha G S., "Management", RBSA Publishers, Jaipur.2007
- Koontz, Herold and Wehrich, Heinz. "Management", McGraw Hill, New York.5th edition.
- Stoner, James A.F. and Freeman, R.Edward, "Management".,New Delhi. 6th edition
- Mathew, M.J "Business Management" Sheel Sons Publishers,Jaipur. 1st edition
- Raven, P.H., Hassenzahl, D.M. & Berg, L.R. 2012. Environment. 8th edition. John Wiley & Sons.
- Rosencranz, A., Divan, S., & Noble, M. L. 2001. Environmental law and policy in India. Tripathi 1992.
- Sengupta, R. 2003. Ecology and economics: An approach to sustainable development. OUP.
- Singh, J.S., Singh, S.P. and Gupta, S.R. 2014. Ecology, Environmental Science and Conservation. S. Chand Publishing, New Delhi.
- Sodhi, N.S., Gibson, L. & Raven, P.H. (eds). 2013. Conservation Biology: Voices from the Tropics. John Wiley & Sons.
- Thapar, V. 1998. Land of the Tiger: A Natural History of the Indian Subcontinent.

PAPER CODE- MFM 122

Managerial Economics

Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

1. The Objective of this course is to acquaint the participants with concepts and techniques used in Micro-Economic Theory and to enable them to apply this knowledge in business decision-making using both micro and macroeconomic principles. Emphasis is given to changes in the nature of business firms in the context of globalization

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MFM 122	Managerial Economics	CO 6. Describe the nature and scope of managerial economics, concept of utility & consumer's equilibrium from the perspective of organization. CO 7. Understand how changes in demand and supply affects the Business CO 8. Identify relationships between production output & costs and understand the relationship between revenue and costs. CO 9. Identify key characteristics and consequences of different forms of markets. CO 10. Apply the knowledge of Macroeconomic concepts in the business situations.	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

Contents:

Unit I Managerial Economics: Meaning, Nature and Scope of managerial economics.

12 Hrs

Constraints and Opportunity costs, Production Possibility Curve,

Consumer Behaviour: Utility and indifference curve approaches-meaning, law of diminishing, marginal rate of substitution, properties of indifference curve, price line, consumer's equilibrium-conditions of consumer equilibrium, income substitution and price effect.

Unit II	Demand analysis: Demand and law of demand, Normal Goods, Substitute Goods, Veblen Effect, Bandwagon effect, Network Externality, Snob Effect, determinants of demand on demand function, change in demand, elasticity of demand-degrees, Measurement of price elasticity of demand-total expenditure method, proportionate method, point elasticity method. Demand forecasting- Meaning and techniques of demand forecasting, Law of supply (Conceptual)	12 Hrs
Unit III	Cost and Output Analysis: Cost Concepts and Cost Output Relationship Concepts of Revenue, Theory of Firm	12 Hrs
Unit IV	Production Function: Short Run and Long Run Markets: Meaning, characteristics, types of markets-perfect and imperfect markets, Price and output determination in perfect competition, monopoly and monopolistic market.	12 Hrs
Unit V	Macro Economic factors affecting Business- Business cycles, Inflation, National Income, Political stability, Financial markets-Stock Market, Currency Market and Commodity Markets	12 Hrs

Books Recommended:

- Satya P Das, Micro Economics for Business, Sage Publications Pvt. Ltd.
- Perloff & Brander, Managerial Economics and Strategy, Pearson Education
- Mathur, Yadav, Vyas, Business Economics, RBSA, Jaipur
- Jain, Khanna & Tiwari, " Business Economics", V K India enterprises, New Delhi.
- Adhikary, M. *Business Economics.*, New Delhi, Excel Books, 2000.
- Keat, Paul G & Philips K. Y. Young, *Managerial Economics*, Prentice Hall, New Jersey, 1996.

PAPER CODE- MFM 123

Information Technology for Management

Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objective

1. This paper has been designed to introduce students to the applications of computers to manage different data management operations in an organizations. It provides them an opportunity to study the data management for various managerial operations and handling data in corporate environment.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MFM 123	Information Technology for Management	CO 11. Work on spreadsheets and employ basic functions to handle data. CO 12. Work on advanced inbuilt functions available in spreadsheet software for data analysis CO 13. Work on managerial and financial functions, create charts, perform statistical analysis through spreadsheet software CO 14. Work on database management software to manage data for effective information management CO 15. Understand current trends of e-commerce operations and online financial transactions	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

Contents:

Unit I Information Management: – Introduction, Classification of Information **12 Hrs**

Spread Sheet: Introduction, operations on spreadsheet and workbooks, Filling series, sort, and Formatting worksheet. **Basic Spread Sheet Functions:** cell referencing (Relative, Absolute, Mixed). Inbuilt function (SUM, AVERAGE, COUNT, MAX, MIN, COUNTIF, CEILING, FLOOR, TRUNC, ABS, , INT, LOG, MOD, POWER, ROUND, EXP, IF, AND, OR), Date & Time functions (NOW, DATE, TIME, DAY, MONTH, YEAR, HOUR, MINUTE, SECOND) Protecting worksheets ,**Charts in Excel:** types, create chart from adjacent data/ nonadjacent data, data series, editing and formatting ,printing chart

Unit II Sensitivity Analysis using Spread Sheet : Filter, Advance Filter, Goal Seek, Solver, Scenario Manager, Consolidate, Subtotal, V lookup, H Lookup, pivot table, pivot chart, Freeze Panes. **Advance Spread Sheet Functions & tools:** Logical Function, Date and time function, **12 Hrs**

Unit III Financial function: FV, PMT, IPMT, NPER, NPV, PV, RATE, OLE (object linking and embedding). **12 Hrs**

Database Management System: Introduction, Types of Database, System Decomposition, **MS Access** : database structure, Data types, Creating Tables, table fields, Primary keys and field validation and record validation rules

Unit IV Multiple tables, relationships, Sort & Filter in table, select data with queries: **12 Hrs**
Creating query by design & by wizard, Creating basic forms & Reports.

Unit V E –Commerce & Recent Trends in IT- Introduction to E-commerce, **12 Hrs**
E business model as B2B, B2C, C2C, C2B, G2C. Recent Trends in IT:-
Wireless Access Technologies, Types of payments (Credit Card, debit card, online payments, e wallet, upi app based payments etc.)
Bluetooth, wifi, RFID.

Books Recommended:

- Martin, Hansen, Klingher & Beth, "Mastering Excel 2000", BPB Publications, 2013.
- Wayne L.Winston, "Excel Data Analysis and Business Modeling", 2010
- John Walkenbach, "Excel 2016 Bible", Wiley
- Chandan Sengupta, "Financial Analysis and Modeling using Excel and VBA", Wiley
- Michael Alexander, Richard Kusleika, "MS Access 2013 Bible", Wiley
- David Whiteley, "E-Commerce", Tata McGraw Hill

PAPER CODE- MFM 124
Research for Management
Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objective :

1. To enable the students to identify problems for managerial decision making, Design a research, collect data, analyze and write a report.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			

MFM 124	Research for Management	<p>CO 16. Understand the various types of research and research design.</p> <p>CO 17. Understand the steps of a research process and apply them to conduct a research study.</p> <p>CO 18. Design a questionnaire and use it for data collection</p> <p>CO 19. Analyze the collected data using various descriptive and statistical tools and techniques.</p> <p>CO 20. Write a research report.</p>	<p>Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students: Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation
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Contents:

Unit I	Research: Definition, characteristics, Approaches-Deduction, Induction, Types of Research, Research Process.	12 Hrs
	Research Design: Meaning, Features of a good research design. Types of Research Design-Exploratory, Descriptive and Experimental studies	
Unit II	Measurement scales -Types of scales- Nominal, Ordinal, Interval and Ratio scales, Scaling Techniques: Comparative and Non-comparative scaling	12 Hrs
	Data Collection: Primary and Secondary Data-Methods of collecting data	
Unit III	Questionnaire design -Objectives, hierarchy of Questions, Process, Lay out, Pilot testing	12 Hrs
	Sampling design -Meaning of sample and population, Sampling techniques, sample size calculation	
	Preliminary data analysis - Descriptive statistics- Measures of central tendency(Mean, Mode, Median), Measures of Dispersion(Variance, Standard Deviation, Range)	
Unit IV	Hypothesis testing - process, student's T test, Z test, Chi Square test, Kolmogorov Smirnov test	12 Hrs
	Correlation and Regression - Meaning, difference, Assumptions of regression, Regression equation-interpretation and its application	
Unit V	Analysis of Variance (ANOVA) - One-way and two-way classification.	12 Hrs
	Report Writing: Importance, Process, qualities of a Research report, Report layout	

Books Recommended:

- Levin & Rubin, Statistics for Management, Pearson.

- H K Dangi, Shruti Dewen, Business Research Methods, Cengage Learning
- Naresh Malhotra, Marketing Research, Pearson Education.
- C.R.Kothari, Research Methodology, New Age Publication.
- G C Beri, Marketing Research, Tata McGraw Hill.
- Cooper & Schindler, Marketing Research, Tata McGraw Hill.
- Anderson, Statistics for Business and Economics, Sweeney and Williams
- William G Zikmund, Business Research Methods, Cengage learning

PAPER CODE- MFM 125

Accounting for Managers

Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

1. The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting so as to equip the student for basic managerial functions related to accounting.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MFM 125	Accounting for Managers	CO 21. Understand basic Accounting concepts and principles. CO 22. Write journal entries, make Trial Balance and prepare Final Accounts of a Company. CO 23. Understand various tools and techniques of financial analysis used for decision making. CO 24. Understand basic Cost Concepts and use techniques of CVP analysis for decision making.	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

		CO 25. Become aware about various contemporary issues/concepts in Accounting		
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Contents

Unit I	Introduction	Accounting-Meaning and definition, Nature, Need, objectives, Importance, Limitations, Users of accounting information, Branches of accounting, Accounting as an information system, Generally accepted accounting principles (GAAP)	12 Hrs
	Basics of Financial Accounting	Accounting equation, Systems of Book Keeping, Types of accounts and their Rules, Basics of Journal and ledger	
Unit II	Final Accounts	Trial Balance-meaning, preparation, errors; Final accounts-contents and their preparation with adjustments	12 Hrs
Unit III	Financial Analysis	Meaning, objectives and types of financial analysis, Tools or techniques of financial analysis-Ratio analysis(meaning, objectives, limitations, classification, preparation of financial statements from ratios),Comparative and common size financial statements, Fund Flow analysis and Cash Flow analysis-Meaning, difference and contents	12 Hrs
Unit IV	Cost concepts	Meaning, Objectives, Importance, Methods, Techniques and systems of costing; Basic Cost Concepts-Elements of cost, classification of costs; Cost sheet; Cost-Volume-Profit Analysis -Meaning, Assumptions, Significance, Break even analysis, Contribution and Marginal cost equation, Profit-Volume ratio, Margin of safety, key factor; Effect of change in the profit factors,	12 Hrs
Unit V:	Budgets-Functional budgets, Master Budget, Fixed and Flexible budgets	Convergence to International financial reporting standards (IFRS); Inflation Accounting, Green Accounting, Carbon Credit Accounting, Human Resources Accounting; Value Based Management; Cost reduction systems-kaizen costing system, Activity Based Costing, Life cycle costing; Zero Base Budgeting (ZBB), Performance Budgeting, Social Accounting.	12 Hrs
	Contemporary issues/concepts in accounting		

Books Recommended-

- Maheshwari, Maheshwari, A text book of accounting for Management, Sultan Chand & Sons.
- M. Y Khan, P.K. Jain, Management Accounting : Text problem and Cases. Tata McGraw Hill.
- IM Pandey, Management accounting, Vikas Publishing House.

- M.N. Arora, Cost Accounting Principles & Practices, Eight edition, Vikas Publishing house.
- Horngren, Management Accounting, Pearson Education.
- Anthony Robert, Management Accounting Principles, R D. Irwin.
- Agarwal M R, Management Accounting-I, Garima Publications

PAPER CODE- MFM 126

Management of Financial Institutions

Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

1. The paper has been designed to enable students to acquire knowledge of all the aspects of financial institutions in India. The objective is to instil in students an understanding of working of financial institutions and risk exposure.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MFM 126	Management of Financial Institutions	<p>CO26: To develop an understanding of management of financial institutions in the backdrop of global financial system and international bank management practices.</p> <p>CO 27: Understanding the growth of Banking System in India.</p> <p>CO 28: Understanding the functions and process of Asset – Liability Management.</p> <p>CO 29 : Identify the characteristics of Commercial Bank Loans in India.</p> <p>CO 30: To understand the profile of Term Lending Institutions in India.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures using whiteboards, Discussion, Tutorials, Reading assignments, Demonstration, Team teaching, Quiz.</p> <p>Learning activities for the students:</p> <p>Self learning assignments, Effective questions, Solving problems of unsolved questions, Problem based learning-cases, Group learning teamwork.</p>	<p>Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects</p>

Contents

Unit I Financial Institutions in India:

Genesis of Financial Institutions in India. Strength and challenges.

Business of banking:

12 Hrs

Definition of banking, Regulation of Banks- RBI as Central Bank, Government as a regulator of Banks,. Public Sector Bank & co-operative banks, Disinvestment in Public Sector banks

Unit II Management of deposits: A Marketing Approach-Concept of Bank Marketing. Formulating Marketing Strategies for a Commercial Bank. Marketing Strategic Decisions. Implementing Marketing Strategy. **12 Hrs**

Unit III Management of Loans in Commercial Banks: Characteristics of commercial Banks Loans in India. Formulating Loan Policy in a commercial Bank. Contents of Bank Loan policy. Organizing of Bank Lending **12 Hrs**

Unit IV Asset –Liability Management in commercial Banks: **12 Hrs**
Concept, Objectives, Functions and Process of ALM. Management of Risk, Utility of ALM for Commercial Banks

Unit V Management of Non-Performing assets in commercial Banks: **12 Hrs**
NPAs in Indian Commercial Banks. Impact of Priority Sector Advances on NPAs. Factors for the NPAs in Commercial Banks. Steps taken by RBI for containing NPAs

Books Recommended:

- P.N. Varshney, Banking law and Practice, Sultan chand and Sons, Delhi
- B.S. Khubehandani, Practice and Law of Banking, MacMillian India Limited
- Jain, Khanna, Tiwari, " Banking and Public Finance" V.K India Enterprises, New Delhi.
- Principles of Banking, Macmillan (India) Limited, New Delhi
- General Banking Management, Macmillan (Indian) Limited, New Delhi
- Banking and Finance, Jain Khanna Tiwari, VK India Enterprises, New Delhi
- Banking in India, Khan Masood Ahmed, Anmol publication, New Delhi
- Principles of Banking, macmillian (India) Limited, New Delhi

PAPER CODE- MFM 127

Security Analysis

Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objective:

1. The objective of this subject is to acquaint the students with the basic knowledge of Security market

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MFM 127	Security Analysis	<p>CO 31 : To develop an understanding of the conceptual framework for security analysis.</p> <p>CO 32 : Overview of investment environment and risk return evaluation framework</p> <p>CO 33: Basic understanding of bond fundamentals and their applications in valuations.</p> <p>CO 34: Application of equity analysis tools for valuation and security selection.</p> <p>CO 35: Understanding the types of bonds, valuation of bonds.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures using whiteboards, Discussion, Tutorials, Reading assignments, Demonstration, Team teaching, Quiz.</p> <p>Learning activities for the students:</p> <p>Self learning assignments, Effective questions, Solving problems of unsolved questions, Problem based learning-cases, Group learning teamwork, Giving Tasks.</p>	<p>Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects</p>

Contents:

Unit I	Investment Scenario: Concept of Investment, Investment classification, Financial Markets, Real Investment avenues.	12 Hrs
	Risk and Return: Concept of Risk and Return, Measures of Return, Measures of Risk, Risk reduction through diversification.	
	Equity Markets and Their Structures: Markets and their functions, Liquidity capital formation, Development of securities market in India, Security market indicators, Major Stock Exchanges.	
Unit II	Sources of Financial Information, Fundamental Analysis: Framework, Concept of Intrinsic Value, Economic forecasting methods, Industry analysis, Industry life cycle, Company analysis.	12 Hrs
	Technical Analysis: Concept, Fundamental v/v Technical Analysis, The Dow theory, Charting, Price patterns.	
Unit III	Equity Valuation Models: Valuation Methods- Dividend Discount Models, Measures of relative value- Price/Earning ratio, Price/ Book value ratio, Price/ sales ratio, Economic Value added and Market value added concept.	12 Hrs
Unit IV	Bond Valuation: Bond Terminology, Types of Bonds, Value of bond, Coupon yield, Current yield, yield to maturity, Bond Price theorems, Risks associated with bonds.	12 Hrs
Unit V	Basics of securities - Listing of securities, trading procedure, De mat accounts and clearing and settlement.	12 Hrs
	An Overview of other investment options like Real Assets- Appraisal of real assets, Subjective factors affecting the value of real assets.	

Books Recommended

- Investment Analysis and Portfolio Management, Prasanna Chandra, Tata McGraw Hill, 3rd Edition, 2009.
- V.K.Bhalla, Investment Management, 7th Edition, S. Chand & Co., New Delhi, 2000.
- Gordon J. Alexander, William F. Sharpe & Jeffery V. Bailey, Fundamentals of Investments, Prentice Hall, India, 2003 edition.
- Preetam Singh, Investment Management, 9th edition, Himalaya Publishing House, New Delhi 2000.
- Prasanna Chandra, Managing Investments, Tata McGraw Hill, 2002 e

PAPER CODE- MFM 128

Seminar on Contemporary Issues

Practical

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objective:

1. Paper has been designed such that it acquaints the students with the Contemporary issues in Management. One of the main objective is to create awareness regarding current trends, issues and researches related to various aspects of International Business.

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MFM 128	Seminar on Contemporary Issues	CO 36: Acquaintance with the Contemporary issues in Financial Management CO 37: Prepare a report based on Systematic review of Literature CO 38: Learn to apply Descriptive as well as statistical tools for data analysis using SPSS	Approach in teaching: Lab class and regular interaction with supervisor Learning activities for the students: SPSS exercises, Presentations	Viva and Presentation

Contents:

Unit I	Systematic Review of Literature- Resource Discovery and Gathering of Information, how to review literature systematically	15 Hrs
	SPSS Statistics Environment- Data Editor, Importing data, SPSS Viewer, SPSS output exporting, Syntax Editor, Saving Files, Retrieving files	
	Exploring Data with Graphs- Histogram, Box Plots, Bar Charts, Scatter plots, Line Charts	
Unit II	Bias- Assumptions, Outliers, Additivity & Linearity, Normality, Homoscedasticity, Spotting bias and Reducing Bias,	15 Hrs
	Descriptive Analysis – Mean, Standard Deviation, Kurtosis, Skewness	
	Parametric Tests- one sample t test, Independent sample t test, Chi square, One Way Anova	
	Non Parametric Tests- Wilcoxon rank sum test, Mann-Whitney Test, Kriskal Wallis Test, Freidman’s ANOVA	
	Correlation- Bivariate Correlation, Partial Correlation, Comparing Correlations, Effect size of correlation, reporting correlation coffecients	

Books Recommended

- Andy Field, Discovering Statistics using IBM SPSS Statistics, Sage Publishers
- David Gough, Sandy Oliver and James Thomas, An Introduction to Systematic Reviews, Sage Publications
- Anthony J Onwuegbuzie & Rebecca Frels, Seven Steps to a Comprehensive Literature Review- A Multimodal and Cultural Approach, Sage Publications

PAPER CODE- MFM 129
Community Engagement Services
Practical

Credits: 2

Maximum Marks: 100

Contact Hrs/ Week: 2

Total Hrs: 30

Course Objective: The Objectives of this paper are as follows

1. Understand the community in which they work and their relation
2. Identify the needs and problems of the community and involve them in problem solving
4. Practice national integration and social harmony and
5. Utilize their knowledge in finding practical solutions to individual and community Problems.

Course Outcomes:

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MHR 129	Community Engagement Services	CO 39: Understand the needs and problems of the community in which they live and work. CO 40: Utilize their knowledge in finding practical solutions to community problems. CO 41: Create awareness about various issues facing society.	Approach in teaching: Interactive Lectures, Group Discussion, field visit Learning activities for the students: Presentations	Viva and Presentation

Content:

- **Community Welfare Drive:** Traffic Regulation, Road safety awareness program, Blood Donation, Organic Farming, Consumer awareness, Visit of special home.
- **Health, Hygiene & Sanitation Drive:** Food and Nutrition, Concept of Balance Diet, Safe drinking water, Water borne diseases, National Health Programme, Home Nursing and First Aid.

PAPER CODE- LAD 120
Communication Skills and Time Management
(Practical)

Credits: 2

Maximum Marks: 100

Contact Hrs/ Week: 2

Total Hrs: 30

Course Objective:

1. The objective of this course is to acquaint the students with the communication skills, building reading, writing habits, and public speaking, working on business etiquette, and enable them to manage time productively.

Course Outcomes:

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
LAD 120	Communication Skills and Time Management	CO 42: Learn to create and analyze personal SWOT, which will help them in goal setting. CO 43: Develop verbal and nonverbal communication skills. CO 44: Practice public speaking which will enhance their confidence, manage time more efficiently and effectively. CO 45: Gain a new perspective through seminars/webinars and industry sessions	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Viva and presentation

Contents:

Unit I Knowing self and Developing a Positive Attitude.

I Perceptual analysis, using mental models in problem solving, SWOT Analysis and Johari Window (Long term and short-term goals for upskilling). **6 Hrs**

Unit II Listening, Verbal and Non-verbal communication skills, Public Speaking **6 Hrs**

II Asking the right questions, Voice modulations, listening habits, Building reading habit (Fiction and Non-Fiction). Extempore, Debate, JAM sessions

Unit III	Written communication, Assertiveness. Formal letter writing, e-mail writing, Netiquette, using e-mail elements, How and when to say No	6 Hrs
Unit IV	Is time out of control; A war on stress Managing time effectively, 80/20 Rule, Pomodoro Technique, time management tips for managers. Procrastination; turning downtime into productive time The To-Do and Not To do list, Smart goals and career planning, getting organized, important vs. urgent, ways to avoid traps and time sinkers, creating a time management plan.	6 Hrs
Unit V	Seminar/Webinar and Industry Expert Session These will be conducted by Industry leaders as question answer session and experience sharing.	6 Hrs

Books Recommended:

- David Riklan (2003), Self-Improvement the Top 101 Experts Who Help Us Improve Our Lives.
- Kelly McGonigal (2011), The Willpower Instinct: How Self-Control Works, Why It Matters, and What You Can Do to Get More of It.
- Mahadevan Ramesh and Gopalaswamy Ramesh (2010), The ACE of Soft Skills: Attitude, Communication and Etiquette for Success, Pearson publishers.

COURSE OUTCOMES – Semester II

PAPER CODE- MFM 221
Organizational Behaviour
Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

1. The objective of this subject is to acquaint the students with the theories and concepts of the various organizational aspects.

Course Outcomes:

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MFM 221	Organizational Behaviour	<p>CO 46: Analyse the behaviour of individuals in organizations in terms of the key factors that influence organizational behaviour and will also gain understanding about various theories of personality.</p> <p>CO 47: Understand the factors influencing group behaviour and group cohesiveness along with the difference between team and group.</p> <p>CO 48: Understand the meaning and characteristics of Organizational Power and politics.</p> <p>CO 49: Identify the various aspects of conflicts and how to manage the conflicts.</p> <p>CO 50: Understand various aspects and issues concerning stress and organizational change.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation</p>

Contents:

Unit I	Organizational Behaviour: Definition, Importance , Disciplines contributing to Organization Behaviour.	12 Hrs
	Foundations of Individual Behaviour: Perception-Meaning, characteristics, perceptual process Perceptual selectivity , Perceptual Organization	
	Personality -Meaning, theories of personality-psychoanalytical theory, socio-psychological theory, trait theory and self theory	
Unit II	Foundations of Group Behaviour: Meaning, Importance, Process of Group Formation, Types of Groups, Factors influencing group behaviour, Group cohesiveness, factors affecting group cohesiveness	12 Hrs
	Team: Meaning, difference between team and group, Types of teams, techniques of effective team building.	
Unit III	Organizational Power: Meaning, characteristics, classification of power, contingency approaches to power.	12 Hrs
	Politics: Meaning, Reasons of politics	
Unit IV	Conflicts: Meaning, Reasons of conflict, types of conflict, Process of conflict, merits and demerits, management of conflict.	12 Hrs
Unit V	Stress: Meaning, reasons of stress, types of stress, effect of stress, strategies for coping stress.	12 Hrs
	Organizational Change; Meaning, reasons, types, process of change, resistance to change, management of change.	

Books Recommended-

- Stephen P. Robins, Organizational Behaviour, Prentice-Hall of Indian Pvt. Ltd., New Delhi. 11th edition
- Mehta Anil & Chouhan Bhumija., "Organizational Behaviour", RBD Publications, Jaipur.
- Prasad L M., "Organization Behaviour", Sultan Chand and Sons, New Delhi. 2nd edition
- John W. Newstrom and Kith Davis, Organisational Behaviour, (Human behaviour at work) Tata McGraw – Hill, New Delhi: 9th edition
- Luthans, Fred, Organisational Behaviour McGraw-Hill Inc., New Delhi: 1992 9th edition
- Davies, Keth, Organisational Behaviour (Human Behaviour at work), Tata McGraw Hill, New Delhi.

PAPER CODE- MFM 222

Marketing Management

Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objective:

1. To introduce students to the elements of marketing management: marketing environment analysis, customer analysis and competitor analysis, generic business strategies and strategic marketing decisions for profitable delivery of superior value to the customers.

Course Outcomes:

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MFM 222	Marketing Management	CO 51:Understand fundamental marketing concepts, approaches, scope of market and consumer behavior. CO 52:Understand market segmentation, target marketing, and market positioning CO 53:Understand how different situations in the competitive environment will affect choices in marketing. CO 54:Identify the roles of advertising, sales promotion, public relations, personal selling, and direct marketing in the promotion mix CO 55:Explore the role and importance of digital marketing in today's rapidly changing business environment.	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

Contents

Unit I	Marketing Management : An Introduction	12 Hrs
	Conceptual framework, Nature and Scope of Marketing, Approaches to Marketing. Marketing-Mix, Developing Marketing Strategies and Plans	
	Consumer behavior	
	Consumer Behaviour concepts, Buying Decision Process and factors influencing consumer behaviour	
Unit II	Segmentation and Positioning Strategy	12 Hrs
	Levels and Basis of Market Segmentation, Selecting Market Segments and Targeting, Developing and Communicating Positioning Strategy, Marketing Strategies	
	Developing Competitive Marketing Strategy	
	Identifying and Analyzing Competitors, Competitive Strategies for Market Leaders and Challengers, Offensive and Defensive Strategies	
Unit III	Product Planning and Pricing Policies	12 Hrs
	Product Characteristics and Classifications, Concept of Product-Mix, Product-Line Decisions, Packaging and Labeling, New Product Development Process, Pricing Methods, Factors, Policies and Strategies, Product Life-Cycle	
Unit IV	Marketing Communications and Distribution Channels	12 Hrs
	Introduction to Marketing Communications, Role of Marketing Channels, Channel-Design Decisions, Physical distribution types and functions	
Unit V	Sustainable Marketing Concepts: Green Marketing, Social Marketing	12 Hrs
	Digital Marketing: Concept, process, digital marketing & Traditional marketing and digital marketing strategies, Social Media Marketing.	

BOOKS RECOMMENDED:

- Philip Kotler, Kevin Keller, Abraham Koshy, Mithileshwar Jha: Marketing Management (Fourteenth Edition), A South Asian Perspective; Pearson ,2013.
- Ahuja Vandana, Digital Marketing, Oxford Higher Education
- Rajan Saxena, Marketing Management, Fourth Edition, Tata McGraw Hill, 2008.
- Michael J Evtl, Bruce J. Walker, William J. Stanton, Ajay Pandit, Marketing Tata Mc Graw Hill Education Pvt. Ltd 2010
- Rajiv Lal, John A. Quelch, V. Kastur Rangan, Marketing: Text and Cases, Tata Mc Graw Hill Education Pvt. Ltd. 2009
- Paul Baines, Chris Fill, Kelly Page < marketing, Oxford university Press 2008

PAPER CODE- MFM 223
Human Resource Management
Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objective :

1. Paper has been designed such that it acquaints the students with the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

Course Outcomes:

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MFM 223	Human Resource Management	<p>CO 56: Understand the importance of managing human resources.</p> <p>CO 57: Understand the foundations of managing human resources in organizations, in terms of systems, strategies and practices</p> <p>CO 58: Appreciate the need for well-designed HR policies that enhances employee motivation and performance</p> <p>CO 59: Learn tools and techniques of Training and development, Recruitment and selection</p> <p>CO 60: Understand the dynamics of managing people from real world examples in Human resource field.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation</p>

Contents:

Unit I Human Resource Management: Concept, Functions of HRM, Importance, Difference between HRM and personnel management. Human Resource Environment-Meaning, Importance, Types -Internal and external Environment that effect HRM Programmes. **12 Hrs**

Unit II	Human resources Planning: Concept, Importance Process of human resource planning, Quantitative and Qualitative aspect of human resource planning, Levels of HRP, Limitations of HRP. Job Analysis -Meaning, Benefits of Job analysis ,Process, techniques of job analysis Job design-Meaning, approaches, methods of job design.-job rotation, job simplification, job enlargement and job enrichment.	12 Hrs
Unit III	Recruitment: Concept, Importance of recruitment, Sources of recruitment –internal and external recruitment. HR recruitment practices in India. E –HRM recruitment techniques (e recruitment selection development training) Selection -Meaning, Importance, Selection criteria ,Steps in selection process, Selection tools Placement and Induction (conceptual knowledge)	12 Hrs
Unit IV	Training & Development: Meaning, Importance, benefits, types, process, methods of executive development, Evaluation, Training need assessment. Career Planning : Concept, Process of career planning, career counseling, limitations	12 Hrs
Unit V	Emerging issues in HRM- HRM strategies for the new millennium-Human capital,mentoring,360 degree appraisal technique, TQM and Top-Quality Circles, Kaizen (a brief knowledge), , Competency Management and Talent Management(Conceptual Knowledge), Succession Planning Managing the Human Resources in 21st Century: Challenges for HRM, Changing roles of HR Practitioners.	12 Hrs

BOOKS RECOMMENDED:

- Aswathappa K "Human Resource and Personnel Management". Tata Mc Graw Hill, New Delhi.3rd edition
- Gupta C B , " Human Resource Management".Sultan Chand and Sons,New Delhi.
- V S P Rao- " Human Resource Mangement-Text and Cases".,Excel Publications,New Delhi.2nd edition
- Bhatia S K & Singh Nirmal, "Principles and Techniques of Personnel Management and Human Resource Management" ,Deep & Deep Publications,New Delhi.
- Garry Dessler "Human Resource Management"Prentice Hall of India, New Delhi.7th edition

PAPER CODE- MFM 224

Business Environment

Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objective:

1. This paper helps to understand the overall business environment and evaluate its various components in business decision making

Course Outcomes:

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MFM 224	Business Environment	CO 61:Understand the concept of business environment CO 62:Understand the types of political system CO 63:Analyze various aspects of economic environment and economic policies of the country. CO 64: Describe the relevance of technological and societal environment in today's globalized world. CO 65:Understand the international business environment by identifying the role and functions of various international institutions.	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

Contents:

Unit I Business Environment- Concept, significance, Types of Business Environment: **12 Hrs**
Internal and External Environment, Micro and Macro Environment, Porter's Five Forces Model of Competition.

Environment Analysis & Forecasting: stages, approaches & techniques of environmental analysis.

- Unit II Political environment-** Functions of state, Types of political systems, Economic aspect of Indian constitution: Preamble ,Directive principles, Fundamental rights, Centre State Relations **12 Hrs**
- Legal Environment-** Foreign Exchange Management Act 1991 , Consumer Protection Act 1986, Right to Information Act 2005, Competition Act 2002 (Amended Act 2007).
- Unit III Economic environment-** Types of economic systems-Market Allocation, Command Allocation, Mixed Allocation, Impact of Liberalization and Privatization on Indian economy. **12 Hrs**
- Economic Policies in India-**New Industrial policy, 1991 and Industrial licensing, Monetary policy, Fiscal policy.
- Unit IV Technological Environment-** Technological leadership & Followership, Technology & Competitive Advantage, sources of technological dynamics, appropriate technology, technology adaption, transfer of technology, Intellectual Property Rights (IPR) (concepts of Patent, Copyright, Trademark). **12 Hrs**
- Societal Environment-** Business and Society, Business Ethics, Business and Culture- Elements of culture, cultural adaptation, cultural shock, cultural transmission, cultural conformity, cultural lag.
- Unit V International Business Environment-** Nature, GATT-Objectives & Principles, WTO-main provisions & functions, Globalization-trends and challenges. **12 Hrs**
- International Financial Institutions- International Monetary Fund (IMF),** World Bank(IBRD), International Development Association (IDA), International Finance Corporation (IFC)-Objectives and Functions.

BOOKS RECOMMENDED-

- Justin Paul, Business Environment, Tata McGraw Hill Publishing Co. Ltd., 2008
- Francis Cherunillam, Business Environment, Himalaya Publishing House.V.
- Shaikh Saleem, Business Environment, Pearson Education, 2009

PAPER CODE- MFM 225

Financial Management

Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objective

1. The basic purpose of this course is to develop an insight in the field of financial management so as to equip the student with basic knowledge required for financial decision making.

Course Outcomes:

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MFM 225	Financial Management	<p>CO 66: Acquaint with the arena of Financial Management and apply concepts of discounting and compounding to solve practical problems.</p> <p>CO 67: Understand the concept of risk and return, Cash Management, Marketable Securities Management, Receivables Management and Inventory Management.</p> <p>CO 68: Calculate working capital requirements and Cost of Capital of a Company.</p> <p>CO 69: Apply Capital Budgeting techniques to evaluate a project proposal.</p> <p>CO 70: Understand significance of Leverage; basics of Capital Structure and Dividend policy</p>	<p>Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students: Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation

Contents:

- Unit I** **Meaning**, Nature, Scope, Importance and Objectives of Financial Management; Functions of a chief financial officer; Sources of finance- Long term and Short term; Indian financial system-structure and functions. **12 Hrs**
- Time value of money**-Compounding and Discounting concept and its applications
- Unit II** **Risk and Return** – Risk of a single asset, portfolio theory and risk diversification, Systematic and unsystematic risk, Capital Asset pricing model (CAPM)- Assumptions, CAPM equation, Security Market line (SML) **12 Hrs**
- Cash and Marketable securities management**- Meaning and Principles of cash management;
- Unit III** **Management of working capital**- Meaning, Estimation of working capital requirements, Working capital financing by banks; **12 Hrs**
- Receivables management**- Meaning and importance;
- Inventory management**- Meaning, objectives and techniques-Economic order quantity, Re-order point, Fixing stock levels.
- Unit IV** **Cost of Capital**- Meaning, Cost of Debt, Preference and Equity Capital, Weighted average cost of capital; **12 Hrs**

Capital Budgeting: Concept, need and objectives; Methods of Capital budgeting – Average Rate of Return, Payback period, Net present value, Internal Rate of Return, Profitability Index.

Unit V Leverage: Meaning, types of leverages and their significance;

12 Hrs

Capital Structure-Meaning, considerations in capital structure planning, value of firm and capital structure;

Dividend Policy- Meaning, Factors affecting dividend decisions, Alternative forms of dividends, Types of dividend policies, Dividend policy models-Assumptions and criticism

BOOKS RECOMMENDED-

- I M Pandey "Financial Management", Vikas Publications
- Sheeba kapil, Fundamentals of Financial Management, Pearson
- Chhandra Prassana, Financial Management, Tata McGraw Hill
- Khan & Jain, "Financial Management". Tata McGraw Hill, New Delhi
- Brigham Houston, Fundamentals of Financial Management, Cengage Learning.
- Van Horne, Financial Management, PHI
- Rustagi R.P, Fundamentals of Financial Management, Taxmann

PAPER CODE- MFM 226

Management of Financial Services

Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objective:

1. To develop an understanding of organization and tools used by Indian Financial System.

Course Outcomes:

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			

MFM 226	Management of Financial Services	<p>CO 71: To familiarize students with working of financial services in India in terms of structure, products and market place.</p> <p>CO 72: To provide students with conceptual understanding of discounting and factoring.</p> <p>CO 73: Knowledge of derivative markets and pricing framework of financial derivatives</p> <p>CO 74: To introduce the students about the mutual fund and credit card services.</p> <p>CO 75: To introduce the students with the basic concept of Venture Capital</p>	<p>Approach in teaching:</p> <p>Interactive Lectures using whiteboards, Discussion, Reading assignments, Demonstration, Team teaching, Quiz.</p> <p>Learning activities for the students:</p> <p>Self learning assignments, Effective questions, Solving problems of unsolved questions, Problem based learning-cases, Group learning teamwork, Giving Tasks.</p>	<p>Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects</p>
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Contents

Unit I	Financial Services- Introduction, Causes of financial Innovation, Types of financial services, New financial services, challenges in the financial service sector	12 Hrs
Unit II	<p>Debt Market Introduction, Basic characteristics of Debt Securities, Classification: Private corporate Debt Market, Public sector undertaking bonds market, Government securities market.</p> <p>Indian Capital Market: Security Market (a) Primary Market (b) Secondary Market. Difference between Primary and Secondary Market.</p>	12 Hrs
Unit III	<p>Leasing- Definition, Types, legal aspects, Advantages & Disadvantages, Problems faced by lease Industry in India.</p> <p>Hire Purchase- Meaning, Legal position and banks credit for Hire Purchase.</p>	12 Hrs
Unit IV	<p>Mutual Funds- Meaning, Types, importance, General Guide lines.</p> <p>Merchant Banks- Origin, Services, Progress & Problems.</p>	12 Hrs
Unit V	Venture capital- Meaning, Features & Methods.	12 Hrs

Credit cards- Meaning, Types, Parties, Procedure & Facilities, Benefits & Demerits.

Books Recommended

- Bhalla V.K.-"Financial Markets & Services" Anmol Publications, Delhi
- Srivastava R.M.-"Management of Indian Financial Institutions"Himalaya Publication, New Delhi
- Jain, Khanna, Tiwari, " Banking and Public Finance" V.K India Enterprises, New Delhi.
- Natarajan S, Parameshwaran R, " Indian Banking" S.Chand & Company LTD, New Delhi
- Bhole. L.M. " *Financial Markets and Institutions* 'Tata Mc Graw Hill, New Delhi
- Vasant Desai, "Indian Financial System", Himalayan Publication
- Khan M.Y. - "Indian Financial System" Vikas Publishing house, New Delhi
- Sinha, S.L.N., " *Development Banking in India* ", (Madras: Institute of Financial Management and Research, 1976).
- Khan and Jain, " *Financial Services* ," 2nd ed. Tata McGraw Hill, 2004.
- P.N. Varshney, Banking law and Practice, Sultan chand and Sons, Delhi
- B.S. Khubehandani, Practice and Law of Banking, MacMillian India Limited
- Gold Smith.R.W. " *Financial Institutions* "

PAPER CODE- MFM 227

Portfolio Management

(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

1. To develop an understanding of practices of Portfolio management in business context.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MFM 227	Portfolio management	CO 76: Understand the concept of portfolio selection. CO 77: Assess the efficiency level of the financial market. CO 78: Application of asset pricing models for the selection of securities. CO 79: Understand portfolio performance measurement. CO 80: Understand the various theories for technical analysis.	Approach in teaching: Interactive Lectures using whiteboards, Discussion, Tutorials, Reading assignments, Demonstration, Team teaching, Quiz. Learning activities for the students: Self learning assignments, Effective questions, Solving problems of unsolved questions, Problem based learning-cases, Group learning teamwork, Giving Tasks.	Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects

Contents:

Unit I	<p>Introduction to Portfolio Management: Meaning , process. Diversification: concept, effect, types, Correlation between securities.</p> <p>Quantification of portfolio risk and return: Return of portfolio, risk of portfolio, standard deviation of portfolio, correlation coefficient.</p> <p>Beta estimation: concept, assumptions, calculation of beta- single security and portfolio, utility of beta.</p>	12 Hrs
Unit II	<p>Capital Market Theory: concept, assumptions.</p> <p>Capital Asset pricing model: concept, Aspects of CAPMF, assumptions, capital market line, security market line. Benefits and Limitation</p>	12 Hrs
Unit III	<p>Arbitrage Pricing Model, Arbitrage mechanism, comparison of APT and CAPM, application of APT.</p> <p>Portfolio Analysis: concept, Kinds of portfolios analysis- Traditional portfolio analysis and Mordern portfolio analysis.</p>	12 Hrs
Unit IV	<p>Fundamental analysis: concept, objectives, approaches. Economic analysis- meaning. Economic forces. Industry analysis- approaches to industry analysis. Company analysis- Quality of Management, labour-relation management and location, pattern of existing shareholdings, growth record, size and ranking, earnings analysis, financial analysis.</p>	12 Hrs
Unit V	<p>Technical Analysis: Concept, assumptions, utility or significance, technical analysis v/s fundamental analysis.Theories of technical analysis- Dow Theory. Tools and techniques of Technical analysis- Price and volume charts, bar chart, Line chart, Point and figure chart.</p> <p>Portfolio Evaluation: Meaning & Need of Portfolio Evaluation, Measures of Portfolio Return-Sharpe's Ratio.</p>	12 Hrs

Books Recommended:

- Investment Analysis and Portfolio Management, Prasanna Chandra, Tata McGraw Hill, 3rd Edition, 2009.
- V.K.Bhalla, Investment Management, 7th Edition, S. Chand & Co., New Delhi, 2000.
- Gordon J. Alexander, William F. Sharpe & Jeffery V. Bailey, Fundamentals of Investments, Prentice Hall, India, 2003 edition.
- Preetam Singh, Investment Management, 9th edition, Himalaya Publishing House, New Delhi 2000.

PAPER CODE- MFM 228
Seminar Presentation and Viva voce
(Practical)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

The objective of this course is to

1. Create awareness in students about current trends, issues and researches
2. Expose students to case studies /capstone project and enable them to prepare a report based on primary/secondary data

Course Outcomes (COs):

Course		Learning Outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MFM228	Seminar Presentation and Viva Voce	<p>The student will be able to-</p> <p>CO 81: Awareness of current trends, issues and researches.</p> <p>CO 82: Apply Descriptive statistics and machine learning using statistical tools SPSS/ Orange.</p> <p>CO 83: Prepare a report based on primary or secondary data</p>	<p>Approach in teaching:</p> <p>Lab class, regular interaction with Supervisor</p> <p>Learning activities for the students:</p> <p>SPSS exercises, Orange exercises, Presentations</p>	Viva and Presentation

CONTENTS:

Unit I Regression- Simple Linear Model, Linear Model with several Predictors, Model estimation, Assessing Goodness of Fit, R and R square, Assessing individual Predictors

15 Hrs.

Bias in Regression Model- Unusual cases, Generalizing the Model, Sample size in Regression, Assumptions, What if assumptions are violated

Interpreting Regression Model – Descriptives, Summary of Model, Model Parameters, Excluded variables, Assessing Multicollinearity,

Logistic Regression Analysis

Unit II Moderation and mediation of variables

Exploratory Factor Analysis- Discovering Factors, Running the analysis, **15 Hrs.** Interpreting output from SPSS, Reliability Analysis, How to report Factor analysis.

Apart from the 30 hrs. lab sessions, students are required to devote 4 hrs. per week under the supervision of their respective supervisors on regular basis for guidance on report.

BOOKS RECOMMENDED:

- IBM SPSS Statistics 20 Core System User's Guide
- IBM SPSS Modeler 18.0 User's Guide
- G N Prabhakara, Synopsis Dissertation And Research To Pg Students, Jaypee Brothers Medical Publishers; second edition (2016)

PAPER CODE- MFM 229

Community Engagement Services

(Practical)

Credits: 2

Maximum Marks: 100

Contact Hrs/ Week: 2

Total Hrs: 30

Course Objectives:

1. To acquaint the students with the understanding of concept of malls, maintenance and management concepts.

Course Outcomes (COs):

Course			
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Paper Code	Paper Title	Learning Outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
MFM 229	Community Engagement Services	<p>The student will be able to-</p> <p>CO 84: Discuss the needs and problems of the community in which they live and work.</p> <p>CO 85: Utilize their knowledge in finding practical solutions to community problems.</p> <p>CO 86: Create awareness about various issues facing society.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Field visit</p> <p>Learning activities for the students:</p> <p>Presentations</p>	Viva and Presentation

PAPER CODE- LAD 220

Resume Building and GD-PI and Business Etiquette

(Practical)

Credits: 2

Maximum Marks: 100

Contact Hrs/ Week: 2

Total Hrs: 30

Course Objectives:

The objective of this course is to

1. Introduce students to the elements of Resume building and components of GD-PI, which would help them to pass through their interviews
2. Aware students about Business Etiquette and mannerisms and help students to work on their social skills and grooming

Course Outcomes (COs):

Course		Learning Outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
LAD 220	Resume Building , GD-PI and Business Etiquette	<p>The student will be able to-</p> <p>CO 87: Create a powerful resume with action words and create a professional LinkedIn profile.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion</p>	Viva and Presentation

		<p>CO 88: Identify the elements of group discussion and apply them in mock practice sessions.</p> <p>CO 89: Confidence in answering the interview questions.</p> <p>CO 90: Identify the elements of group discussion and apply them in mock practice sessions.</p>	<p>Learning activities for the students:</p> <p>Presentations</p>	
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CONTENTS:

Unit I Understanding Resume making

Resume Rubric, know your industry, some key notes about LinkedIn, Using LinkedIn and Naukri and networking, preparing career statement. Resume writing Guidelines and formatting. Common Resume Mistakes, Cover letter- Key components and guidelines. **6 Hrs.**

Unit II Group Discussion

Body language, Skills required, Importance, Types, Process of GD, Evaluation Criteria, Preparing for GD, Do's and Don'ts of GD, FAQs. **6 Hrs.**

Mock GD

Unit III Personal Interview

Answering the most common Interview questions, Body Language, Document filing, Be the auto biographer, Grooming, Mirroring, FAQs. **6 Hrs.**

Mock PI

Unit IV Body Language

Gestures, Posture, Greeting, Handshake, Eye contact, expressions, inborn responses, conveying and showing disapproval and rejection, shrugging signals. **6 Hrs.**

The right way to approach people, Importance of body language, Being comfortable in your own skin, Staying in contact with people, Personal space, Importance of reading on body language, The word "I", Being able to apologise

Unit V Seminar/Webinar and Industry Expert Session

These will be conducted by Industry leaders as question answer session and experience sharing. **6 Hrs.**

BOOKS RECOMMENDED:

- Dr. K. Alex (2009), Soft skills know yourself and know the world, Sultan Chand & Sons.
- Mahadevan Ramesh and Gopaldaswamy Ramesh (2010), The ACE of Soft Skills: Attitude, Communication and Etiquette for Success, Pearson publishers.
- Shital Kakkar Mehra (2012), Business etiquette – A Guide for the Indian Professional, Harper Collins Publishers.

COURSE OUTCOMES – Semester III

PAPER CODE- MFM 321

Innovation and Entrepreneurship

(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives-

1. This paper attempts to equip the students with the knowledge of the basic principles and functionalities of Entrepreneurship and Innovation. The course will prove to be helpful for the students in learning to expedite the entrepreneurial & Innovative functions in corporate arena.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MFM 321	Innovation and Entrepreneur ship	CO 91:Understand the process of entrepreneurial action, entrepreneurial mindset and personality. CO 92: Develop a business plan. CO 93:Understand the role of creativity and innovation in entrepreneurship. CO 94:Examine strategies for growth and identify the human resource challenges for managing growth. CO 95: Understand how government policies can help in promoting an enterprise.	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

Contents:

Unit I	Entrepreneurship: Definition, features, concepts, nature, functions and significance. Entrepreneur: Concept, characteristics, types, functions, role and significance. Entrepreneur vs. Manager.	12 Hrs
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Unit II	<p>Innovation:</p> <p>Definition, classification, Innovative models, Product, process, organizational and marketing innovation and their role in business development, Sources of innovation (push, pull, analogies), transfer of technology.</p> <p>Creativity:</p> <p>Creative Thinking, Barriers to creativity, Creative process, Techniques for improving creative process.</p>	12 Hrs
Unit III	<p>Building The Business Plan:</p> <p>Designing a competitive business model and building a strategic plan, crafting a winning business plan, Forms of Business ownership.</p>	12 Hrs
Unit IV	<p>Feasibility Planning:</p> <p>Concept of planning, Four stage growth model, conducting feasibility analysis.</p> <p>Sources of finance:</p> <p>Institutional finance to entrepreneurs.</p>	12 Hrs
Unit V	<p>Product Protection: Patents, Trademarks and Copyrights:</p> <p>Patents, Types of patents, DisCOsures, The patent process, Patents in perspective, Trademarks, copyrights, Intellectual Property rights.</p> <p>Government of India Schemes for Innovation and Entrepreneurship:</p> <p>Startup India, Make in India, AIM, STEP, Jan Dhan- Aadhaar- Mobile (JAM), Digital India, BIRAC, DST, TREAD, National Skill Development Mission.</p>	12 Hrs

BOOKS RECOMMENDED-

- Zimmerer W. Thomas, Scarborough M. Norman, Essentials of Entrepreneurship and small business management, PHI learning private limited, New Delhi, 2011.
- Holt D.H. Entrepreneurship new venture creation.
- S.S. Khanka, Entrepreneurship Development, S.Chand Publications, New Delhi.
- Vasant Desai, Fundamentals of Entrepreneurship and Small Business Management, Himalaya Publications

PAPER CODE- MFM 322

Management Accounting

(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives-

1. The objective of this course is to provide the students understanding of application of accounting for managerial purpose.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MFM 322	Management Accounting	<p>CO 96: Understand management accounting practices.</p> <p>CO 97: Apply management decisions in various situations.</p> <p>CO 98: To develop conceptual background of various approaches of capital structure theories.</p> <p>CO 99: To provide students with relevant management accounting information for financial decision making and process improvement</p> <p>CO 100: To help the students to analyze the variances and take the corrective actions.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures using whiteboards, Discussion, Tutorials, Reading assignments, Demonstration, Team teaching, Short Quiz consisting of numerical problems</p> <p>Learning activities for the students:</p> <p>Self learning assignments, Effective questions, Solving problems of unsolved questions, Problem based learning-cases, Group learning teamwork,</p>	<p>Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects, Task based exercise to assess student's understanding</p>

Contents:

Unit I	Introduction: Meaning of Management Accounting, Functions of Management Accounting, Difference between cost accounting and management accounting. Capitalization – Under Capitalization and Over Capitalization.	12 Hrs
Unit II	Capital Structures: Approaches to Capital Structure Theories - Net Income approach, Net Operating Income approach, Modigliani-Miller (MM) approach, Traditional approach, Capital Structure and Financial Distress, Trade-Off Theory.	12 Hrs
Unit III	Cash Flow Analysis: Introduction, Concept of Cash, Use of Cash Flow Analysis, Construction of Cash Flow Statement	12 Hrs

Management of Cash: Motives of holding cash, cash management, Cash Planning and Forecasting.

Management of Receivables: Cost associated with receivables, Objective and Factors affecting Investment in receivables, Credit Evaluation.

Unit IV Standard Costing and Variance Analysis: Meaning of standard cost and standard costing, advantage, limitations and applications, Variance Analysis-Material Variance & Labour Variance **12 Hrs**

Introduction to Activity Based Costing

Unit V Cost Volume Profit Analysis: Meaning, Significance and Limitations of CVP Analysis, Contribution, Profit Volume Ratio, Breakeven Point, Margin of Safety, Key factor, Decisions based on Marginal Costing like Make or Buy, Own or Lease, Shut down or Continue. **12 Hrs**

Books Recommended:

- Management Accounting-Agrawal, Agrawal(Ramesh Book Depot)
- Management Accounting-Khan and Jain(Tata McGraw Hill)
- Management Accounting-M.R Agarwal(Malik and Company)
- Management Accounting: S. K Singh(Sun India Publications)
- Ravi M Kishor,Cost Accounting, Taxmann’s Publications
- Ramachandran & Kakani, Financial Accounting for Management, Tata Mcgraw Hill.

PAPER CODE- MFM 323

Equity, Banking & Insurance

(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives-

1. The object of this paper is to facilitate study of theory and practice and to provide information needed by professionals in banking, insurance & equity sector

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			

MFM 323	Equity, Banking & Insurance	CO 101: Understanding the role of primary market in Indian financial market CO 102: Understand banking structure and .banking operations in India. CO 103: Know various financial services offered by bank. CO 104: Understand the key concepts of insurance. CO 105: Comprehend the fundamental principles and different types of insurance.	Approach in teaching: Interactive Lectures using whiteboards, Discussion, Tutorials, Reading assignments, Demonstration, Team teaching, Quiz. Learning activities for the students: Self learning assignments, Effective questions, Solving problems of unsolved questions, Problem based learning-cases, Group learning teamwork, Giving Tasks.	MFM 323
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CONTENTS

Unit I	Equity Market Initial Public Offer (IPO), Book Building through IPO, Eligibility for IPOs, Pricing of Issues, cost of Public issue, Right issue- characteristics, procedure, value of right share, preferential Allotment , Private Placement of equity and debt.	12 Hrs
Unit II	Indian Banking System: Evolution and structure of Indian banking system. Central Banking- Evolution, Concept & Functions, Credit control- Methods and objectives. Commercial Banks: concept & functions, Types of commercial banks, role of commercial banks in economic development.	12 Hrs
Unit III	Electronic banking: Introduction, elements of E- Banking, Process, importance Limitations. Types of risk associated with E- banking, traditional banking vs Internet banking, need and drivers of internet banking, , advantages and disadvantages. MobileBanking- Introduction, challenges, Benefits.	12 Hrs
Unit IV	Risk and Insurance: Introduction to risk, Types of risk involved in Insurance, concepts of Insurance, principles of Insurance, Types of Insurance- Life insurance and General Insurance – Marine Insurance and Fire Insurance. Duties and Functions of IRDA.	12 Hrs

Life insurance: characteristics, types, principles, Parties to life insurance contract, conditions and terms of policy.

General insurance: Features, principles, Types of general insurance

Unit V Fire Insurance: Scope, characteristics, conditions, types of fire insurance policy, procedure of taking a fire insurance policy, claim settlement procedure in fire insurance policy. **12 Hrs**

Marine Insurance: Types, conditions, methods for premium calculation, claim settlement procedure in marine insurance policy.

Books Recommended:

- Principles of Banking, Macmillan (India) Limited, New Delhi
- General Banking Management, Macmillan (Indian) Limited, New Delhi
- Banking and Finance, Jain Khanna Tiwari, VK India Enterprises, New Delhi
- Sharma N.K. , R. Antony & Podder S.K., Banking and Insurance, Himalaya Publishing House
- Gordon & Gupta, Banking and Insurance, Himalaya Publishing House
- Singh Gurmeet, Kamal Neel & Goyal Alok, Banking and Insurance, VK Global Publications Pvt. Ltd.
- Pathak Bharti V, , Indian Financial System, Pearson Education, New Delhi
- Rajda George, Principles of Risk Management and Insurance, Pearson Education, New Delhi.
- Banking in India, Khan Masood Ahmed, Anmol publication, New Delhi

PAPER CODE- MFM 324

Practical Approach to Financial Analysis & Services

(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives-

1. The object of this paper is to facilitate study of theory and practice and to provide information needed by professionals in Financial Services in India

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			

MFM 324	Practical Approach to Financial Analysis & Services	<p>CO 106 : To introduce students to the basic principles of financial analysis.</p> <p>CO 107: To provide necessary knowledge of Internet banking operations.</p> <p>CO 108: To introduce recent trends in internet banking.</p> <p>CO 109: To introduce students about electronic accounting with help of Tally.</p> <p>CO 110: To introduce students about stock market.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures using whiteboards, Discussion, Reading assignments, Demonstration, Team teaching, Quiz.</p> <p>Learning activities for the students:</p> <p>Self learning assignments, Effective questions, Solving problems of unsolved questions, Problem based learning-cases, Group learning teamwork</p>	<p>Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects</p>
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Contents:

Unit I Financial Analysis: Financial Analysis and Interpretation, Objectives, procedure, 12 Hrs.
Types, Importance and Limitations of financial analysis.

Comparative, Common Size and Trend Analysis: Comparative Financial Statement- Comparative Balance Sheet, Comparative P&L Account.. Common Size Financial Statement- Common size Balance sheet, Common size P&L Account. Trend Analysis- Trend Percentages, Trend Ratios.

Unit II Prepaid payment mechanism in India: PPI, features, Types of PPI- Open System, COsed System, Semi- COsed System, General Guidelines for the issuance of PPIs. 12 Hrs.

Unit III Internet Banking in India: Concept, Importance, Features, Operations, Products offered, Problems , Challenges. 12 Hrs.

Fund Transfer: Procedure for online fund transfer i.e. NEFT, RTGS, and IMPS.

Unit IV Introduction to Stock Market: Concept, features, functions, significance. 12 Hrs.
Trader v/s Investors , Selection of stock, Trading and settlement procedure in stock market

Unit V Computer Accounting Software (Tally): Characteristics, Tally key features, advantages, tally versions, short cut keys, Installing tally 12 Hrs.

Procedure of accounting through Tally: Creation of company, Creation of ledger, List of ledger and group, Selection of date, Transactions in tally- Contra, payment, receipts.

Books Recommended:

- Bhalla V.K.-"Financial Markets & Services" Anmol Publications, Delhi
- Khan, M Y. (2018). Financial Services (7th Ed.). McGraw Hill Higher Education
- N. Subramani, M. Murugesan, D. Anbalagan, V. Ganesan-" E-Banking and E-Commerce: Emerging issues in India" Abhijeet Publication, Delhi
- Asok K. Nadhani, "Tally ERP 9 Training guide" BPB Publications.
- A, K. Nadhani, K.K. Nadhani- "Simple Tally" BPB Publications
- Pathak Bharti V, , Indian Financial System, Pearson Education, New Delhi
- Bhasin T.M., –E-commerce in Indian Banking, Autherspress, New Delhi,
- Asok K. Nadhani, "Tally ERP 9 Training guide" BPB Publications.

PAPER CODE- MFM 325**Insurance Management****(Theory)****Credits: 4****Maximum Marks: 100****Contact Hrs/ Week: 4****Total Hrs: 60****Course Objectives-**

1. The objective of this paper is to acquaint the students with different types of insurance policies and framework of IRDA for the insurance industry.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MFM 325	Insurance Management	CO 111: To understand the concept of the life insurance industry as part of the financial services industry CO 112: To familiarize students with the diverse aspects of 'risk' and its relationship with the insurance business. CO 113: To give students an overview of the structure of modern insurance organizations	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students:	Class test, Semester end examinations, Quiz, Assignments, Presentation

		CO 114: To acquaint students with the salient features of the operations performed by insurance companies CO 115: To acquaint the students with the regulatory environment of and framework of IRDA for the insurance industry.	Self-learning assignments, presentations	
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Contents:

Unit I Introduction to Risk and Insurance 12 Hrs.

Concept of insurance, purpose and need of insurance, basic principles of insurance – utmost good faith, insurable interest material facts, indemnity, proximate cause. Insurance as a social security tool, role of insurance in economic development. Risk management – meaning & process, objectives.

Unit II Life Insurance 12 Hrs.

Basic principles of life insurance, functions of life insurance, life insurance product – endowment, life annuities, unit and index linked, pension funds, Calculation of Premium and Settlement of Claim, Government's role and contribution of LIC of India as economic & social security. Duties and rights of insurance agent, working system of insurance agent.

Unit III Fire Insurance 12 Hrs.

Characteristics or nature of fire insurance, significance of fire insurance, principles of fire insurance, procedure of effecting fire insurance, types of fire insurance policies, claim procedure under fire insurance

Unit IV Marine Insurance 12 Hrs.

Meaning and scope of marine insurance, procedure effecting marine insurance, types of marine policies

Unit V Legal Framework 12 Hrs.

Insurance Act 1938, Insurance (Amendment) Act, 2002, IRDA Regulation 2002, General Insurance Business (Nationalisation) Amendment Act, 2002 (Elementary provisions only), Recent Developments in the insurance sector.

BOOKS RECOMMENDED:

- Rejda & McNamara, Principles of Risk Management and Insurance, Pearson, 13th Edition, 2017.
- SethiJyotsana& Bhatia Nishwan, Elements of Banking and Insurance, PHI Learning, Second Edition, 2012.
- Kenneth Blackawd Harold Skipper, Life and Health Insurance, Pearson, 13th Edition, 2009.
- Life Insurance, ICFAIUniversity Press, 2009.

- R.B.I. Bulletin.
- IRDA Journal.
- Asia Insurance Post
- FORTE Insurance Journal

PAPER CODE- MFM 326
Banking Services Operations
(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives-

1. The objective of this course is to prepare the students to acquire required knowledge and skills for practical banking operations.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MFM 326	Banking Services Operations	<p>CO 116: To understand the basics of Evolution and Structure of Banking Industry.</p> <p>CO 117: To make the students understand the various services offered and various risks faced by banks.</p> <p>CO 118: To make students aware of various banking innovations.</p> <p>CO 119: to make students aware about different types of international banking.</p> <p>CO 120: to make the student understand about various fund based & Non-Fund Based Borrowing Facilities</p>	<p>Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students: Self-learning assignments, presentations</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation</p>

Contents:

Unit I	The Evolution and Structure of Banking Industry	12 Hrs.
	The Evolution and Structure of Commercial Banking Industry, Types of Banking, Role and Functions of Banks.	
Unit II	Changing Scenario of Banks	12 Hrs.
	Innovation in Banking- ATM, Bancassurance, Virtual Banking, Universal Banking, Corporate Banking, Electronic banking, RTGS and clearing house. Risks in e-banking. Rural banking and constraints of rural finance in India. Introduction to regional rural banks. Concept of Micro Finance.	
Unit III	Negotiable Instruments	12 Hrs.
	Cheque, Crossing of Cheque, Types of Crossing, Dishonour of Cheque, Conditions for statutory & voluntary dishonour of cheque by bank, liability of bank or customer responsible for dishonour.	
Unit IV	Fund Based & Non-Fund Based Borrowing Facilities	12 Hrs.
	Loans, Cash Credit, Overdraft, Bill discounting, Export Packing Credit, Project Finance, Consortium Finance, Loan Syndication, Bridge Loan. Letter of Credit, Guarantees, Co-acceptance facility.	
Unit V	International Banking	12 Hrs.
	Introduction, Types of International Banking, Regulation of International Banking, Services Supplied by Banks in International Markets, Challenges for International Banks in Foreign Markets.	

Books Recommended:

- Peter S Rose and Sylvia C. Hudgins, Bank Management & Financial Services, Tata McGraw Hill Education, 8th Edition, 2011.
- P.N. Varshney, Indian Financial System & Commercial Banking, Sultan Chand & Sons, 2009.
- Indian Institute of Banking & Finance, Rural Banking Operations, Taxmann Publications, 2017.

PAPER CODE- MFM 327

**Corporate Internship and Viva voce
(Practical)**

Credits: 6

Maximum Marks: 100

Contact Hrs/ Week: 6

Total Hrs: 90

Course Objectives-

1. The objective of this paper is to give practical exposure of Corporate work Environment and Hands-on experience to students

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MFM 327	Corporate Internship & Viva Voce	CO 121. Explore career opportunities prior to course completion and Build industry network CO 122. Develop communication, interpersonal and other critical skills required in corporate world CO 123. Prepare a project report on internship	Approach in teaching: Regular contact with Supervisor Learning activities for the students: Presentations, Review of Literature, SPSS practice in Lab	Viva, Presentation

Contents:

Unit I	Data Compilation- Compiling data in excel, importing to SPSS, Data Cleaning and summarizing Data Analysis using SPSS	15 Hrs
Unit II	Report Writing- Preparation of Rough Draft and Final Draft	15 Hrs

Simultaneously, students are required to meet their supervisors for guidance on regular basis.

BOOKS RECOMMENDED:

- Anil Mishra, Summer Internship Simplified , Wiley Publishers, 2008

PAPER CODE- MFM 328

Synopsis of Dissertation

(Practical)

Credits: 2

Maximum Marks: 100

Contact Hrs/ Week: 2

Total Hrs: 30

Course Objectives-

1. The objective of this paper is to make students learn to provide rationale for the research, the research objectives, the proposed methods for data collection and Tools for data analysis. The paper aims to build a strong foundation for carrying out the dissertation work in semester IV.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MFM 328	Synopsis of Dissertation	CO 124. Identify literature for review and critically analyze it CO 125. Define the research gaps and state research questions. CO 126. Identify research methods and prepare synopsis of the research project.	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

Guidelines: The students are required to identify the research area under the broad field of International Business in consultation with their respective supervisors, and prepare a synopsis. Evaluation will be done on the basis of the synopsis submitted along with a PowerPoint presentation by the student by a panel of examiners.

BOOKS RECOMMENDED-

- David Gough, Sandy Oliver and James Thomas, An Introduction to Systematic Reviews, Sage Publications
- Anthony J Onwuegbuzie & Rebecca Frels, Seven Steps to a Comprehensive Literature Review- A Multimodal and Cultural Approach, Sage Publications

PAPER CODE- LAD 320
Social Media Networking and Presentation Skills
(Practical)

Credits: 2

Maximum Marks: 100

Contact Hrs/ Week: 2

Total Hrs: 30

Course Objectives-

1. The objective of this paper is to give students in depth knowledge of the various aspects concerning Personal branding, creating online resume on various platforms, learning to work on writing online and offline content. Emphasis is also given on public speaking, and working amongst different groups and with cultural diversity.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
LAD 320	Social Media Networking & Presentation Skills	CO 127. Learn personal branding to create an online presence and create own blog. CO 128. Learn general etiquette and mannerisms, both professional and social. CO 129. Learn the art of creating presentations and presenting them in front of a large audience. CO 130. Learn to combat stress through meditation and relaxation technique	Approach in teaching: Interactive Lectures, Group Discussion Learning activities for the students: Presentations	Viva and Presentation

Contents:

Unit Personal Branding: Converting hobby into passion

06 Hrs

I

Introduction to personal branding, the art of authenticity, Choosing the best social media network, why scheduling is important, Brand maintenance, online identity, creating relationship with the professional network to create a professional personal brand.

Social networking sites: Blogging your passion

Self-discipline and trust building activities, what is blogging and blogging platforms, which platform to choose, setting up a blog, types of blog and blog writing, finding the right subject matter, following skill not passion, do's and don'ts of blogging.

Unit II	Etiquette Business Etiquette: Grooming, Positive impression, Communication, Social Imaging. E-Mail Etiquette: Professional Behaviour at work, Subject line, CC-BCC, professional e mail address and other basic do's and don'ts. Phone etiquette: Tone of voice, receiving and dialling, phone language, eliminating distraction, basic etiquette and do's and don'ts. Whatsapp/messaging etiquette, social etiquette, Business meeting etiquette, cubicle manners, dining etiquette, social media etiquette	06 Hrs
Unit III	Pre presentation research and prep Pre-Presentation Prep, preparing slides and Yourself, Delivering the Presentation, Practical-Individual Presentations and Extempore, do's and don'ts in presentations, using graphics, images and videos, saving presentations, giving a boost start with a case study or a story, 6 by 6 slide rule. Types of presentations, taking presentations to SlideShare and LinkedIn, importance of research.	06 Hrs
Unit IV	Stress Management: Knowing the reasons, living a relaxed life, Being Emotionally Wise, Inner self integration technique, Meditation, types and importance.	06 Hrs
Unit V	Seminar/Webinar and Industry Expert Session These will be conducted by Industry leaders as question answer session and experience sharing.	06 Hrs

BOOKS RECOMMENDED-

- Erik Deckers and Kyle Lacy (2010), Branding Yourself: How to Use Social Media to Invent or Reinvent Yourself.

PAPER CODE- MFM 421
Business Ethics and Corporate Governance
(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives -

1. This paper aims to understand ethical issues in business and the role of Corporate Governance practices in maintaining transparency in business transactions. To highlight the importance of commitment to values and ethical conduct of business.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MFM 421	Business Ethics & Corporate Governance	CO 131. Understand the importance of ethics and corporate governance in the day-to-day working of organizations. CO 132. Create a framework for effective corporate governance by understanding the role and responsibility of different stakeholders. CO 133. Learn scope of business ethics in Compliance, finance, Human resources, marketing, production. CO 134. Understand the importance of ethics and corporate governance in the day-to-day working of organizations. CO 135. Learn the issues involved in maintaining ethics/ corporate governance and how to deal with such situations.	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

Contents:

Unit I	Introduction to Business Ethics: Meaning, Nature of Ethics, Ethical Concepts and Theories, Morals and Values, Importance and need of ethics in business, Kohlberg's six stages of moral development (CMD) Values – Importance, Sources of Value Systems, Types, Values across Cultures, Difference between values and ethics.	10 Hrs
Unit II	Managerial Ethics: Categories of management morality Ethical Problems-Dilemma at Work-Sources , Resolutions, Corporate Ethical Leadership Whistle Blowing Ethical Decisions: Concept, Ethical Decision Making, Ethical Dilemmas in Organization, Social Responsibility of Business.	10 Hrs
Unit III	Ethical Issues In The Functional Area: Concept, Ethics in Marketing , Ethics in Finance, Ethics in HR and Ethics in Information Technology Environmental Ethics, Corruption And Gender Issues: Environmental Ethics, Corruption, Gender Ethics, Sexual Harassment and Discrimination.	12 Hrs
Unit IV	Corporate Governance: Meaning of Corporate Governance, Difference between Governance and Management, Purpose of Good Governance, Potential Consequence of poor CG, Governance risk and Financial Stability-The balancing of conflicting objectives. Indian and Global Scenario: Sarbanes Oxley Act of 2002, Overview of Anglo-American, Japanese, German, models of CG Reports and recommendations of Narayan Murthy and Ganguly Committees	14 Hrs
Unit V	Strengthening Corporate Governance: Role and composition of the board, remuneration of directors and senior executives, Rights and responsibilities of shareholders, Ownership of independent directors Corporate Social Responsibility (CSR): Introduction to CSR, Advantages and Scope, Indian Scenario, CG and CSR, Corporate governance rating	14 Hrs

BOOKS RECOMMENDED:

- S K Mandal (2011), Ethics in Business and Corporate Governance, Tata McGraw Hill Publishing Co. Ltd., New Delhi.
- A.C. Fernando(2009), Business Ethics: An Indian Perspective, Pearson Education India.
- David J.Fritsch(2004), Business Ethics; a Global and Managerial Perspective, McGraw-Hill Irwin, Singapore
- Riya Rupani (2015), Business Ethics and Corporate Governance, Himalaya Publishing
- Murthy C.S.V(2009), Business Ethics, Himalaya Publishing.
- Daniel Albuquerque(2010), Business Ethics: Principles and practice, Oxford Uni. Press

PAPER CODE- MFM 422

Mergers & Acquisitions and Corporate Restructuring

Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objective:

1. To give an understanding to the students about the corporate restructuring process.
2. To acquaint the students about the procedures of mergers and acquisitions.

Course Outcomes:

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MFM 422	Mergers & Acquisitions and Corporate Restructuring	CO 136: To clarify the importance of mergers and acquisitions in the terms of the company's value. CO 137: To understand the strategic perspective of Mergers & Acquisition. CO 138: To understand the various methods of corporate restructuring. CO 139: To show the ways of capturing the value drivers through mergers and acquisitions. CO 140: to understand the basic concept and reasons for takeovers.	Approach in teaching: Interactive Lectures using whiteboards, Discussion, Reading assignments, Demonstration, Team teaching, Quiz. Learning activities for the students: Self-learning assignments, Effective questions, Solving problems of unsolved questions, Problem based learning-cases, Group learning teamwork, Giving Tasks.	Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects

Contents

Unit I Mergers and Acquisition: An Introduction

12 Hrs

Meaning and definition of Merger and Acquisition, Motives of Merger and Acquisitions, Stakeholder Expectations in Mergers and Acquisitions, Reasons for buying a Business, Reasons for selling a Business.

Unit II	Mergers and Acquisitions: A Strategic Perspective Process of Merger & Acquisition, Concept of Due Diligence, Need for Due Diligence, Parties interested in Due Diligence, Steps in Due Diligence- Planning Phase, Data Collection Phase, Data Analysis Phase, Concept of Cross- border Acquisitions, Need for Cross- border Acquisitions.	12 Hrs
Unit III	Corporate Restructuring Meaning, Different Methods of Restructuring- Joint Ventures, Sell Off and Spin Off, Divestitures, Equity Carve Out ,Leveraged Buy Outs (LBO),Management Buy Outs (MBO)	12 Hrs
Unit IV	Corporate Valuation Introduction, Basics of Valuation- Fair Market Value, Fair Value, Book Value, Intrinsic Value, Replacement Value, Liquidation Value, Going Concern Value, Equity Interest Value, Insurable Value. Objectives of Valuation, Principles of Business Valuation. Valuation Approaches – Net Asset Valuation Model, Price Earning Ratio Model, Discounted Cash Flow Valuation	12 Hrs
Unit V	Takeovers Introduction, Friendly and Hostile Takeovers, Reasons for Takeovers, Takeover Tactics- Dawn Raid, Bear Hug, Saturday Night Special, Proxy Fight, Takeover Defenses- Divestiture, Crown Jewels, Poison Pill, Greenmail, White Knight, Advantages and Disadvantages of Takeovers.	12 Hrs

Books Recommended:

- Sudarsanam Sudi, Creating Value from Mergers and Acquisitions, PHI Learning Private Limited, 2/e, 2010.
- Enrique R. Arzac, Valuation for Mergers, Buyouts & Restructuring, Wiley India (P) Ltd., 2009.
- Chandrashekar Krishna Murthy & S.R Vishwanath, Merger Acquisitions & Corporate Restructuring, Sage Publication, 2007.
- Weston, Takeovers, Restructuring and Corporate Governance, Pearson Education, 2/e, 2011.
- Shiv Ramu, Corporate Growth through Mergers and Acquisitions, Response Books, 2006.
- Kumar B Rajesh, Mergers and Acquisitions, Tata McGraw Hill Education, 2011.
- Kavita Shetty, Sharad R. Kale and Rajinder S. Aurora, Mergers and Acquisitions, Oxford University Press, 2011.
- Gernard Picot, Handbook of International Mergers & Acquisitions, Palgrave Publishers Ltd., 2008.
- John C. Michelson, Restructuring for Growth, TMH, 2008.

PAPER CODE- MFM 423
Foreign Exchange Management
(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives-

1. Paper has been designed such that it acquaints the students with the recent trends in the foreign exchange market.
2. To introduce the students about the methods of payment in international trading

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MFM 423	Foreign Exchange Management	CO 141: Understand the operation of foreign exchange market. CO 142: Understand the theories and determination of foreign exchange rates. CO 143: To introduce the students about the methods of quotations in exchange rate transaction. CO 144: To introduce the students about the methods of payment in international trading. CO 145: To introduce the students with the concept of Balance of payment.	Approach in teaching: Interactive Lectures using whiteboards, Discussion, Tutorials, Reading assignments, Demonstration, Team teaching, Quiz. Learning activities for the students: Self learning assignments, Effective questions, Solving problems of unsolved questions, Problem based learning-cases, Group learning teamwork, Giving Tasks.	Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects

Contents

Unit I	Foreign Exchange market: Meaning, Features, functions, participants in foreign exchange market methods of affecting international payments, dealings on the Foreign Exchange Market- Spot and Forward Exchanges, Forward Exchange Rates, Futures, Options, Swap Operation.	12 Hrs
Unit II	Foreign Exchange Rate- Concept, factors determining spot exchange rates, fluctuations in the rate of exchange, Types of Exchange Rate: Fixed & Flexible exchange rate. Theories of exchange Rate: Demand and supply theory of exchange rate, PPP Theory, Balance of Payment theory.	12 Hrs
Unit III	Exchange Control: Meaning, features, Objectives, Methods- Unilateral methods & Bilateral methods, Merits and demerits, Exchange Control in India, Exchange Control Authority- Authorised dealers, Foreign Exchange Dealers Association of India(FEDAI), Foreign Exchange Reserves in India.	12 Hrs
Unit IV	Balance of Payment: Concept, Structure, Components of Balance of Payment, Difference between Balance of trade and Balance of Payment, Equilibrium in BOP, Disequilibrium in BOP, Types of Disequilibrium , Measures to correct disequilibrium.	12 Hrs
Unit V	Methods of Payment: Letter of Credit – meaning, mechanism, evaluation of LOC, Types of LOC. Bills of Exchange- meaning, Types of bills, noting and protest, stamp duty. Introduction to International Monetary fund (IMF)	12 Hrs

Books Recommended:

- C. Jeevanandam , "Foreign exchange and risk management" ,Sultan Chand
- Francis Cherunilam , "International trade and export management " , Himalaya publication.
- OP Agarwal, "Foreign trade and foreign exchange" Himalaya Publication House, Mumbai
- Avadhani,V.A, "International Finance, Theory and Practice" Himalaya Publishing company, New Delhi.
- S.K.Mathur, "International Trade and Finance" Shivam Book House, Jaipur.
- Cherunilam Francis, " International Business", Tata Mc Graw-Hill Publishing Co. Limited New Delhi.
- Wood and J Byrne: International Business finance, Macmillan, New York.
- Walter, Ingo: Handbook of International Business ,John Wiley and sons, New York.
- Mithani D.M., "Introduction to International Economics" Himalaya publishing House, Mumbai.

PAPER CODE- MFM 424
Investment Management
(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives-

1. The object of this paper is to facilitate study of theory and practice and to provide information needed by professionals in banking & equity sector.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MFM 424	Investment Management	CO 146: To enable students to understand various tools for online fund transfer. CO 147: To provide an idea about investment and its various alternatives. CO 148: To enable the students to understand the procedure of opening Demat account CO 149: Understand the various services available through Demat account. CO 150: Understand the various sources of investment	Approach in teaching: Interactive Lectures using whiteboards, Discussion, Tutorials, Reading assignments, Demonstration, Team teaching, Quiz. Learning activities for the students: Self learning assignments, Effective questions, Solving problems of unsolved questions, Problem based learning-cases, Group learning teamwork, Giving Tasks.	Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects

Contents:

Unit I	Introduction: Concept, investment and gambling, influencing factors for investment decisions, financial decision vs investment, investment vs speculation, gambling vs speculation, process of investment program, objectives of investment decisions, types of investors, goal of investors.	12 Hrs
Unit II	Dematerialization: Basics of dematerialization, opening of Demat account, dematerialization procedure, Demat account operations.	12 Hrs
Unit III	Short Term Investment options: Savings bank account operations, short term Recurring Deposit & fixed deposit, short term mutual funds, liquid funds, fixed maturity plans.	12 Hrs
Unit IV	Long term Investment Options: Public Provident Fund, Employee Provident Fund, equity shares, Gold ETF, IPO, National pension scheme, recurring deposit, long term fixed deposit, long term mutual funds (SIP), Post office deposits, Real estate investment.	12 Hrs
Unit V	Equity research reports and interpretation- concept, types of equity research: fundamental analysis, technical analysis, sources of information for equity research, interpretation of equity research report.	12 Hrs

Books Recommended:

- Investment Analysis and Portfolio Management, Prasanna Chandra, Tata McGraw Hill, 3rd Edition, 2009.
- V.K.Bhalla, Investment Management, 7th Edition, S. Chand & Co., New Delhi, 2000.
- Gordon J. Alexander, William F. Sharpe & Jeffery V. Bailey, Fundamentals of Investments, Prentice Hall, India, 2003 edition.

PAPER CODE- MFM 425

Financial Derivatives

(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives-

1. To enable students to have a detailed understanding of the special characteristics of derivatives including forwards, futures, swaps, options and others, and their relationship to the underlying cash securities.
2. To be able to use these instruments to address a wide range of trading and investment objectives.
3. To understand and be able to control the risks of financial derivatives and derivatives portfolios.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MFM 425	Financial Derivatives	<p>CO 151: To enable students to have a detailed understanding of the special characteristics of derivatives including forwards, futures, swaps, options and others, and their relationship to the underlying cash securities.</p> <p>CO 152: To help the students to use these instruments to address a wide range of trading and investment objectives.</p> <p>CO 153: To understand and be able to control the risks of financial derivatives and derivatives portfolios.</p> <p>CO 154: to make the students aware about various trading Strategies involving Futures, Options and Swaps.</p> <p>CO 155: To understand the various concepts of pricing options.</p>	<p>Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students: Self-learning assignments, presentations</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation</p>

Contents:

Unit I	Brief history and background of derivatives	12 Hrs
	Evolution of Commodity, Currency, Stocks and Interest Rate Derivatives. Structure of derivative markets- Exchange traded markets and Over the counter markets, forwards, futures, options, swaps and other derivative contracts. Types of traders: Hedgers, Speculators and Arbitraders. Overview of Indian Derivatives Market.	
Unit II	Mechanics of Derivatives market	12 Hrs
	Contract specification, Exchange clearing, Settlement and margins system, Types of traders and types of orders, Regulation, reasons for trading: risk management, speculation and arbitrage.	
Unit III	Pricing Derivatives	12 Hrs
	Investment assets v/s consumption assets, short selling, cost of carry model, Forward price of an investment asset, valuing forward contracts, Futures price of stock indices, currencies, commodities, interest rate futures, relationship between futures and spot price.	
Unit IV	Trading Strategies involving Futures, Options and Swaps	12 Hrs
	Hedging strategies using futures, basic option trading strategies, Currency and interest rate swaps.	
Unit V	Option Pricing	12 Hrs
	Factors affecting option prices, intrinsic value and time value of options, put call parity, Pricing options: Black and Scholes model, binomial option pricing-one step.	

Books Recommended:

- John C. Hull Options, Futures and Other Derivatives, Eighth Edition, Pearson Education, 2011.
- S. Kevin, Commodity and Financial Derivatives, Second Edition, PHI Learning Pvt. Ltd., 2014.
- SSS Kumar, Financial Derivatives, PHI Learning, 1st Edition, 2010.
- S. L Gupta, Financial Derivatives Theory, Concepts and Problems, Second Edition, PHI.2017
- Rajiv Srivastava, Derivatives and Risk Management, Second Edition, Oxford University Press, 2014.
- Robert W. Kolb, Futures, Options, and Swaps, 3rd edition, Blackwell Publishers, 200.
- Alfred Steinherr, Derivatives The Wild Beast of Finance: A Path to Effective Globalisation (Wiley Investment Series), 2000.
- Economics Times
- Financial Times
- NSE Report

PAPER CODE- MFM 426

Project Management

(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives-

1. To give students in depth knowledge of various aspects concerning selection, implementation and evaluation of a project.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MFM 426	Project Management	<p>CO 156 : Students will be able to describe a project life cycle, and can skillfully map each stage in the cycle</p> <p>CO 157: Students will identify the resources needed for each stage, including involved stakeholders, tools and supplementary materials.</p> <p>CO 158: Students will describe the time needed to successfully complete a project, considering factors such as task dependencies and task lengths.</p> <p>CO 159: Students will be able to provide internal stakeholders with information regarding project costs by considering factors such as estimated cost, variances and profits.</p> <p>CO 160: Students will be able to understand the concept of Discounted cash flow techniques and Weighted average cost of capital.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation</p>

Contents:

Unit I Project: Concept, Definition, Characteristics, Importance and Challenges of a project. Life cycle of a project, Phases of Project Management

	Project Formulation: Introduction, sequential stages of Project formulation.	
	Project Feasibility & Appraisal: Meaning, Scope, Types (Technical & Financial)	12 Hrs
Unit II	Financial planning & forecasting:- Meaning & nature, factors affecting financial planning , significance & limitation	
	Sources of finance:- Meaning, External & Internal sources of finance	12 Hrs
Unit III	Project planning & scheduling: Introduction, Scheduling Techniques (Bar Chart, Network based scheduling-PERT & CPM)	
	Project Organization: Functional & Matrix Organization	12 Hrs
Unit IV	Social Cost Benefit Analysis: Meaning, Approaches (UNIDO & L-M approach) and Shadow Pricing.	
	Market and Demand Analysis: Meaning , Features of the Market, Market Planning, Collection of secondary Information, Conduct of Market survey and Demand Forecasting	12 Hrs
Unit V	Capital Budgeting- Introduction, Discounted cash flow techniques: Present Value and IIR.	
	Cost of capital :- Meaning, computation of cost of debt, preference , equity Share capital & Weighted average cost of capital.	12 Hrs

Books Recommended:

- Nagrajan .K Project management New Age International Publishers
- Agarwal, Mishra, "Project Management", RBD, Jaipur
- Agarwal MR- "Financial Management" Garima Publication, Jaipur
- Vasant Desai "Project Management" , Himalaya Publishing House.
- Prasanna Chandra "Project Planning, Implimentation & Review" Tata McGrawl-Hill, New Delhi

PAPER CODE- MFM 427
Dissertation & Viva Voce
(Practical)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives-

1. The main objective of this paper is to culminate the academic experiences of the students in the form of a systematic research. The paper aims to enhance the research and professional proficiency of the students in their areas of specialization

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MFM 427	Dissertation & Viva Voce	CO 161: Develop responses on the basis of the evaluation and undertake analysis. CO 162: Apply knowledge and understanding in relation to the chosen topic of research CO 163: Communicate in written form by integrating, analysing and applying key texts and practices.	Approach in teaching: Regular contact with Supervisor Learning activities for the students: Presentations, Review of Literature, SPSS practice in Lab	Viva, Presentation

Guidelines: The Dissertation work enable participants to develop knowledge and understanding of a specialist area within the broad field of Human Resource Management. Each student will carry forward the research work on the synopsis prepared in semester III and complete the dissertation work under the supervision of a dissertation guide.

Students are required to meet their supervisors for guidance and devote 4 hours per week other than Lab sessions provided to them on regular basis.

After the data collection process is over, 30 hours Lab sessions will be available to the students for completion of their report under the supervision of a faculty to complete the following-

Contents :

Unit I	Data Compilation- Compiling data in excel, importing to SPSS, Data Cleaning and summarizing	15 Hrs
	Data Analysis using SPSS	
Unit II	Report Writing- Preparation of Rough Draft and Final Draft	15 Hrs

Books Recommended:

- Peg Boyle, Demystifying Dissertation Writing, Stylus Publishing, LLC, 2009
- Carol M. Roberts, The Dissertation Journey: A Practical and Comprehensive Guide to Planning, writing and defending your dissertation, Sage Publications

PAPER CODE- LAD 420
Team Building and Stress Management
(Practical)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 2

Total Hrs: 30

Course Objectives-

1. This paper aims at helping students to work towards public speaking and mock interviews, a final preparation towards getting a job.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
LAD 420	Team Building and Stress Management	CO 164: Learn team building CO 165: Learn public speaking CO 166: Learn GD-PI techniques CO 167: Learn Stress Management techniques	Approach in teaching: Interactive Lectures, Group Discussion Learning activities for the students: Presentations	Viva and Presentation

Contents:

Unit Team Building

6 Hrs

I

Activities, team building games, team processes. **Laws of teamwork**

Case study approach to team work, The law of the significance, the law of the big picture, the law of the niche. **Work ethics** Work ethic. Relationship management, receiving and giving positive and negative feedback, body language.

Unit II	Public speaking: Overcoming fears	6 Hrs
	Public Speaking Games, Personality Development Games, Extempore, Debate, Group Discussion, one-minute speech, storytelling, story creation, selling items, JAM sessions.	
Unit III	Mock GD Sessions	6 Hrs
	Internal and external GD sessions and competitions to boost confidence and prepare content.	
Unit IV	Mock PI Sessions	6 Hrs
	Internal and external PI sessions and competitions to boost confidence and prepare content.	
Unit V	Seminar/Webinar and Industry expert session	6 Hrs
	These will be conducted by industry leaders as question answer session and experience sharing.	

Books Recommended:

- Tonya Reiman (2007), The Power of Body Language: How to Succeed in Every Business and Social Encounter.
- John Adair (2007), Develop Your Leadership Skills
- Dale Carnegie, how to stop worrying and start living
- Kelly Mc Gonigal (2015), The Upside of Stress: Why Stress Is Good for You, and How to Get Good at It.

Department of Management

Program: MBA- Human Resource Management (2020-21)

PROGRAMME OUTCOMES

PO1	To understand economic, legal, and social environment of Indian business and gain domain knowledge related to various functional areas of Management.
PO2	To develop skills for Critical thinking, Business Analysis, Problem Solving and finding innovative solutions.
PO3	To demonstrate a global outlook with the ability to identify aspects of the global business and Cross-Cultural Understanding.
PO4	To develop responsiveness to contextual social issues / problems and exploring solutions, understanding business ethics, and resolving ethical dilemmas.
PO5	To develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on).
PO6	To learn to collaborate and demonstrate Leadership skills.

Programme Specific Objectives

PSO 1	To impart knowledge of various functional areas of Management and its application in current Business environment in order to develop and broaden management and leadership skills.
PSO 2	To develop capabilities to select and apply appropriate tools for solving complex managerial problems.
PSO 3	To harness entrepreneurial approach and skill sets
PSO 4	To develop analytical and critical thinking abilities for data-based decision making

	C09 7												
	C09 8												
	C09 9												
	C01 00												
MHR 323	C01 01								✓				
	C01 02				✓	✓							
	C01 03										✓		
	C01 04										✓		
	C01 05											✓	
MHR 324	C01 06								✓				
	C01 07								✓				
	C01 08									✓			
	C01 09									✓			
	C01 10					✓				✓			
MHR 325	C01 11										✓		
	C01 12								✓				
	C01 13								✓				
	C01 14											✓	
	C01 15											✓	
MHR 326	C01 16									✓			
	C01 17									✓			
	C01 18									✓			
	C01 19									✓			
	C01 20									✓			
MHR 327	C01 21						✓	✓					
	C01 22						✓						
	C01 23					✓							
MHR 328	C01 24					✓							

	C01 25						✓						
	C01 26		✓										
LAD 320	C01 27							✓					
	C01 28							✓					
	C01 29							✓					
	C01 30							✓					
MHR 421	C01 31					✓							
	C01 32					✓							
	C01 33					✓							
	C01 34					✓							
	C01 35				✓	✓							
MHR 422	C01 36	✓											
	C01 37	✓											
	C01 38		✓										
	C01 39		✓										
	C01 40				✓		✓						
MHR 423	C01 41									✓			
	C01 42							✓					
	C01 43	✓						✓					
	C01 44											✓	
	C01 45							✓				✓	
MHR 424	C01 46									✓			
	C01 47											✓	
	C01 48												✓
	C01 49		✓							✓			
	C01 50											✓	✓
MHR 425	C01 51								✓				
	C01 52			✓	□			✓					

	C01 53								✓			
	C01 54		✓									✓
	C01 55		✓						✓			
MHR 426	C01 56								✓			
	C01 57		✓				✓					
	C01 58		✓				✓					
	C01 59								✓		✓	
	C01 60										✓	
MHR 427	C01 61		✓				✓					
	C01 62		✓				✓					
	C01 63		✓				✓					
LAD 420	C01 64						✓	✓				
	C01 65						✓					
	C01 66						✓					
	C01 67										✓	

COURSE OUTCOMES - Semester I

PAPER CODE- MHR 121

Fundamentals of Management

Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

1. This course will enable the students to -
 Paper has been designed such that it acquaints the students with the basic management concepts and organizational processes in the organization

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MFM 121	Fundamentals of Management	CO 1. Understand the Functions and Principles of Management CO 2. Understand process and principles of Planning and Organizing.. CO 3. Understand theories of Motivation and Leadership. CO 4. Understand steps and techniques of controlling. CO 5. Apply the concepts of decision making in a business situation.	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENT

Unit I	Management -Concepts, Functions, Significance of management, Management and administration, Levels of management. Principles of management-Henry Fayol and F.W Taylor, Approaches/schools of management thought – Classical , Neo-Classical and Modern.	12 hrs.
Unit II	Planning -Concept, Nature, Processes, Types, Significance of planning, Planning process, Management by Objectives Organization -Concept, Importance, Process of organizing, Principles of Organization, Types-Formal and Informal. Organization Structure-Types of Organization Structure-line, line and staff, functional, project, matrix and committee. Delegation and Decentralization of Authority(conceptual knowledge only)	12 hrs.
Unit III	Decision Making -Meaning, Significance, Types of decisions, Process of decision-making, Techniques of decision-making, Controlling -Concepts, Features, Steps of controlling, Importance, Techniques-Traditional and Modern (Elementary knowledge only)	12 hrs.

Unit IV Motivation-Meaning, Types of motivation, Importance, Theories of motivation- Maslow's need-hierarchy theory, McGregor's theory X and theory Y, Herzberg motivation-hygiene model, Victor-vroom expectancy model. William Ouchi's motivation theory, **12 hrs.**

Unit V Leadership-Definition, Importance, Difference between leadership and management, Functions of a leader, Styles of Leadership-autocratic, participative and free-rein, Theories of leadership-trait theory, behavioural theory- likert's system of management, Blake and Mouton's Managerial Grid, and Tannenbaum and Schimidt's Continuum of leadership style and situational theory- Fiedler's Contingency Model **12 hrs.**

BOOKS RECOMMENDED:-

- Chhabra T.N "Principles and Practice of Management" DhanpatRai& Co. PvtLtd, New Delhi.
- Nolakha, R.L "Principles of Management" .RBD Publishers, Jaipur.2007
- Sudha G S., "Management", RBSA Publishers, Jaipur.2007
- Koontz, Herold and Wehrich, Heinz. "Management", McGraw Hill, New York.5th edition.
- Stoner, James A.F. and Freeman, R.Edward, "Management".,New Delhi. 6th edition
- Mathew, M.J "Business Management" Sheel Sons Publishers,Jaipur. 1st edition
- Raven, P.H., Hassenzahl, D.M. & Berg, L.R. 2012. Environment. 8th edition. John Wiley & Sons.
- Rosencranz, A., Divan, S., & Noble, M. L. 2001. Environmental law and policy in India. Tripathi 1992.
- Sengupta, R. 2003. Ecology and economics: An approach to sustainable development. OUP.
- Singh, J.S., Singh, S.P. and Gupta, S.R. 2014. Ecology, Environmental Science and Conservation. S. Chand Publishing, New Delhi.
- Sodhi, N.S., Gibson, L. & Raven, P.H. (eds). 2013. Conservation Biology: Voices from the Tropics. John Wiley & Sons.
- Thapar, V. 1998. Land of the Tiger: A Natural History of the Indian Subcontinent.

**PAPER CODE- MHR 122
Managerial Economics**

Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

1.The Objective of this course is to acquaint the participants with concepts and techniques used in Micro-Economic Theory and to enable them to apply this knowledge in business decision-making using both micro and macroeconomic principles. Emphasis is given to changes in the nature of business firms in the context of globalization

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			

MFM 122	Managerial Economics	<p>CO 6. Describe the nature and scope of managerial economics, concept of utility & consumer's equilibrium from the perspective of organization.</p> <p>CO 7. Understand how changes in demand and supply affects the Business</p> <p>CO 8. Identify relationships between production output & costs and understand the relationship between revenue and costs.</p> <p>CO 9. Identify key characteristics and consequences of different forms of markets.</p> <p>CO 10. Apply the knowledge of Macroeconomic concepts in the business situations.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation</p>
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CONTENT

Unit I Managerial Economics: Meaning, Nature and Scope of managerial economics.

Constraints and Opportunity costs, Production Possibility Curve,

12 hrs.

Consumer Behaviour: Utility and indifference curve approaches-meaning, law of diminishing, marginal rate of substitution, properties of indifference curve, price line, consumer's equilibrium-conditions of consumer equilibrium, income substitution and price effect.

Unit II Demand analysis: Demand and law of demand, Normal Goods, Substitute Goods, Veblen Effect, Bandwagon effect, Network Externality, Snob Effect, determinants of demand on demand function, change in demand, elasticity of demand-degrees, Measurement of price elasticity of demand-total expenditure method, proportionate method, point elasticity method. Demand forecasting- Meaning and techniques of demand forecasting, Law of supply (Conceptual)

12 hrs.

Unit III Cost and Output Analysis: Cost Concepts and Cost Output Relationship

Concepts of Revenue, Theory of Firm

12 hrs.

Unit IV Production Function: Short Run and Long Run

Markets: Meaning, characteristics, types of markets-perfect and imperfect markets, Price and output determination in perfect competition, monopoly and monopolistic market.

12 hrs.

Unit V Macro Economic factors affecting Business- Business cycles, Inflation, National Income, Political stability, Financial markets-Stock Market, Currency Market and Commodity Markets

12 hrs.

BOOKS RECOMMENDED:-

- Satya P Das, Micro Economics for Business, Sage Publications Pvt. Ltd.
- Perloff & Brander, Managerial Economics and Strategy, Pearson Education
- Mathur, Yadav, Vyas, Business Economics, RBSA, Jaipur
- Jain, Khanna & Tiwari, " Business Economics", V K India enterprises, New Delhi.
- Adhikary, M. *Business Economics.*, New Delhi, Excel Books, 2000.
- Keat, Paul G & Philips K. Y. Young, *Managerial Economics*, Prentice Hall, New Jersey,

PAPER CODE- MHR 123
Information Technology for Management

Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objective

1. Communication is the key to successful business. It leads one to negotiate effectively and strike the right deal for the organization. This course provides insight into the technical and structural aspect of communication in business.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MFM 123	Information Technology for Management	CO 11. Work on spreadsheets and employ basic functions to handle data. CO 12. Work on advanced inbuilt functions available in spreadsheet software for data analysis CO 13. Work on managerial and financial functions, create charts, perform statistical analysis through spreadsheet software CO 14. Work on database management software to manage data for effective information management CO 15. Understand current trends of e commerce	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

		operations and online financial transactions		
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CONTENT

Unit I	Information Management: – Introduction, Classification of Information Spread Sheet: Introduction, operations on spreadsheet and workbooks, Filling series, sort, and Formatting worksheet. Basic Spread Sheet Functions: cell referencing (Relative, Absolute, Mixed). Inbuilt function (SUM, AVERAGE, COUNT, MAX, MIN, COUNTIF, CEILING, FLOOR, TRUNC, ABS, , INT, LOG, MOD, POWER, ROUND, EXP, IF, AND, OR), Date & Time functions (NOW, DATE, TIME, DAY, MONTH, YEAR, HOUR, MINUTE, SECOND) Protecting worksheets , Charts in Excel: types, create chart from adjacent data/ nonadjacent data, data series, editing and formatting ,printing chart	12 hrs.
Unit II	Sensitivity Analysis using Spread Sheet : Filter, Advance Filter, Goal Seek, Solver, Scenario Manager, Consolidate, Subtotal, V lookup, H Lookup, pivot table, pivot chart, Freeze Panes. Advance Spread Sheet Functions & tools: Logical Function, Date and time function,	12 hrs.
Unit III	Financial function: FV, PMT, IPMT, NPER, NPV, PV, RATE, OLE (object linking and embedding). Database Management System: Introduction, Types of Database, System Decomposition, MS Access : database structure, Data types, Creating Tables, table fields, Primary keys and field validation and record validation rules	12 hrs.
Unit IV	Multiple tables, relationships, Sort & Filter in table, select data with queries: Creating query by design & by wizard, Creating basic forms & Reports.	12 hrs.
Unit V	E –Commerce & Recent Trends in IT- Introduction to E-commerce, E business model as B2B, B2C, C2C, C2B, G2C. Recent Trends in IT:- Wireless Access Technologies, Types of payments (Credit Card, debit card, online payments, e wallet, upi app based payments etc.) Bluetooth, wifi, RFID.	12 hrs.

BOOKS RECOMMENDED:-

- Martin, Hansen, Klingher & Beth, "Mastering Excel 2000", BPB Publications, 2013.
- Wayne L.Winston, "Excel Data Analysis and Business Modeling", 2010
- John Walkenbach, "Excel 2016 Bible", Wiley
- Chandan Sengupta, "Financial Analysis and Modeling using Excel and VBA", Wiley
- Michael Alexander, Richard Kusleika, "MS Access 2013 Bible", Wiley
- David Whiteley, "E-Commerce", Tata McGraw Hill

PAPER CODE- MHR 124
Research for Management
Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objective :

1.To enable the students to identify problems for managerial decision making, Design a research, collect data, analyze and write a report.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MFM 124	Research for Management	CO 16. Understand the various types of research and research design. CO 17. Understand the steps of a research process and apply them to conduct a research study. CO 18. Design a questionnaire and use it for data collection CO 19. Analyze the collected data using various descriptive and statistical tools and techniques. CO 20. Write a research report.	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENT

Unit I	Research: Definition, characteristics, Approaches-Deduction, Induction, Types of Research, Research Process. Research Design: Meaning, Features of a good research design. Types of Research Design-Exploratory, Descriptive and Experimental studies	12 hrs.
Unit II	Measurement scales -Types of scales- Nominal, Ordinal, Interval and Ratio scales, Scaling Techniques: Comparative and Non-comparative scaling Data Collection: Primary and Secondary Data-Methods of collecting data	12 hrs.

Unit III	Questionnaire design -Objectives, hierarchy of Questions, Process, Lay out, Pilot testing Sampling design -Meaning of sample and population, Sampling techniques, sample size calculation Preliminary data analysis - Descriptive statistics- Measures of central tendency(Mean, Mode, Median), Measures of Dispersion(Variance, Standard Deviation, Range)	12 hrs.
Unit IV	Hypothesis testing - process, student's T test, Z test, Chi Square test, Kolmogorov Smirnov test Correlation and Regression - Meaning, difference, Assumptions of regression, Regression equation-interpretation and its application	12 hrs.
Unit V	Analysis of Variance (ANOVA) - One-way and two-way classification. Report Writing: Importance, Process, qualities of a Research report, Report layout	12 hrs.

BOOKS RECOMMENDED:-

- Levin & Rubin, Statistics for Management, Pearson.
- H K Dangi, Shruti Dewen, Business Research Methods, Cengage Learning
- Naresh Malhotra, Marketing Research, Pearson Education.
- C.R.Kothari, Research Methodology, New Age Publication.
- G C Beri, Marketing Research, Tata McGraw Hill.
- Cooper & Schindler, Marketing Research, Tata McGraw Hill.
- Anderson, Statistics for Business and Economics, Sweeney and Williams
- William G Zikmund, Business Research Methods, Cengage learning
- Sancheti & Kapoor, Statistics:Theory, Methods and Application, Sultan Chand & Sons

PAPER CODE- MHR 125

Accounting for Managers

Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

1. The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting so as to equip the student for basic managerial functions related to accounting.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			

MFM 125	Accounting for Managers	<p>CO 21. Understand basic Accounting concepts and principles.</p> <p>CO 22. Write journal entries, make Trial Balance and prepare Final Accounts of a Company.</p> <p>CO 23. Understand various tools and techniques of financial analysis used for decision making.</p> <p>CO 24. Understand basic Cost Concepts and use techniques of CVP analysis for decision making.</p> <p>CO 25. Become aware about various contemporary issues/concepts in Accounting</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation</p>
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CONTENT

Unit I Introduction

12 hrs.

Accounting-Meaning and definition, Nature, Need, objectives, Importance, Limitations, Users of accounting information, Branches of accounting, Accounting as an information system, Generally accepted accounting principles (GAAP)

Basics of Financial Accounting

Accounting equation, Systems of Book Keeping, Types of accounts and their Rules, Basics of Journal and ledger

Unit II Final Accounts

12 hrs.

Trial Balance-meaning, preparation, errors; Final accounts-CONTENT and their preparation with adjustments

Unit III Financial Analysis

12 hrs.

Meaning, objectives and types of financial analysis, Tools or techniques of financial analysis-Ratio analysis(meaning, objectives, limitations, classification, preparation of financial statements from ratios),Comparative and common size financial statements, Fund Flow analysis and Cash Flow analysis-Meaning, difference and CONTENT

Unit IV Cost concepts-Meaning, Objectives, Importance, Methods, Techniques and systems of costing; Basic Cost Concepts-Elements of cost, classification of costs; Cost sheet; **Cost-Volume-Profit Analysis**-Meaning, Assumptions, Significance, Break even analysis, Contribution and Marginal cost equation, Profit-Volume ratio, Margin of safety, key factor; Effect of change in the profit factors,

12 hrs.

Unit V Budgets-Functional budgets, Master Budget, Fixed and Flexible budgets **12 hrs.**
Contemporary issues/concepts in accounting

Convergence to International financial reporting standards (IFRS); Inflation Accounting, Green Accounting, Carbon Credit Accounting, Human Resources Accounting; Value Based Management; Cost reduction systems-kaizen costing system, Activity Based Costing, Life cycle costing; Zero Base Budgeting (ZBB), Performance Budgeting, Social Accounting.

BOOKS RECOMMENDED:-

- Maheshwari, Maheshwari, A text book of accounting for Management, Sultan Chand & Sons.
- M. Y Khan, P.K. Jain, Management Accounting : Text problem and Cases. Tata McGraw Hill.
- IM Pandey, Management accounting, Vikas Publishing House.
- M.N. Arora, Cost Accounting Principles & Practices, Eight edition, Vikas Publishing house.
- Horngren, Management Accounting, Pearson Education.
- Anthony Robert, Management Accounting Principles, R D. Irwin.
- Agarwal M R, Management Accounting-I, Garima Publications

PAPER CODE- MHR 126
History and Evolution of HRM

Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objective: 1. This paper familiarizes the students with the evolution of HRM, industrial relations systems and emphasizes various issues in management of IR in the HRM-dominated context of the modern business environment.

Course Outcomes (CO):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			

MHR 126	History & Evolution of HRM	CO 26 Understand about evolution of HRM CO 27 Describe the models of HRM CO 28 Understand role of HR in Management of Culture and Diversity CO 29 Explore the role of IR in HRM CO 30 Understand the dynamics of TU and its relevance in managing people	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation
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CONTENT

Unit I HRM- Evolution of Human Resource Management – History of The Era of Industrial Revolution, Era of Trade Unionism, Era of Social Responsibility, Scientific Management Era, Human Relations Movement, Behavioral Era **12 hrs.**

Unit II Models of HRM : The Harvard Model, The Fombrum, Ticky & Devanna Matching Model, The Guest Model, The Warwick Model and The Ulrich Model **12 hrs.**

Unit III Employee Relations Management: Introduction, Overview of Employee Relations Management, Importance, Role of HR in ERM, Process, Employee Relation Management tool and Core Issues of ERM **12 hrs.**

Unit IV Organizational Aspects in Employee Relation Management: Introduction, organisational Commitment and Engagement, How Organisations Work Organisation Culture, Conflicts in Organisation **14 hrs.**

International Employee Relations Management: Introduction, Internationalization, International Employees, International Employee Relations Management, Role of Human Resource Management

Unit V Contemporary Issues in Employee Relations: Introduction, Careerism, Stress and Employee wellness in organisation, Organisational Justice, Organisational Misconduct, Issues with Contract labour and temporary workforce, Managing Employee Relations through Organisational Change, Employee relations for the diverse workforce and Multinational Companies (MNC), Employee relations during crises – Recession **10 hrs.**

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:-

- Singh.P.N, Kumar Neeraj, Employee Relation Management, Pearson India

- William Steve and Derek Adam-Smith, Contemporary Employment Relations, Oxford University Press
- Derek Rollinson & Tony Dundon, Understanding Employment Relations.
- Subba Rao P, "Essentials of Human Resource Management and Industrial Relations" ,Himalaya Publishing House
- Aylott Elizabeth, Employee Relation, Kindle Text book

PAPER CODE- MHR 127

Business Communication

Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objective: 1.This paper provides an insight into the technical and structural aspect of communication in business Communication is the key to successful business. It leads one to negotiate effectively and strike the right deal for the organization

Course Outcomes (COs):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Title				
MHR 127	Business Communication	CO 32 Understand the role of communication in an organization. CO 33 Understand the basics of effective written and verbal communication CO 34 Understand the theoretical models of communication and development in communication research CO 35 Analyze one's own communication style in different contexts and mediums CO 36 Awareness about responsibilities of a communicator, Ethical Issues and Legal Issues	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENT

Unit I	Introduction to Communication: Meaning, Definition, Objective and Importance of Business Communication; The Process and Models of Communication (Keith Davis, Lesikar)	12 hrs
	Effective Communication: – Effective Listening, Importance of Listening; How to be an effective Listener. Effective Speaking, 7 C's of Effective Communication.	
Unit II	Forms of Communication:- Oral/verbal, Written, audio visual, Nonverbal Communication; Types of Nonverbal Communication- Kinesics, Paralanguage, Proxemics, types of communication (Vertical, Horizontal, Diagonal), Medias of Communication (modern and face to face)	12 hrs
	Barriers to Communication: Concept, Types, Overcoming barriers to communication.	
Unit III	Business Letter Writing: Forms, Types and Layout	12 hrs
	Report Writing- Forms, Content, Layout	
Unit IV	Development of Soft Skills : Emotional Intelligence, Interpersonal Skills, Team Spirit, Business Etiquette, Leadership Skills	12 hrs
Unit V	.Practice in Business Communication: Seminar Presentation, Public Speaking, Interviews, Resume Writing, Group discussion.	12 hrs

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED::

- Ronald E. Dulek and John S. Fielder, Principles of Business Communication, Macmillan Publishing Company, London.
- Rajendra Pal, J. S. Korlahalli, Essentials of Business Communication, S.Chand, New Delhi
- Asha Kaul, Business Communication, Prentice Hall, New Delhi
- Pandey, Pareek, Madan and Sharma, Business Communication, RBD Professional Publications, Jaipur.

(Latest editions of the above books are to be referred)

PAPER CODE- MHR 128

Seminar on Contemporary Issues

Practical

Credits: 2

Maximum Marks: 100

Contact Hrs/ Week: 2

Total Hrs: 30

Course Objective:

1. Paper has been designed such that it acquaints the students with the Contemporary issues in Management. One of the main objective is to create awareness regarding current trends, issues and researches related to various aspects of International Business.

Course Outcomes (CO):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MHR 128	Seminar on Contemporary Issues	CO 36: Acquaintance with the Contemporary issues in Financial Management CO 37: Prepare a report based on Systematic review of Literature CO 38: Learn to apply Descriptive as well as statistical tools for data analysis using SPSS	Approach in teaching: Lab class and regular interaction with supervisor Learning activities for the students: SPSS exercises, Presentations	Viva and Presentation

CONTENT

Unit Systematic Review of Literature- Resource Discovery and Gathering of

I Information, how to review literature systematically

15 hrs.

SPSS Statistics Environment-Data Editor, Importing data, SPSS Viewer, SPSS output exporting, Syntax Editor, Saving Files, Retrieving files

Exploring Data with Graphs- Histogram, Box Plots, Bar Charts, Scatter plots, Line Charts

Unit Bias- Assumptions, Outliers, Additivity & Linearity, Normality, Homoscedasticity,
II Spotting bias and Reducing Bias,

15 hrs.

Descriptive Analysis – Mean, Standard Deviation, Kurtosis, Skewness

Parametric Tests- one sample t test, Independent sample t test, Chi square, One Way Anova

Non Parametric Tests- Wilcoxon rank sum test, Mann-Whitney Test, Kriskal Wallis Test, Freidman's ANOVA

Correlation- Bivariate Correlation, Partial Correlation, Comparing Correlations, Effect size of correlation, reporting correlation coffecients

BOOKS RECOMMENDED:-

- Andy Field, Discovering Statistics using IBM SPSS Statistics, Sage Publishers
- David Gough, Sandy Oliver and James Thomas, An Introduction to Systematic Reviews, Sage Publications
- Anthony J Onwuegbuzie & Rebecca Frels, Seven Steps to a Comprehensive Literature Review- A Multimodal and Cultural Approach, Sage Publications

PAPER CODE- MHR 129
Community Engagement Services
Practical

Credits: 2

Maximum Marks: 100

Contact Hrs/ Week: 2

Total Hrs: 30

Course Objective: The Objectives of this paper are as follows

1. Understand the community in which they work and their relation
2. Identify the needs and problems of the community and involve them in problem solving
4. Practice national integration and social harmony and
5. Utilize their knowledge in finding practical solutions to individual and community Problems.

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MHR 129	Community Engagement Services	CO 39: Understand the needs and problems of the community in which they live and work. CO 40: Utilize their knowledge in finding practical solutions to community problems. CO 41: Create awareness about various issues facing society.	Approach in teaching: Interactive Lectures, Group Discussion, field visit Learning activities for the students: Presentations	Viva and Presentation

CONTENT

- **Community Welfare Drive:** Traffic Regulation, Road safety awareness program, Blood Donation, Organic Farming, Consumer awareness, Visit of special home.
- **Health, Hygiene & Sanitation Drive:** Food and Nutrition, Concept of Balance Diet, Safe drinking water, Water borne diseases, National Health Programme, Home Nursing and First Aid.

PAPER CODE- LAD 120

Communication Skills and Time Management

Theory

Credits: 2

Maximum Marks: 100

Contact Hrs/ Week: 2

Total Hrs: 30

Course Objective:

1.The objective of this course is to acquaint the students with the communication skills, building reading, writing habits, and public speaking, working on business etiquette, and enable them to manage time productively.

Course Outcomes (CO) :

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
LAD 120	Communication Skills and Time Management	CO 42: Learn to create and analyze personal SWOT, which will help them in goal setting. CO 43: Develop verbal and nonverbal communication skills. CO 44: Practice public speaking which will enhance their confidence, manage time more efficiently and effectively. CO 45: Gain a new perspective through seminars/webinars and industry sessions	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Viva and presentation

CONTENT

Unit I	Knowing self and Developing a Positive Attitude. Perceptual analysis, using mental models in problem solving, SWOT Analysis and Johari Window (Long term and short-term goals for upskilling).	6 hrs
Unit II	Listening, Verbal and Non-verbal communication skills, Public Speaking Asking the right questions, Voice modulations, listening habits, Building reading habit (Fiction and Non-Fiction). Extempore, Debate, JAM sessions	6 hrs
Unit III	Written communication, Assertiveness. Formal letter writing, e-mail writing, Netiquette, using e-mail elements, How and when to say No	6 hrs
Unit IV	Is time out of control; A war on stress Managing time effectively, 80/20 Rule, Pomodoro Technique, time management tips for managers. Procrastination; turning downtime into productive time	6 hrs

The To-Do and Not To do list, Smart goals and career planning, getting organized, important vs. urgent, ways to avoid traps and time sinkers, creating a time management plan.

Seminar/Webinar and Industry Expert Session

Unit

v

These will be conducted by Industry leaders as question answer session and experience sharing.

6 hrs

BOOKS RECOMMENDED:

- David Riklan (2003), Self-Improvement the Top 101 Experts Who Help Us Improve Our Lives.
- Kelly McGonigal (2011), The Willpower Instinct: How Self-Control Works, Why It Matters, and What You Can Do to Get More of It.
- Mahadevan Ramesh and Gopalaswamy Ramesh (2010), The ACE of Soft Skills: Attitude, Communication and Etiquette for Success, Pearson publishers.

PAPER CODE- MHR 221

Organizational Behaviour

Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

1.The objective of this subject is to acquaint the students with the theories and concepts of the various organizational aspects.

Course Outcomes (CO):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MFM 221	Organizational Behaviour	<p>CO 46: Analyse the behaviour of individuals in organizations in terms of the key factors that influence organizational behaviour and will also gain understanding about various theories of personality.</p> <p>CO 47: Understand the factors influencing group behaviour and group cohesiveness along with the difference between team and group.</p> <p>CO 48: Understand the meaning and characteristics of Organizational Power and politics.</p>	<p>Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students: Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation

		CO 49:Identify the various aspects of conflicts and how to manage the conflicts. CO 50:Understand various aspects and issues concerning stress and organizational change.		
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CONTENT

Unit I	Organizational Behaviour: Definition, Importance , Disciplines contributing to Organization Behaviour. Foundations of Individual Behaviour: Perception-Meaning,charactersitcs,perceptual process Perceptual selectivity ,Perceptual Organization Personality -Meaning, theories of personality-psychoanalytical theory,socio-psychological theory, trait theory and self theory	12
Unit II	Foundations of Group Behaviour: Meaning, Importance, Process of Group Formation, Types of Groups, Factors influencing group behaviour, Group cohesiveness, factors affecting group cohesiveness Team: Meaning, difference between team and group, Types of teams, techniques of effective team building.	12
Unit III	Organizational Power: Meaning, characteristics, classification of power, contingency approaches to power. Politics: Meaning, Reasons of politics	12
Unit IV	Conflicts: Meaning, Reasons of conflict, types of conflict, Process of conflict, merits and demerits, management of conflict.	12
Unit V	Stress: Meaning, reasons of stress, types of stress, effect of stress, strategies for coping stress. Organizational Change; Meaning, reasons, types, process of change, résistance to change, management of change.	12

BOOKS RECOMMENDED:-

- Stephen P. Robins, Organizational Behaviour, Prentice-Hall of Indian Pvt. Ltd., New Delhi.11th edition
- Mehta Anil &ChouhanBhumija., "Organizational Behaviour", RBD Publications, Jaipur.
- Prasad L M., "Organization Behaviour", Sultan Chand and Sons, New Delhi.2nd edition
- John W. Newstrom and Kilt Davis, OrganisationalBehaviour, (Human behaviour at work) Tata McGraw – Hill, New Delhi:9th edition
- Luthans, Fred, OrganisationalBehaviour McGraw-Hill Inc., New Delhi: 1992 9th edition
- Davies, Keth, OrganisationalBehaviour (Human Behaviour at work), Tata McGrawHill, NewDelhi.

PAPER CODE- MHR 222

Marketing Management

Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objective:

1.To introduce students to the elements of marketing management: marketing environment analysis, customer analysis and competitor analysis, generic business strategies and strategic marketing decisions for profitable delivery of superior value to the customers.

Course Outcomes (CO):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MFM 222	Marketing Management	CO 51:Understand fundamental marketing concepts, approaches, scope of market and consumer behavior. CO 52:Understand market segmentation, target marketing, and market positioning CO 53:Understand how different situations in the competitive environment will affect choices in marketing. CO 54:Identify the roles of advertising, sales promotion, public relations, personal selling, and direct marketing in the promotion mix CO 55:Explore the role and importance of digital marketing in today's rapidly changing business environment.	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENT

Unit I **Marketing Management : An Introduction**

	Conceptual framework, Nature and Scope of Marketing, Approaches to Marketing. Marketing-Mix, Developing Marketing Strategies and Plans	12 hrs.
	Consumer behavior	
	Consumer Behaviour concepts, Buying Decision Process and factors influencing consumer behaviour	
Unit II	Segmentation and Positioning Strategy	
	Levels and Basis of Market Segmentation, Selecting Market Segments and Targeting, Developing and Communicating Positioning Strategy, Marketing Strategies	12 hrs.
	Developing Competitive Marketing Strategy	
	Identifying and Analyzing Competitors, Competitive Strategies for Market Leaders and Challengers, Offensive and Defensive Strategies	
Unit III	Product Planning and Pricing Policies	
	Product Characteristics and Classifications, Concept of Product-Mix, Product-Line Decisions, Packaging and Labeling, New Product Development Process, Pricing Methods, Factors, Policies and Strategies, Product Life-Cycle	12 hrs.
Unit IV	Marketing Communications and Distribution Channels	
	Introduction to Marketing Communications, Role of Marketing Channels, Channel-Design Decisions, Physical distribution types and functions	12 hrs.
Unit V	Sustainable Marketing Concepts: Green Marketing, Social Marketing	
	Digital Marketing: Concept, process, digital marketing & Traditional marketing and digital marketing strategies, Social Media Marketing.	12 hrs.

BOOKS RECOMMENDED:-

- Philip Kotler, Kevin Keller, Abraham Koshy, Mithileshwar Jha: Marketing Management (Fourteenth Edition), A South Asian Perspective; Pearson ,2013.
- Ahuja Vandana, Digital Marketing, Oxford Higher Education
- Rajan Saxena, Marketing Management, Fourth Edition, Tata McGraw Hill, 2008.
- Michael J Evyl, Bruce J. Walker, William J. Stanton, Ajay Pandit, Marketing Tata Mc Graw Hill Education Pvt. Ltd 2010
- Rajiv Lal, John A. Quelch, V. Kastur Rangan, Marketing: Text and Cases, Tata Mc Graw Hill Education Pvt. Ltd. 2009
- Paul Baines, Chris Fill, Kelly Page < marketing, Oxford university Press 2008

PAPER CODE- MHR 223

Human Resource Management

Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objective :

1. Paper has been designed such that it acquaints the students with the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

Course Outcomes (CO):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MFM 223	Human Resource Management	<p>CO 56: Understand the importance of managing human resources.</p> <p>CO 57: Understand the foundations of managing human resources in organizations, in terms of systems, strategies and practices</p> <p>CO 58: Appreciate the need for well-designed HR policies that enhances employee motivation and performance</p> <p>CO 59: Learn tools and techniques of Training and development, Recruitment and selection</p> <p>CO 60: Understand the dynamics of managing people from real world examples in Human resource field.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENT

Unit I	Human Resource Management: Concept, Functions of HRM, Importance, Difference between HRM and personnel management. Human Resource Environment-Meaning, Importance, Types -Internal and external Environment that effect HRM Programmes.	12 hrs.
Unit II	Human resources Planning: Concept, Importance Process of human resource planning, Quantitative and Qualitative aspect of human resource planning, Levels of HRP, Limitations of HRP.	12 hrs.

	Job Analysis -Meaning, Benefits of Job analysis ,Process, techniques of job analysis Job design-Meaning, approaches, methods of job design.-job rotation, job simplification, job enlargement and job enrichment.	
Unit III	Recruitment: Concept, Importance of recruitment, Sources of recruitment –internal and external recruitment. HR recruitment practices in India. E –HRM recruitment techniques (e recruitment selection development training)	12 hrs.
	Selection -Meaning, Importance, Selection criteria ,Steps in selection process, Selection tools Placement and Induction (conceptual knowledge)	
Unit IV	Training & Development: Meaning, Importance, benefits, types, process, methods of executive development, Evaluation, Training need assessment.	12 hrs.
	Career Planning : Concept, Process of career planning, career counseling, limitations	
Unit V	Emerging issues in HRM- HRM strategies for the new millennium-Human capital,mentoring,360 degree appraisal technique, TQM and Top-Quality Circles, Kaizen (a brief knowledge), , Competency Management and Talent Management(Conceptual Knowledge), Succession Planning	12 hrs.
	Managing the Human Resources in 21st Century: Challenges for HRM, Changing roles of HR Practitioners.	

BOOKS RECOMMENDED:

- Aswathappa K "Human Resource and Personnel Management". Tata Mc Graw Hill, New Delhi.3rd edition
- Gupta C B , " Human Resource Management".Sultan Chand and Sons,New Delhi.
- V S P Rao- " Human Resource Management-Text and Cases".,Excel Publications,New Delhi.2nd edition
- Bhatia S K & Singh Nirmal, "Principles and Techniques of Personnel Management and Human Resource Management" ,Deep & Deep Publications,New Delhi.
- Garry Dessler "Human Resource Management"Prentice Hall of India, New Delhi.7th edition

PAPER CODE- MFM 224

Business Environment

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objective: 1.This paper helps to understand the overall business environment and evaluate its various components in business decision making.

Course Outcomes:

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			

MFM 224	Business Environment	CO 61:Understand the concept of business environment CO 62:Understand the types of political system CO 63:Analyze various aspects of economic environment and economic policies of the country. CO 64: Describe the relevance of technological and societal environment in today's globalized world. CO 65:Understand the international business environment by identifying the role and functions of various international institutions.	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation
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CONTENT

- Unit I Business Environment-** Concept, significance, Types of Business Environment: Internal and External Environment, Micro and Macro Environment, Porter's Five Forces Model of Competition. **12 hrs**
- Environment Analysis & Forecasting:** stages, approaches & techniques of environmental analysis.
- Unit II Political environment-** Functions of state, Types of political systems, Economic aspect of Indian constitution: Preamble ,Directive principles, Fundamental rights, Centre State Relations **12 hrs**
- Legal Environment-** Foreign Exchange Management Act 1991 , Consumer Protection Act 1986, Right to Information Act 2005, Competition Act 2002 (Amended Act 2007).
- Unit III Economic environment-** Types of economic systems-Market Allocation, Command Allocation, Mixed Allocation, Impact of Liberalization and Privatization on Indian economy. **12 hrs**
- Economic Policies in India-**New Industrial policy, 1991 and Industrial licensing, Monetary policy, Fiscal policy.
- Unit IV Technological Environment-** Technological leadership & Followership, Technology & Competitive Advantage, sources of technological dynamics, appropriate technology, technology adaption, transfer of technology, Intellectual Property Rights (IPR) (concepts of Patent, Copyright, Trademark). **12 hrs**
- Societal Environment-** Business and Society, Business Ethics, Business and Culture-Elements of culture, cultural adaptation, cultural shock, cultural transmission, cultural conformity, cultural lag.

Unit V International Business Environment- Nature, GATT-Objectives & Principles, WTO-main provisions & functions, Globalization-trends and challenges.

12 hrs

International Financial Institutions- International Monetary Fund (IMF), World Bank (IBRD), International Development Association (IDA), International Finance Corporation (IFC)-Objectives and Functions.

BOOKS RECOMMENDED:-

- Justin Paul, Business Environment, Tata McGraw Hill Publishing Co. Ltd., 2008
- Francis Cherunillam, Business Environment, Himalaya Publishing House.V.
- Shaikh Saleem, Business Environment, Pearson Education, 2009
- K. Chidambaram and V. Alagappan, Business Environment, Vikas Publication House Pvt Ltd, 2009
- Neelamegam, Business Environment

PAPER CODE- MHR 225

Financial Management

Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objective:

1. The basic purpose of this course is to develop an insight in the field of financial management so as to equip the student with basic knowledge required for financial decision making.

Course Outcomes(CO):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MFM 225	Financial Management	CO 66:Acquaint with the arena of Financial Management and apply concepts of discounting and compounding to solve practical problems. CO 67:Understand the concept of risk and return, Cash Management, Marketable Securities Management, Receivables Management and Inventory Management. CO 68:Calculate working capital requirements and Cost of Capital of a Company.	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students:	Class test, Semester end examinations, Quiz, Assignments, Presentation

		CO 69:Apply Capital Budgeting techniques to evaluate a project proposal. CO 70:Understand significance of Leverage; basics of Capital Structure and Dividend policy	Self-learning assignments, presentations	
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CONTENT

Unit I	Meaning , Nature, Scope, Importance and Objectives of Financial Management; Functions of a chief financial officer; Sources of finance- Long term and Short term; Indian financial system-structure and functions. Time value of money -Compounding and Discounting concept and its applications	12 hrs.
Unit II	Risk and Return – Risk of a single asset, portfolio theory and risk diversification, Systematic and unsystematic risk, Capital Asset pricing model (CAPM)- Assumptions, CAPM equation, Security Market line (SML) Cash and Marketable securities management - Meaning and Principles of cash management;	12 hrs.
Unit III	Management of working capital - Meaning, Estimation of working capital requirements, Working capital financing by banks; Receivables management - Meaning and importance; Inventory management - Meaning, objectives and techniques-Economic order quantity, Re-order point, Fixing stock levels.	12 hrs.
Unit IV	Cost of Capital - Meaning, Cost of Debt, Preference and Equity Capital, Weighted average cost of capital; Capital Budgeting : Concept, need and objectives; Methods of Capital budgeting – Average Rate of Return, Payback period, Net present value, Internal Rate of Return, Profitability Index.	12 hrs.
Unit V	Leverage : Meaning, types of leverages and their significance; Capital Structure -Meaning, considerations in capital structure planning, value of firm and capital structure; Dividend Policy - Meaning, Factors affecting dividend decisions, Alternative forms of dividends, Types of dividend policies, Dividend policy models-Assumptions and criticism	12 hrs.

BOOKS RECOMMENDED:-

- I M Pandey "Financial Management", Vikas Publications
- Sheeba kapil, Fundamentals of Financial Management, Pearson
- Chhandra Prassana, Financial Management, Tata McGraw Hill
- Khan & Jain, "Financial Management". Tata McGraw Hill, New Delhi
- Brigham Houston, Fundamentals of Financial Management, Cengage Learning.
- Van Horne, Financial Management, PHI
- Rustagi R.P, Fundamentals of Financial Management, Taxmann

PAPER CODE- MHR 226

Human Resource Development

Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objective:

1.The purpose of paper is to give an in-depth knowledge as well as understanding of the various concepts related to human resource development.

Course Outcomes (CO):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MHR 226	Human Resource Development	CO 71 Understand the concept of HRD CO 72. Understand integrated HRD system. CO 73 Learn various techniques of Management Development CO 74 Understand the HRD subsystems in an organization. CO 75 Describe HRD practices and recent trends in India	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENT

Unit I Human Resource Development (HRD): Concept, Origin , role and function of HRD, Activity Areas of HRD: Training, Education and Development (in brief), Integrated HRD system **12 hrs.**

Unit II HRD Process-Assessing need for HRD; Designing and Developing HRD Programme; Implementing HRD Programmes; Evaluating effectiveness of HRD Programme, HRD Audit, HRD Climate and Culture **12 hrs.**

Unit III Management Development: Role Play, In-Basket Exercise, Simulation, Management Games, Case Study, Team Development, Designing and Evaluation of Training **12 hrs.**

lecture method – correspondence method – Programmed learning , brain storming ,panel discussions ,syndicate method , Sensitivity training

Unit IV Subsystems/Mechanisms of Human Resources development: Potential appraisal, Coaching, Quality circles and Transactional analysis and Career Development

12 hrs.

Unit V Human Resources Development Practices in India: Agencies / Institution involved in HRD, Quality of work life , Recent trends in HRD in India

12 hrs.

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:-

- Rao T.V. Human Resource Development, Sage pub, New Delhi
- Balyan. R.K., Balyan. S. Human Resource Development, Himalaya Publishing House.
- Mehta Anil, Upadhyay Payal Human Resouce Development, RBD Publishing.
- Tripathi P C., "Human Resource Development", Sultan Chand and Sons, New Delhi.
- Margaret debes, Harry Barrinton, Marry Brown., "HRD beyond Training Intervention", pinnacle publications.
- Tiwari T.D &ThakkarAnuja, New Dimensions on HRD, Wisdom Publication Delhi
- PareekUdai, T. Venkateswararao, Designing & Managing Human Resource System, Oxford & IBM Publishing Co. Pvt Ltd New Delhi
- Jaya Gopal R. Human Resource Development; Conceptual Analysis and Strategies ;Sterling Pub. Pvt. Ltd. New Delhi :
- Singh & Kumar, " Current Trends in Human Resource Development" .Deep and Deep Publications, New Delhi

PAPER CODE- MHR 227

Industrial Relations

Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objective: 1.The objective of this paper is to familiarizes the students with the industrial relations systems and emphasizes various issues in management of IR in the HRM-dominated context of the modern business environment.

Course Outcomes (CO):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			

MHR 227	Industrial Relations	<p>CO76 Understand the concept and evolution of Industrial Relations.</p> <p>CO77 Describe the causes and impact of Industrial Conflicts</p> <p>CO78 Acquaint with the machinery used for prevention of industrial disputes and the process of Employee Grievance Redressal System.</p> <p>CO79 Understand Trade Unionism and Collective Bargaining</p> <p>CO80 Understand various Laws relating to working hours and condition of service</p>	<p>Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students: Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation
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CONTENT

- Unit I Industrial Relations (IR):** Concept & Meaning, Importance of Industrial Relations, Objectives of Industrial Relations, Approaches of IR. **12 hrs.**
- Industrial Democracy:** Concept and Scope of Industrial Democracy.
- Workers' Participation in Management-** Concept, Forms, Problems, Prerequisites for success of Workers participation in Management.
- Unit II Industrial Conflicts:** Industrial Relations Machinery in India; Provisions under the Industrial Disputes Act, 1947-Authorities under the Act. **12 hrs.**
- Causes and Impact of Industrial Conflicts, Classification of Conflicts: Strikes, Lockouts, Gherao; Lay off and Retrenchment, Unfair Labour Practices, Trends of industrial conflict in India.

- Unit III Machinery for prevention of Industrial Disputes:** Model Standing order, Code of Industrial Discipline, Labour Welfare Officer, Tri-Partie Body. **12 hrs.**
- Machinery for settlement of Industrial Disputes:** Conciliation, Arbitration and Adjudication, Courts of Enquiry, Dispute settlement procedure.
- Unit IV Trade Unionism and Collective Bargaining:** Basis of Organization of Trade Union: Crafts Union, Industrial Union, General Union, Trade Federations, **The Trade Union Act, 1926:** Registration of trade unions, rights and liabilities of registered trade union, regulations, penalties and procedure. **14 hrs.**
- Collective Bargaining:** Concept, functions and Types of Collective bargaining; Process of Collective Bargaining, Collective bargaining in the Indian context
- Unit V Industrial Law relating to working hours and condition of service: Factories Act, 1948:** Definitions; Authorities under the factories Act; Health; Safety; Provisions relating to hazardous processes; Welfare; Working hours of adults; Employment of young persons; Annual leave with wages; Penalties and procedure. **10 hrs.**

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:-

- Sinha, Sinha & Shekhar, Industrial Relations, Trade Union & Labour Legislation, Pearson Education, 2nd Edition, New Delhi
- Monappa, Arun, Industrial Relations, Tata McGraw Hill Pub. Comp. Ltd., New Delhi. 1st edition
- Chatterjee, N.N. Industrial Relations in India's Developing Economy, Allied Book Agency, New Delhi.
- Mamoria C B, Mamoria Satish & Gangkar S V, "Dynamics of Industrial Relations", Himalaya Publishing House, New Delhi.
- Subba Rao P, "Essentials of Human Resource Management and Industrial Relations", Himalaya Publishing House.
- Sharma, A.M. Industrial Relations, Conceptual and Legal Framework, Himalaya Publishing House 9th edition
- Poole Michael, Industrial Relations; Origins and Patterns of National Diversity; Routledge & Kegan Paul, London.

PAPER CODE- MHR 228

Seminar Presentation and Viva Voce

Practical

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objective:

1.The objective of this paper is to create awareness regarding current trends, issues and researches related to various aspects of Management by preparing a report based on primary data.

Course Outcomes(CO):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MHR 228	Seminar Presentation and Viva Voce	CO 81 Awareness of current trends, issues and researches related to various aspects of Management CO 82 Apply Descriptive as well as statistical tools for data analysis using SPSS CO 83 Prepare a research report based on primary data.	Approach in teaching: Lab class, regular interaction with Supervisor Learning activities for the students: SPSS exercises, Presentations	Viva and Presentation

CONTENT

- Unit I Regression-** Simple Linear Model, Linear Model with several Predictors, Model estimation, Assessing Goodness of Fit, R and R square, Assessing individual Predictors **15 hrs.**
- Bias in Regression Model-** Unusual cases, Generalizing the Model, Sample size in Regression, Assumptions, What if assumptions are violated
- Interpreting Regression Model –** Descriptives, Summary of Model, Model Parameters, Excluded variables, Assessing Multicollinearity,
- Logistic Regression Analysis**
- Unit II Moderation and mediation of variables**
- II Exploratory Factor Analysis-** Discovering Factors, Running the analysis, **15 hrs.** Interpreting output from SPSS, Reliability Analysis, How to report Factor analysis.

Apart from the 30 hrs. lab sessions, students are required to devote 4 hrs. per week under the supervision of their respective supervisors on regular basis for guidance on report.

BOOKS RECOMMENDED:

- IBM SPSS Statistics 20 Core System User's Guide

- IBM SPSS Modeler 18.0 User's Guide
- G N Prabhakara, Synopsis Dissertation And Research To Pg Students, Jaypee Brothers
- Medical Publishers; second edition (2016)

PAPER CODE- MHR 321
Community Engagement Services
Practical

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objective:

1. This paper has been designed to provide hands on experience to students in delivering community service. Working in collaboration with community organizations will enable students to use and enhance skills, competencies and knowledge in a real world capacity, which leads to an enlarged and more fulfilling educational experience.

Course Outcomes(CO):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			

MHR 229	Community Engagement Services	<p>CO 84. Understand the needs and problems of the community in which they live and work.</p> <p>CO 85. Utilize their knowledge in finding practical solutions to community problems.</p> <p>CO 86. Create awareness about various issues facing society.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Field visit</p> <p>Learning activities for the students:</p> <p>Presentations</p>	Viva and Presentation
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Methodology:

The students will undertake Community Engagement Services in the semester. Various guest lectures, field visits, campaigns, workshops and seminars will be organized to fulfill the objectives of this paper.

Students have to undertake a project related to the areas specified for the semester. At the end of each semester students will be evaluated on the basis of the project report related to the work done in the field of Community Engagement.

Various community engagement activities for the semester are as follows:

- **Women Empowerment Drive:** Self defense training, Vocational Training, Role of financial and support service Institutions, Women Entrepreneurship, Family Planning, Self Employment Programs.
- **Cleanliness Drive:** Volunteering in Swatch Bharat Abhiyan, awareness program, rallies, shramdan.

PAPER CODE- LAD 220

Resume Building and GD-PI and business Etiquette

Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objective:

1. The objective of this paper is to introduce students to the elements of Resume building and components of GD-PI, which would help them to pass through their interviews. Emphasis is also given on Business Etiquette and mannerisms to help students work on their social skills and grooming.

Course Outcomes (CO):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
LAD 220	Resume Building , GD-PI and Business Etiquette	CO 87 Create a powerful resume with action words and create a professional LinkedIn profile CO 88 Learn the basics of group discussion and master the same through mock practice sessions.	Approach in teaching: Interactive Lectures, Group Discussion Learning activities for the students: Presentations	Viva and Presentation

		CO 89 Confidence in answering the interview questions. CO 90 Improve their body language and first impression.		
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CONTENT

Unit I	Understanding Resume making Resume Rubric, know your industry, some key notes about LinkedIn, Using LinkedIn and Naukri and networking, preparing career statement. Resume writing Guidelines and formatting. Common Resume Mistakes, Cover letter- Key components and guidelines.	6 hrs.
Unit II	Group Discussion Body language, Skills required, Importance, Types, Process of GD, Evaluation Criteria, Preparing for GD, Do's and Don'ts of GD, FAQs. Mock GD	6 hrs.
Unit III	Personal Interview Answering the most common Interview questions, Body Language, Document filing, Be the auto biographer, Grooming, Mirroring, FAQs. Mock PI	6 hrs.
Unit IV	Body Language Gestures, Posture, Greeting, Handshake, Eye contact, expressions, inborn responses, conveying and showing disapproval and rejection, shrugging signals. The right way to approach people, Importance of body language, Being comfortable in your own skin, Staying in contact with people, Personal space, Importance of reading on body language, The word "I", Being able to apologise	6 hrs.
Unit V	Seminar/Webinar and Industry Expert Session These will be conducted by Industry leaders as question answer session and experience sharing.	6 hrs.

BOOKS RECOMMENDED:-

- Dr. K. Alex (2009), Soft skills know yourself and know the world, Sultan Chand & Sons.
- Mahadevan Ramesh and Gopaldaswamy Ramesh (2010), The ACE of Soft Skills: Attitude, Communication and Etiquette for Success, Pearson publishers.
- Shital Kakkar Mehra (2012), Business etiquette – A Guide for the Indian Professional, Harper Collins Publishers.

PAPER CODE- MHR 321

Innovation and Entrepreneurship

Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objective-

1.This paper attempts to equip the students with the knowledge of the basic principles and functionalities of Entrepreneurship and Innovation. The course will prove to be helpful for the students in learning to expedite the entrepreneurial & Innovative functions in corporate arena.

Course Outcomes (CO):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MHR 321	Innovation and Entrepreneurship	CO91 To develop an understanding about Entrepreneurship and Entrepreneur. CO92 To understand the various aspects and concepts of innovation and creativity. CO 93 To learn various mechanisms to build a successful business plan. CO 94 To understand the feasibility of a business plan and learn securing and managing financial resources in organizations. CO 95 To learn the framework of Product protection and government of India schemes for entrepreneur's support.	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENT

Unit I	Entrepreneurship: Definition, features, concepts, nature, functions and significance. Entrepreneur: Concept, characteristics, types, functions, role and significance. Entrepreneur vs. Manager.	12 hrs.
Unit II	Innovation:	12 hrs.

Definition, classification, Innovative models, Product, process, organizational and marketing innovation and their role in business development, Sources of innovation (push, pull, analogies), transfer of technology.

Creativity:

Creative Thinking, Barriers to creativity, Creative process, Techniques for improving creative process.

Unit III Building The Business Plan: 12 hrs.

Designing a competitive business model and building a strategic plan, crafting a winning business plan, Forms of Business ownership.

Unit IV Feasibility Planning: 12 hrs.

Concept of planning, Four stage growth model, conducting feasibility analysis.

Sources of finance:

Institutional finance to entrepreneurs.

Unit V Product Protection: Patents, Trademarks and Copyrights: 12 hrs.

Patents, Types of patents, Disclosures, The patent process, Patents in perspective, Trademarks, copyrights, Intellectual Property rights.

Government of India Schemes for Innovation and Entrepreneurship:

Startup India, Make in India, AIM, STEP, Jan Dhan- Aadhaar- Mobile (JAM), Digital India, BIRAC, DST, TREAD, National Skill Development Mission.

***Case studies related to entire topics are to be taught**

BOOKS RECOMMENDED:-

- Zimmerer W. Thomas, Scarborough M. Norman, Essentials of Entrepreneurship and small business management, PHI learning private limited, New Delhi, 2011.
- Holt D.H. Entrepreneurship new venture creation.
- S.S. Khanka, Entrepreneurship Development, S.Chand Publications, New Delhi.
- Vasant Desai, Fundamentals of Entrepreneurship and Small Business Management, Himalaya Publications
E. Gordon & K. Natarajan, Entrepreneurship Development, Himalaya Publications.

PAPER CODE- MHR 322

Labour & Social Security Laws

Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objective:

1.The paper is designed to familiarize the students with the understanding and provisions of industrial and labour related social security laws.

Course Outcomes(CO):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MHR 322	Labour & Social Security Laws	CO 96 Understand the concept of Social Security CO 97 Understand Employees State Insurance Act, 1948 CO 98 Understand Employee's Compensation Act, 1923 CO 99 Understand Payment of Gratuity Act, 1972 CO 100 Understand The Maternity Benefit Act, 1961	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENT

- Unit I Social Security:** Concept, Scope, Evolution & Growth of Social Security Legislation in India. **12 hrs.**
- The Employees Provident Fund & Miscellaneous Provisions Act, 1952:** Definitions; Schemes under the act –Employees' provident fund scheme, Employees' pension scheme, 1995, Employees' deposit linked insurance scheme.
- Unit II Employees State Insurance Act, 1948:** Objectives and applicability of the scheme; Definitions: personal injury, factory, manufacturing process, wages, partial and permanent disablement; ESI corporation, standing committee and medical benefit council; contributions; adjudication of dispute and claims, benefits. **12 hrs.**
- Unit III Employee's Compensation Act, 1923:** Definitions: Dependent, employer, partial and total disablement, workmen, injury, accident; employer's liability for compensation; amount of compensation; Contracting; Commissioner. **12 hrs.**

Unit IV Payment of Gratuity Act, 1972: Applicability and non-applicability of the Act; Definitions-employee, employer, continuous service; Payment of gratuity; Forfeiture of gratuity; Employer's duty to determine and pay gratuity; Recovery of gratuity; Penalties. **12 hrs.**

Unit V The Maternity Benefit Act, 1961: Definitions, Employment of, or work by, women prohibited during certain periods, right to payment of maternity benefits, notice of claim of maternity benefit and payment thereof, Leaves, Dismissal in absence during pregnancy, forfeiture of maternity benefits. **12 hrs.**

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:-

- Sinha, Sinha & Shekhar, Industrial Relations, Trade Union & Labour Legislation, Pearson Education, 2nd Edition, New Delhi
- Sharma, J.P. An Easy Approach To Company And Compensation Laws. New Delhi: Ane Books Pvt Ltd.
- Malik, K.L., Industrial Laws and Labour Laws, Eastern Book Company, Lucknow.
- Sharma, A.M. Industrial Relations, Conceptual and Legal Framework, Himalaya Publishing House 9th edition
- Monappa, Arun, Industrial Relations, Tata McGraw Hill Pub. Comp. Ltd., New Delhi. 1st edition
- Government of India Report of the National Commission on Labour Ministry of Labour and Employment, New Delhi. (latest)

PAPER CODE- MHR 323

Strategic Human Resource Management

Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objective:

1. This paper has been designed to acquaint students with the basic understanding about human resource strategic processes in an organization.

Course Outcomes(CO):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MHR 323	Strategic Human Resource Management	CO 101 Understand the concept and evolution of SHRM. CO 102 Examine various Environmental	Approach in teaching: Interactive Lectures, Group	Class test, Semester end examinations, Quiz, Assignments, Presentation

		trends and HR challenges CO 103 Gain understanding of various types of Organizational HR strategies CO 104 Describe various types of Functional HR strategies CO 105 Determine the relevance of Developing HR as Strategic Value Addition Function	Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	
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CONTENT

- Unit I Strategic Human Resource Management (SHRM):** Definition and Components, Evolution of SHRM, Objectives of SHRM, Difference between SHRM & Traditional HRM, Link between HR Strategy and Business Strategy, The 5P Model of SHRM, Process of SHRM. **12 hrs.**
- Approaches of SHRM-** Best Fit Approach, The 'HR Bundles' Approach, The Best Practice Approach
- Unit II Human Resource Environment:** A brief overview. **12 hrs.**
- Environmental trends and HR challenges-** Business Environment, Changing nature of work, Demographic, societal and workforce trends & changing nature of employment relationship, Multiple roles of the HR Manager in the 21st Century, HR Outsourcing- Benefits & Pitfalls.
- Human Resource Strategy-** Concept, characteristics of effective HR strategy, difference between SHRM & HR Strategies.
- Unit III Organizational HR strategies:** Organizational Development Strategy, Cultural Management strategy, Knowledge Management strategy, Corporate social responsibility strategy. **12 hrs.**
- Unit IV Functional HR strategies:** Employee Resourcing strategy, Learning & Development strategy, Reward strategy, Talent Management strategy. **12 hrs.**
- Unit V Developing HR as Strategic Value Addition Function-** Gaining Competitive advantage through HR, HR as strategic business partner, the strategic role of HR Directors, the strategic role of Heads of HR functions, the strategic role of HR Business partners, The VRIO Framework, Competency Mapping (conceptual knowledge). **12 hrs.**

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:-

- Michael Armstrong., "Strategic Human Resource Management", Kogan Page India Pvt. Ltd.
- Tanuja Agarwala, "Strategic Human Resource Management", Oxford University Press.
- Charles R. Greer., "Strategic Human Resource Management", Pearson Education Asia, Delhi
- Ramakanta K. Patra, 'Strategic Human Resource Management & Organizational Development', Himalaya Publishing House, New Delhi.
- Jeffrey A. Mello, 'Strategic Human Resource Management', Cengage Learning, New Delhi.
- AzharKazmi, Business Policy; Tata McGraw Hill Publishing Co. Ltd. New Delhi. Thompson & Strickland: Strategic Management-Concepts and Cases; Tata McGraw Hill Publishing Co. Ltd. New Delhi; 12th Ed. 2001
- Ramaswamy and Namakumari: Strategic Planning -Formulation of Corporate strategy; MacMillan India Ltd. New Delhi

PAPER CODE- MHR 324
Advanced HRM
Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objective:

1.This paper has been designed to acquaint students with the various facets of managing people and to create an understanding of the various advanced policies and practices of human resource management.

Course Outcomes (CO):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MHR 324	Advanced HRM	CO 106 Understand concepts of performance appraisal, job valuation, compensation etc. CO 107 Understand grievance redressal procedure. CO 108 Understand approaches of Human Resource Audit.	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students:	Class test, Semester end examinations, Quiz, Assignments, Presentation

		CO 109 Understand concept of Human Resource Accounting. CO 110 Learn various emerging issues in advanced human resource management.	Self-learning assignments, presentations	
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CONTENT

Unit I	Performance Appraisal -Meaning, Objectives, Importance, Process of performance appraisal, techniques of performance appraisal. Conceptual knowledge of job changes-transfers, promotions and demotions.	12 hrs.
Unit II	Job Evaluation -Meaning, Objectives, Process of job evaluation, Scope and methods of Job Evaluation1.	12 hrs.
Unit III	Compensation -Meaning, types of compensation-basic (essentials of a sound wage and salary administration, methods of basic compensation), supplementary compensation. Work Environment- Meaning, Nature, Importance and types, Fatigue, Monotony, Boredom(brief knowledge only)	12 hrs.
Unit IV	Discipline and Grievance -Meaning, Types, Causes, Hot-stove rule, Grievance redressal procedure. Morale -Meaning, importance, factors and impact of morale on productivity.	12 hrs.
Unit V	Human Resource Audit -Nature, Benefits, Scope and Approaches of Human Resource Audit. Human Resource Accounting -Meaning, Scope and Importance.	12 hrs.

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:-

- Aswathappa K "Human Resource and Personnel Management". Tata McGraw Hill, New Delhi.3rdedition
- Gupta C B , " Human Resource Management".Sultan Chand and Sons,New Delhi.
- V S P Rao- " Human Resource Management-Text and Cases",ExcelPublications,New Delhi.2nd edition
- Bhatia S K & Singh Nirmal, "Principles and Techniques of Personnel Management and Human Resource Management" ,Deep & Deep Publications,New Delhi.
- Garry Dessler "Human Resource Management"Prentice Hall of India, New Delhi.7th edition

PAPER CODE- MHR 325
Compensation Management
Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objective:

1.The objective of this paper is to develop an understanding among students of issues related to compensation in an organization.

Course Outcomes(CO):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MHR 325	Compensation Management	CO 111 Understand key concepts related to labor market dynamics CO 112 Understand about different Job Evaluation techniques. CO 113 Determine various components of a compensation package CO 114 Understand about different statutory/ voluntary benefits, perks, incentives offered by different organizations CO 115 Describe the different provisions that come under different compensation Acts.	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study -	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENT

Unit I	Compensation Management: Concept, Objectives, Significance and principles of Compensation Management, common types of compensation. Wage concepts –Types of Wages: Minimum wage, Need-based Minimum Wages, Fair wage, Living wage, Wage policy in India	12 hrs.
Unit II	Wage Determination Wage Determinant Methods(Legislation, Wage Boards & Pay Commissions, job Evaluation, Collective Bargaining, Adjudication& Arbitration) Types of Wage Differentials, Wage Theories Wage Components: Basic Salary, DA (evolution and its significance), Fringe benefits, Bonus, Incentives (Individual, group and organization wide) Methods of wage payment – Time and Piece rate wage system	12 hrs.
Unit III	Compensation Management and Job Design Concept, Strategies and techniques of Job Design, methods of Analysis, Compensation Design through Compensable Factors. Compensation Management and Job Evaluation: Concept, Techniques, Process and limitations. Team-Based Compensation: Concept, Effective Team-Based Compensation, Recent trends in Team-Based Compensation.	12 hrs.
Unit IV	Behavioural Dimensions of Compensation Management: Factors Influencing Effective Compensation Management, Motivational issues in Compensation, Impact of Compensation on Employees Behaviours, Consequences of Dissatisfaction with Compensation. Executive Compensation: Concept, Principles of Executive Compensation, Factors Affecting Executive Compensation, Compensation trends in India.	14 hrs.
Unit V	The Payment of Wages Act, 1936: Objects; Application; Responsibility for payment of wages; Fixation of wage periods; time-limits; Deduction from wages; Remedies available to worker, Powers of authorities, Penalty for offences. The Minimum Wages Act, 1948: Objects; Application; Minimum Fair and Living Wages; Determination of minimum wage; Taxation of minimum wage; Advisory Board; Remedy to worker for non-payment of minimum wages.	10 hrs.

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:-

- Aswathappa, K., Human Resources and Personnel Management , Tata McGraw Hill Publishing Company Ltd., New Delhi
- Rao.V.S.P, Human Resource management, Excel Book, New Delhi.
- Subramaian K.N. Wages in India, Tata McGraw Hill Publishing Co. Ltd., New Delhi
- Verma, Pramod Wage Determination: Concepts and Cases , Oxford and IBH, Publication, New Delhi.
- Tapomoy Deb, Compensation Management: Text & Cases, Excel Books, New Delhi.
- Dipak Kumar Bhattacharyya, Compensation Management, Oxford University Press, New Delhi.

- Sharma, A.M. Industrial Relations, Conceptual and Legal Framework, Himalaya Publishing House
- Poole Michael, Industrial Relations; Origins and Patterns of National Diversity; Routledge & Kegan paul, London.
- Keer, Clark and Staudohar, Paul D., Industrial Relations in a New Age, Jossey- Bass Publishers, San Francisco;

PAPER CODE- MHR 326
Human Resource Information System
Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objective:

1. This Paper has been designed to acquaint students with the basic understanding of the human resource information system in an organization.

Course Outcomes (CO):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MHR 326	Human Resource Information System	CO 116 Understand the basic concepts and principles of HRIS CO 117 Demonstrate the ability to apply learned knowledge of HRIS to the real world. CO 118 Demonstrate a thorough understanding of the strategic value of HRIS and how it contributes to organizational success. CO 119 Review and identify the leading HRIS software available in the field. CO 120 Demonstrate a thorough understanding of the RFP process for selecting an HRIS system.	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENT

Unit I	HRIS A Framework: Concept, Management, Information, System, HRIS definitions, Nature & Scope, Characteristics, Functions, Importance & Failures, and MIS & Use of Computers.	12 hrs.
	Management Process: Introduction to management, Approaches to management, Functions of the manager, HRIS: A support to the management, Management effectiveness, Planning, Organizing, Staffing, Directing, Controlling, and MIS: A tool for management process.	
Unit II	Information : Concept, Attributes , Classification (action vs. no-action, recurring vs. non-recurring information, internal vs. external, organizational, functional, knowledge, decision-support, operational), methods of information collection, Decision-making concept, Simon’s model of decision-making, MIS & decision-making	12 hrs.
Unit III	Information System for Decision-making: Classification of MIS (TPS, MIS, DSS, EIS, OASs, BESs).	12 hrs.
	Computer hardware for information system: Introduction- Basics of data representation, types of computers, basic components of computer system, factors to buy a PC	
	Computer software for information system: Introduction- programming languages, classification of software, role of software in problem solving, criteria for investment in hardware & software.	
Unit IV	System: system concepts, system control, types of system. System analysis and design: introduction, need for system analysis and design, introduction to SDLC, system development model (prototyping). Managing Human Resource Information System (HRIS): Organizing data personnel audit and personnel research.	12 hrs.
Unit V	Application of HRIS using data model : introduction ,performance appraisal, training need identification, Applications of HRIS in personnel management, production, marketing management.	12 hrs.

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:-

- Javedkar, W.S.- Management Information Systems (Tata McGraw Hill).2003
- A.K.Gupta, - Management Information Systems (S.Chand & Company Ltd., 2003)2nd edition
- D.P.Goyal - Management Information Systems-Managerial Perspectives (Macmillan 2nd edition)
- O’Brien - Management Information System(Prentice Hall of India).
- Murdick R.G., Ross J.E. & Clagget J.R. – Information System for modern management. (Prentice Hall of India).Kanter - Management Information System (Prentice Hall of India).

PAPER CODE- MHR 327

Corporate Internship and Viva voce

Practical

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objective: 1. The objective of this paper is to give practical exposure of Corporate work Environment and Hands-on experience to students.

Course Outcomes (CO):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			

MHR 327	Corporate Internship & Viva Voce	CO 121. Explore career opportunities prior to course completion and Build industry network CO 122. Develop communication, interpersonal and other critical skills required in corporate world CO 123. Prepare a project report on internship	Approach in teaching: Regular contact with Supervisor Learning activities for the students: Presentations, Review of Literature, SPSS practice in Lab	Viva, Presentation
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Guidelines- 30 hours Lab sessions will be available to the students for completion of their report. Students are expected to finalize the project title and complete the data collection process in consultation with their supervisor during their summer internship. At the beginning of semester III Lab sessions will be available to the students under the supervision of a faculty for the following-

CONTENT

Unit I	Data Compilation- Compiling data in excel, importing to SPSS, Data Cleaning and summarizing	15 hrs
	Data Analysis using SPSS	
Unit II	Report Writing- Preparation of Rough Draft and Final Draft	15 hrs

Simultaneously, students are required to meet their supervisors for guidance on regular basis.

BOOKS RECOMMENDED::

- Anil Mishra, Summer Internship Simplified , Wiley Publishers, 2008

PAPER CODE- MHR 328

Synopsis of Dissertation

Practical

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objective:

1.The objective of this paper is to make students learn to provide rationale for the research, the research objectives, the proposed methods for data collection and Tools for data analysis. The paper aims to build a strong foundation for carrying out the dissertation work in semester IV.

Course Outcomes(CO):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MHR 328	Synopsis of Dissertation	CO 124 Identify literature for review and critically analyze it CO 125 Define the research gaps and state research questions. CO 126 Identify research methods and prepare synopsis of the research project.	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

Guidelines: The students are required to identify the research area under the broad field of International Business in consultation with their respective supervisors, and prepare a synopsis. Evaluation will be done on the basis of the synopsis submitted along with a PowerPoint presentation by the student by a panel of examiners.

BOOKS RECOMMENDED:-

- David Gough, Sandy Oliver and James Thomas, An Introduction to Systematic Reviews, Sage Publications
- Anthony J Onwuegbuzie & Rebecca Frels, Seven Steps to a Comprehensive Literature Review- A Multimodal and Cultural Approach, Sage Publications

PAPER CODE- LAD 320
Social Media Networking and Presentation Skills
Practical

Credits: 2

Maximum Marks: 100

Contact Hrs/ Week: 2

Total Hrs: 30

Course Objective:

1. The objective of this paper is to give students in depth knowledge of the various aspects concerning Personal branding, creating online resume on various platforms, learning to work on writing online and offline content. Emphasis is also given on public speaking, and working amongst different groups and with cultural diversity.

Course Outcomes:

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
LAD 320	Social Media Networking & Presentation Skills	CO 127 Learn personal branding to create an online presence and create own blog. CO 128 Learn general etiquette and mannerisms, both professional and social. CO 129 Learn the art of creating presentations and presenting them in front of a large audience. CO 130 Learn to combat stress through meditation and relaxation technique	Approach in teaching: Interactive Lectures, Group Discussion Learning activities for the students: Presentations	Viva and Presentation

CONTENT

Unit I	<p>Personal Branding: Converting hobby into passion Introduction to personal branding, the art of authenticity, Choosing the best social media network, why scheduling is important, Brand maintenance, online identity, creating relationship with the professional network to create a professional personal brand.</p> <p>Social networking sites: Blogging your passion</p>	06 hrs.
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	Self-discipline and trust building activities, what is blogging and blogging platforms, which platform to choose, setting up a blog, types of blog and blog writing, finding the right subject matter, following skill not passion, do's and don'ts of blogging.	
Unit II	<p>Etiquette</p> <p>Business Etiquette: Grooming, Positive impression, Communication, Social Imaging. E-Mail Etiquette: Professional Behaviour at work, Subject line, CC-BCC, professional e mail address and other basic do's and don'ts.</p> <p>Phone etiquette: Tone of voice, receiving and dialling, phone language, eliminating distraction, basic etiquette and do's and don'ts.</p> <p>Whatsapp/messaging etiquette, social etiquette, Business meeting etiquette, cubicle manners, dining etiquette, social media etiquette</p>	06 hrs.
Unit III	<p>Pre presentation research and prep</p> <p>Pre-Presentation Prep, preparing slides and Yourself, Delivering the Presentation, Practical-Individual Presentations and Extempore, do's and don'ts in presentations, using graphics, images and videos, saving presentations, giving a boost start with a case study or a story, 6 by 6 slide rule. Types of presentations, taking presentations to SlideShare and LinkedIn, importance of research.</p>	06 hrs.
Unit IV	<p>Stress Management: Knowing the reasons, living a relaxed life, Being Emotionally Wise, Inner self integration technique, Meditation, types and importance.</p>	06 hrs.
Unit V	<p>Seminar/Webinar and Industry Expert Session</p> <p>These will be conducted by Industry leaders as question answer session and experience sharing.</p>	06 hrs.

BOOKS RECOMMENDED:-

Erik Deckers and Kyle Lacy (2010), Branding Yourself: How to Use Social Media to Invent or Reinvent Yourself.

PAPER CODE- MHR 421

Business Ethics and Corporate Governance

Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objective:

1.This paper aims to understand ethical issues in business and the role of Corporate Governance practices in maintaining transparency in business transactions. To highlight the importance of commitment to values and ethical conduct of business.

Course Outcomes (CO):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MHR 421	Business Ethics & Corporate Governance	CO 131 Understand the importance of ethics and corporate governance in the day-to-day working of organizations . CO 132 Create a framework for effective corporate governance by understanding the role and responsibility of different stakeholders. CO 133 earn scope of business ethics in Compliance, finance, Human resources, marketing, production. CO 134 Understand the importance of ethics and corporate governance in the day-to-day working of organizations. CO 135 Learn the issues involved in maintaining ethics/ corporate governance and how to deal with such situations.	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENT

- Unit I**
- Introduction to Business Ethics:** Meaning, Nature of Ethics, Ethical Concepts and Theories, Morals and Values, Importance and need of ethics in business, Kohlberg's six stages of moral development (CMD) **10 hrs.**
- Values** – Importance, Sources of Value Systems, Types, Values across Cultures, Difference between values and ethics.
- Unit II**
- Managerial Ethics:** Categories of management morality Ethical Problems-Dilemma at Work-Sources , Resolutions, Corporate Ethical Leadership Whistle Blowing **10 hrs.**
- Ethical Decisions:** Concept, Ethical Decision Making, Ethical Dilemmas in Organization, Social Responsibility of Business.
- Unit III**
- Ethical Issues In The Functional Area:** Concept, Ethics in Marketing , Ethics in Finance, Ethics in HR and Ethics in Information Technology **12 hrs.**
- Environmental Ethics, Corruption And Gender Issues:** Environmental Ethics, Corruption, Gender Ethics, Sexual Harassment and Discrimination.

Unit IV Corporate Governance: Meaning of Corporate Governance, Difference between Governance and Management, Purpose of Good Governance, Potential Consequence of poor CG, Governance risk and Financial Stability- The balancing of conflicting objectives. **14 hrs.**

Indian and Global Scenario: Sarbanes Oxley Act of 2002, Overview of Anglo-American, Japanese, German, models of CG Reports and recommendations of Narayan M0urthy and Ganguly Committees

Unit V Strengthening Corporate Governance: Role and composition of the board, remuneration of directors and senior executives, Rights and responsibilities of shareholders, Ownership of independent directors **14 hrs.**

Corporate Social Responsibility (CSR): Introduction to CSR, Advantages and Scope, Indian Scenario, CG and CSR, Corporate governance rating

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED::

- S K Mandal (2011), Ethics in Business and Corporate Governance, Tata McGraw Hill Publishing Co. Ltd., New Delhi.
- A.C. Fernando(2009), Business Ethics: An Indian Perspective, Pearson Education India.
- David J.Fritsch(2004), Business Ethics; a Global and Managerial Perspective, McGraw-Hill Irwin, Singapore
- Riya Rupani (2015), Business Ethics and Corporate Governance, Himalaya Publishing
- Murthy C.S.V(2009), Business Ethics, Himalaya Publishing.
- Daniel Albuquerque(2010), Business Ethics: Principles and practice, Oxford Uni. Press

PAPER CODE- MHR 422

Project Management

Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objective:

1.The objective of this paper is to acquaint students with various aspects of Project Management including formulation, feasibility, planning, control, evaluation and reporting.

Course Outcomes (CO):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MHR 422	Project Management	CO 136 Understand various aspects and steps of Project Management CO 137 Understand various phases of Life Cycle of a project. CO 138 Use Networking based techniques in project planning and scheduling CO 139 Use various DCF techniques for evaluating a project proposal CO 140 Prepare a project report	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENT

- Unit I Project Management:** Concept, Definition, Characteristics of a Project, Classification of Projects, Causes of project failure, Project Management Vs General Management, Steps in Project Management, Life cycle of a project, Roles and qualities of a Project manager **12 hrs.**
- Project Formulation:** Introduction, sequential stages of Project formulation.
- Unit II Project Feasibility & Appraisal:** Meaning, Scope, Types (Technical, Market & Financial feasibility) **12 hrs.**
- Social Cost Benefit Analysis:** Meaning, Approaches (UNIDO & L-M approach) and Shadow Pricing.
- Unit III Project planning & scheduling:** Introduction, Scheduling Techniques (Bar Chart, Network based scheduling-PERT & CPM) **12 hrs.**
- Project Organization:** Functional, Task force & Matrix Organization structure
- Unit IV Project Control:** Information monitoring, internal & external project control, cost accounting systems for project control, control process, performance analysis, variance limits, and issues in project control. **12 hrs.**
- Capital Budgeting-** Introduction, Discounted cash flow techniques: Net Present Value and IRR, Capital Rationing, Risk Evaluation Techniques.

Unit V Project Management Information System: Meaning, Benefits of computer based PMIS, features of PMIS

12 hrs.

Project Evaluation, Reporting & Termination: Project reviews & reporting, closing the contract.

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:-

- Rajeev M Gupta, "Project Management", PHI
- Nagrajan .K Project management New Age International Publishers
- Vasant Desai "Project Management", Himalaya Publishing House.
- Mantel, Meredith, Shafer, Sutton, Gopalan, "Project Management", Core Text Book, Second Indian Edition, Wiley
- Prasanna Chandra "Project Planning, Implementation & Review" Tata McGraw-Hill, New Delhi
- Agarwal, Mishra, "Project Management", RBD, Jaipur
- Agarwal MR- "Project Management" Garima Publication, Jaipur
- Choudhary S, "Project Management", TMH, new Delhi

PAPER CODE- MHR 423
Organization Development and Change
Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objective :

1.This paper has been designed to acquaint students with the organizational change facilitators using the various techniques of behavioral sciences.

Course Outcomes (CO):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MHR 423	Organization Development & Change	CO 141 Understand process of Organizational Development. CO 142 Gain an insight into how to lead, adopt and manage change. CO 143 Develop skills to collaboratively manage the culture of an organization CO 144 Develop the skills to design interventions as needed. CO 145 Learn the technicalities of counseling and gain skills for counseling as intervention.	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENT

Unit I Organization Development: Concept, Historical background of OD, Process of OD.

12 hrs.

Values, assumptions and beliefs in Organization Development.

Action Research and Organisation Development

Unit II Organization Development interventions-introduction, team intervention, inter group and third party peacemaking interventions

		12 hrs.
Unit III	Organization Development interventions- comprehensive interventions, Structural interventions. Laboratory training stem, survey research and feedback stem, Action Research stem.	12 hrs.
Unit IV	Change Management- meaning, triggers for change, types, focus on individual, role, teams, organization.	
	Key roles in managing change: consultant, internal resource persons, implementation team, chief implementer. Role of change agents.	12 hrs.
Unit V	Skills for managing change. Managing resistance to change. Role of leadership in managing change.	12 hrs.
	Managing transitions: introduction, rules, stages, process, role of a leader in managing transition.	

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:-

- French & Bell., "Organizational Development", Prentice Hall Of India, New Delhi.
- Harvey, D.F. & Brown, D.R., An Experimental approach to organizational Development, Prentice Hall of India, New Delhi.
- R.K. Gupta & Udai Pareek: Training for OD Facilitation, Prentice hall of India, New Delhi
- J.S. Sehgal, Organisation Development, Rupa Book Company
- Ignou module: Managing Change in Organizations.
- Udai Pareek., "HRD & Organizational Development", Tata Mc Graw Hill, New Delhi.
- S.Ramanarayan, T.V. Rao and Kuldeep Singh: Organisational Development

PAPER CODE- MHR 424

International Human Resource Management

Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objective:

1.The objective of this paper is to develop conceptual understanding of the cultural and related behavioral variables in the management of global organizations.

Course Outcomes(CO):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MHR 424	International Human Resource Management	<p>CO 146 Understand the importance of managing human resources professionally in view of the constantly changing aspirations of individuals internationally.</p> <p>CO 147 Understand the foundations of managing human resources in organizations, in terms of systems, strategies and practices.</p> <p>CO 148 Appreciate the need for well-designed HR policies that enhance employee motivation and performance.</p> <p>CO 149 Learn the tools and techniques of recruitment and selection.</p> <p>CO 150 Understand various stages of a performance management system</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENT

- Unit I Introduction:** Concept of IHRM, EPRG Orientation, Models of International HRM-PCN, HCN, and TCN, Difference between Domestic HRM and International HRM, Environmental influences on International HRM. **12 hrs.**
- Unit II International Organization Structure:** Concept, Factors influencing International Organization Structure, Types of International Organization Structure. **12 hrs.**
- Challenges of IHRM:** Managing Workforce diversity, Organizational Restructuring and Downsizing, Legal and Ethical aspects of International HRM.
- Unit III International Recruitment and Selection:** Concept, Selection Criteria, Issues in Staff selection. **12 hrs.**
- Expatriate-** Concept, Phases of Expatriate Adjustment, Challenges of expatriate failure; **Repatriation-** Concept, Repatriation Process and Challenges; **Inpatriation.**
- Unit IV International Training:** Concept, Training Objectives, Training to International Employees- Cross Cultural, Pre Departure, Language. Types of Global Assignments, Framework For Cross Culture Training- Tung's Framework, Mendenhall and Oddou's, Black and Mendenhall's. **12 hrs.**
- Unit V International Compensation:** Concept, Objectives, Key Components of International Compensation, Approaches of International Compensation, Variables Influencing Compensation. **12 hrs.**

International Performance Management: Meaning, Expatriate Performance Management, Steps in International Performance management, Issues in Managing performance in the International context

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:-

- Peter J. Dowling, Denise E. Welch, Randal S. Schulle, International Human Resource Management: Managing people in a multinational context, Bangalore, Thompson South Western.
- Aswathappa K., S. Dash, International Human Resource Management, Mc Graw Hill, New Delhi.
- Mead R, " International Management, Cross Cultural Dimensions
- Ian Beardwell, Len Holden, 1995, Human Resource Management: A contemporary Perspective, New Delhi, Macmillan.
- Cross cultural marketing, Robert Rugimbana & Sonny Nwankwo, Thomson Asia Pte. Ltd, Singapore
- Ivancevich John, M. and Glueck William, R: Foundations of Personnel and Human Resources Management, Revised Edition, m 1983, Business Publications, inc
- Gupta C B , " Human Resource Management". Sultan Chand & Sons, New Delhi.

PAPER CODE- MHR 425

Talent Management and Retention

Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objective:

1. This paper familiarizes the students with the framework about talent management systems and emphasizes various issues in management of Talent and Retention strategies in the HRM-dominated context of the modern business environment.

Course Objectives (CO):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MHR 425	Talent Management & Retention	CO 151 Identify various methodologies	Approach in teaching:	Class test, Semester end examinations, Quiz, Assignments, Presentation

		<p>organizations can use to accelerate and improve individual, team and organizational performance. CO 152 Develop and promote leadership competencies that will frame the behaviors expected for organizational success. CO 153 Understand the components of the performance management system to maximize people's potential and performance. CO 154 Understand how to assess the organization's bench strength and how you can design and facilitate the succession planning process. CO 155 Learn to use assessment tools to enhance self-awareness and team performance.</p>	<p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	
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CONTENT

Unit I Talent Management: Concept, Definition of Talent Management, Importance of Talent Management, Scope and Need of Talent Management

	Talent Friendly Organization: Concept, Elements, Indicators of Talent Friendly Organization, Benefits, Strategies and Hurdles in creating Talent friendly organizations	12 hrs.
Unit II	Talent Management Systems: Concept, Characteristics, Elements in designing TMS, Designing Talent Management Strategy	12 hrs.
	Talent Value Chain : Concept, Significance, Elements, Process of Talent Value Chain	
Unit III	Talent Engagement: Concept, Significance, Techniques of Talent Engagement, Predictors and Problems in Talent Engagement	12 hrs.
Unit IV	Talent Retention: Concept, Definition, Importance, The Six c's model of Talent retention, Strategies of Talent Retention	14 hrs.
	Knowledge Management: Concept, Objectives, Functions of Knowledge Management, Models of Knowledge Management-KM process framework by Bukowiz and Williams, KM Matrix by Gamble and Black, KM Process by Botha	
Unit V	Talent Management and Employee Empowerment: Concept, Psychological Approach in employee empowerment ,Process of Employee Empowerment, Difficulties in employee empowerment	10 hrs.

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:-

- Sinha, Sinha & Shekhar, Industrial Relations, Trade Union & Labour Legislation, Pearson Education, 2nd Edition, New Delhi
- Monappa, Arun, Industrial Relations, Tata McGraw Hill Pub. Comp. Ltd., New Delhi.1stedition
- Chaterjee, N.N.Industrial Relations in India's Developing Economy, Allied Book Agency,NewDelhi.
- Mamoria C B ,Mamoria Satish & Gangkar S V, "Dynamics of Industrial Relations", Himalaya Publishing House,New Delhi.
- SubbaRaoP , "Essentials of Human Resource Management and Industrial Relations" ,Himalaya Publishing House.
- Sharma, A.M. Industrial Relations, Conceptual and Legal Framework, Himalaya Publishing House 9thedirion
- Poole Michael, Industrial Relations; Origins and Patterns of National Diversity; Routledge & Keganpaul, London.

PAPER CODE- MHR 426

Performance Management

Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objective: 1.The objective of this paper is to acquaint students with the concepts related to performance appraisal and to facilitate learning regarding performance management for employees.

Course Outcomes(CO):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			

MHR 426	Performance Management	CO 156 Understand various stages of a performance management system CO 157 Develop a sample performance appraisal form CO 158 Learn the nuances of performance feedback and performance counseling. CO 159 Understand and develop tools for managing training sub-system CO 160 Deliver training sessions and conduct training evaluation.	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation
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CONTENT

- Unit I Introduction:** Definition of performance Management, the performance management contribution, dangers of poorly implemented PM systems, aims and role of PM Systems, characteristics of an ideal PM systems, performance management process, performance management and strategic planning. **12 hrs.**
- Unit II Methods of Performance Appraisal**–Traditional and Modern Methods. Limitation of Performance Appraisal **12 hrs.**
Management by Objectives – Process and Importance.
- Unit III Performance appraisal system implementation:** Defining performance, determinants of performance, performance dimensions, approaches to measuring performance, diagnosing the causes of poor performance, differentiating task from contextual performance, choosing a performance measurement approach. Measuring results and behaviours, gathering performance information, implementing performance management system. **12 hrs.**
- Unit IV Performance Planning**–Meaning, Characteristics, Objectives, Methodologies ,Process Barriers, characteristics of effective Performance Plan, overview of competency mapping **12 hrs.**
Performance Counselling: Concept, Principles, performance counselling for higher job performance performance counselling skills

UnitV Performance management & employee development: Personal Development plans, 360 degree feed back system. **12 hrs.**
Performance Coaching: Coaching styles and Process
Ethics in Performance Management- Concept ,Objectives and Significance Principles ,Ethical issues and Dilemmas ,Future implications of Ethics in performance management

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:-

- Deb T., A.S. Kohli, "Performance Management" Oxford University Press ,New Delhi.
- Aguinis Herman. "Performance Management "Pearson, New Delhi.2nd edition.
- Aswathappa K "Human Resource and Personnel Management". Tata McGraw Hill, New Delhi.3rdedituon
- Garry Dessler "Human Resource Management"Prentice Hall of India, New Delhi.7th edition
- Prem Chadha: Performance Management, Macmillan India, New Delhi, 2003.
- Michael Armstrong & Angela Baron, Performance Management: The New Realities, Jaico Publishing House, New Delhi, 2002.

PAPER CODE- MHR 427

Dissertation & Viva Voce

Practical

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objective:

1. The main objective of this paper is to culminate the academic experiences of the students in the form of a systematic research. The paper aims to enhance the research and professional proficiency of the students in their areas of specialization.

Course Outcomes (CO):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MHR 427	Dissertation & Viva Voce	CO 161 Develop responses on the basis of the evaluation and undertake analysis. CO 162 Apply knowledge and understanding in relation to the chosen topic of research CO 163 Communicate in written form by integrating, analysing and applying key texts and practices.	Approach in teaching: Regular contact with Supervisor Learning activities for the students: Presentations, Review of Literature, SPSS practice in Lab	Viva, Presentation

Guidelines: The Dissertation work enable participants to develop knowledge and understanding of a specialist area within the broad field of Human Resource Management. Each student will carry forward the research work on the synopsis prepared in semester III and complete the dissertation work under the supervision of a dissertation guide.

Students are required to meet their supervisors for guidance and devote 4 hours per week other than Lab sessions provided to them on regular basis.

After the data collection process is over, 30 hours Lab sessions will be available to the students for completion of their report under the supervision of a faculty to complete the following-

CONTENT

Unit I	Data Compilation- Compiling data in excel, importing to SPSS, Data Cleaning and summarizing	15 hrs.
	Data Analysis using SPSS	
Unit II	Report Writing- Preparation of Rough Draft and Final Draft	15 hrs.

BOOKS RECOMMENDED::

- Peg Boyle, Demystifying Dissertation Writing, Stylus Publishing, LLC, 2009
- Carol M. Roberts, The Dissertation Journey: A Practical and Comprehensive Guide to Planning, writing and defending your dissertation, Sage Publications

PAPER CODE- LAD 420

Team Building and Stress Management

Theory

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objective: 1. This paper aims at helping students to work towards public speaking and mock interviews, a final preparation towards getting a job.

Course Outcomes (CO):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			

LAD 420	Team Building and Stress Management	CO 164 Learn team building CO 165 Learn public speaking CO 166 Learn GD-PI techniques CO 167 Learn Stress Management techniques	Approach in teaching: Interactive Lectures, Group Discussion Learning activities for the students: Presentations	Viva and Presentation
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CONTENT

Unit	Team Building	6 hrs.
I	Activities, team building games, team processes. Laws of teamwork Case study approach to team work, The law of the significance, the law of the big picture, the law of the niche. Work ethics Work ethic. Relationship management, receiving and giving positive and negative feedback, body language.	
Unit	Public speaking: Overcoming fears	6 hrs.
II	Public Speaking Games, Personality Development Games, Extempore, Debate, Group Discussion, one-minute speech, storytelling, story creation, selling items, JAM sessions.	
Unit	Mock GD Sessions	6 hrs.
III	Internal and external GD sessions and competitions to boost confidence and prepare content.	
Unit	Mock PI Sessions	6 hrs.
IV	Internal and external PI sessions and competitions to boost confidence and prepare content.	
Unit	Seminar/Webinar and Industry expert session	6 hrs.
V	These will be conducted by industry leaders as question answer session and experience sharing.	

BOOKS RECOMMENDED:-

- Tonya Reiman (2007), The Power of Body Language: How to Succeed in Every Business and Social Encounter.
- John Adair (2007), Develop Your Leadership Skills
- Dale Carnegie, how to stop worrying and start living
- Kelly McGonigal (2015), The Upside of Stress: Why Stress Is Good for You, and How to Get Good at It.

Department- Management Studies

MBA – Innovation, Entrepreneurship and Venture Development

OUTCOMES - Academic Year 2020-21

PROGRAMME OUTCOMES

PO1	To understand economic, legal, and social environment of Indian business and gain domain knowledge related to various functional areas of Management.
PO2	To develop skills for Critical thinking, Business Analysis, Problem Solving and finding innovative solutions.
PO3	To demonstrate a global outlook with the ability to identify aspects of the global business and Cross-Cultural Understanding.
PO4	To develop responsiveness to contextual social issues / problems and exploring solutions, understanding business ethics, and resolving ethical dilemmas.
PO5	To develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on).
PO6	To learn to collaborate and demonstrate Leadership skills.

Programme Specific Outcomes

PSO 1	To impart knowledge of functional areas of Management and its application in current Business environment to develop and broaden their management and leadership skills.
PSO 2	To develop capabilities in students to select and apply appropriate tools for solving complex managerial problems.
PSO 3	To harness entrepreneurial approach and skill sets
PSO 4	To develop analytical and critical thinking abilities for data-based decision making
PSO 5	To develop ability to understand and analyze global, economic, legal, social and ethical aspects of business.

	C09 7												
	C09 8												
	C09 9												
	C01 00												
MIV 323	C01 01								✓				
	C01 02				✓	✓							
	C01 03										✓		
	C01 04										✓		
	C01 05												✓
MIV 324	C01 06								✓				
	C01 07								✓				
	C01 08									✓			
	C01 09									✓			
	C01 10						✓			✓			
MIV 325	C01 11										✓		
	C01 12								✓				
	C01 13								✓				
	C01 14												✓
	C01 15												✓
MIV 326	C01 16									✓			
	C01 17									✓			
	C01 18									✓			
	C01 19									✓			
	C01 20									✓			
MIV 327	C01 21						✓	✓					
	C01 22						✓						
	C01 23					✓					✓		
MIV 328	C01 24					✓							

	CO1 25						✓						✓
	CO1 26		✓								✓		
LAD 320	CO1 27							✓					
	CO1 28							✓				✓	
	CO1 29							✓					
	CO1 30							✓				✓	
MIV 421	CO1 31					✓					✓		
	CO1 32					✓							
	CO1 33					✓							
	CO1 34					✓					✓		
	CO1 35				✓	✓							
MIV 422	CO1 36	✓											
	CO1 37	✓											
	CO1 38		✓										
	CO1 39		✓										
	CO1 40				✓		✓						
MIV 423	CO1 41									✓			
	CO1 42							✓					
	CO1 43	✓						✓					
	CO1 44											✓	
	CO1 45							✓				✓	
MIV 424	CO1 46									✓	✓		
	CO1 47											✓	✓
	CO1 48												✓
MIV 425	CO1 49								✓			✓	
	CO1 50			✓				✓					
	CO1 51									✓			✓
MIV 426	CO1 52								✓				

	CO1 53						✓						✓
	CO1 54						✓						✓
	CO1 55								✓			✓	
MIV 427	CO1 56		✓				✓						✓
	CO1 57		✓				✓					✓	
	CO1 58		✓				✓						✓
LAD 420	CO1 59							✓	✓			✓	
	CO1 60							✓					
	CO1 61							✓					✓
	CO1 62											✓	

COURSE OUTCOMES - Semester I

PAPER CODE - MIV 121
Fundamentals of Management
(Theory)

Credits: 2

Maximum marks: 100

Contact Hrs/Week: 2

Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. This paper has been designed to acquaint the students with the basic management concepts and processes in an organization.

Course Outcomes (COs):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MIV 121	Fundamentals of Management	CO1. Understand the Functions and Principles of Management CO2. Understand process and principles of Planning and Organizing.	Approach in teaching: Interactive Hour, Group Discussion,	Class test, Semester end examinations, Quiz,

		CO3. Understand theories of Motivation and Leadership. CO4. Understand steps and techniques of controlling. CO5. Apply the concepts of decision making in a business situation.	Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Assignments, Presentation
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CONTENT

Unit I Management **12 hrs.**

Concepts, Functions, Significance of management, Management and administration, Levels of management. Principles of management-Henry Fayol and F.W Taylor, Approaches/schools of management thought – Classical, Neo-Classical and Modern.

Unit II Planning **12 hrs.**

Concept, Nature, Processes, Types, Significance of planning, Planning process, Management by Objectives Organization-Concept, Importance, Process of organizing, Principles of Organization, Types-Formal and Informal. Organization Structure-Types of Organization Structure-line, line and staff, functional, project, matrix and committee. Delegation and Decentralization of Authority(conceptual knowledge only)

Unit III Decision Making **12 hrs.**

Meaning, Significance, Types of decisions, Process of decision-making, Techniques of decision-making, Controlling-Concepts, Features, Steps of controlling, Importance, Techniques-Traditional and Modern (Elementary knowledge only)

Unit IV Motivation **12 hrs.**

Meaning, Types of motivation, Importance, Theories of motivation-Maslow's need-hierarchy theory, McGregor's theory X and theory Y, Herzberg motivation-hygiene model, Victor-vroom expectancy model. William Ouchi's motivation theory

Unit Leadership**V**

Definition, Importance, Difference between leadership and management, Functions of a leader, Styles of Leadership-autocratic, participative and free-rein, Theories of leadership-trait theory, behavioural theory- likert's system of management, Blake and Mouton's Managerial Grid, and Tannenbaum and Schimidt's Continuum of leadership style and situational theory- Fiedler's Contingency Model

12 hrs.

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED::

- Chhabra T.N "Principles and Practice of Management" DhanpatRai& Co. PvtLtd,New Delhi.
 - Nolakha, R.L "Principles of Management" .RBD Publishers, Jaipur.2007
 - Sudha G S., "Management", RBSA Publishers, Jaipur.2007
 - Koontz, Herold and Wehrich, Heinz. "Management", McGraw Hill, New York.5th edition.
 - Stoner, James A.F. and Freeman, R.Edward, "Management".,New Delhi. 6th edition
- (Latest editions of the above books are to be referred)**

PAPER CODE - MIV 122
Managerial Economics
(Theory)

Credits: 4**Maximum marks: 100****Contact Hrs/Week: 4****Total Hrs: 60****Course Objectives:****This course will enable the students to -**

1. The objective of this paper is to acquaint the students with concepts and techniques used in Micro-Economic Theory and to enable them to apply this knowledge in business decision-making using both micro and macroeconomic principles. Emphasis is given to changes in the nature of business firms in the context of globalization.

Course Outcomes (COs):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			

MIV 122	Managerial Economics	CO6. Describe the nature and scope of managerial economics, concept of utility & consumer's equilibrium from the perspective of organization. CO7. Understand how changes in demand and supply affects the Business CO8. Identify relationships between production output & costs and understand the relationship between revenue and costs. CO9. Identify key characteristics and consequences of different forms of markets. CO10. Apply the knowledge of Macroeconomic concepts in the business situations.	Approach in teaching: Interactive Hour, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation
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CONTENT

Unit I	Managerial Economics: Meaning, Nature and Scope of managerial economics. Constraints and Opportunity costs, Production Possibility Curve, Consumer Behaviour: Utility and indifference curve approaches-meaning, law of diminishing, marginal rate of substitution, properties of indifference curve, price line, consumer's equilibrium-conditions of consumer equilibrium, income substitution and price effect.	12hrs.
Unit II	Demand analysis: Demand and law of demand, Normal Goods, Substitute Goods, Veblen Effect, Bandwagon effect, Network Externality, Snob Effect , determinants of demand on demand function, change in demand, elasticity of demand-degrees, Measurement of price elasticity of demand-total expenditure method, proportionate method, point elasticity method. Demand forecasting-Meaning and techniques of demand forecasting, Law of supply (Conceptual)	12hrs.
Unit III	Cost and Output Analysis: Cost Concepts and Cost Output Relationship Concepts of Revenue, Theory of Firm	12hrs.
Unit IV	Production Function: Short Run and Long Run Markets: Meaning, characteristics, types of markets-perfect and imperfect markets, Price and output determination in perfect competition, monopoly and monopolistic market.	12hrs.
Unit V	Macro Economic factors affecting Business- Business cycles, Inflation, National Income, Political stability, Financial markets-Stock Market, Currency Market and Commodity Markets	12hrs.

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED::

- Satya P Das, Micro Economics for Business, Sage Publications Pvt. Ltd.
- Perloff & Brander, Managerial Economics and Strategy, Pearson Education
- Mathur, Yadav, Vyas, Business Economics, RBSA, Jaipur
- Jain, Khanna & Tiwari, " Business Economics", V K India enterprises, New Delhi.
- Adhikary, M. *Business Economics.*, New Delhi, Excel Books, 2000.
- Keat, Paul G & Philips K. Y. Young, *Managerial Economics*, Prentice Hall, New Jersey, 1996.

(Latest editions of the above books are to be referred)

PAPER CODE - MIV 123
Information Technology for Management
(Theory)

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:**This course will enable the students to -**

1. This paper has been designed to introduce students to the applications of computers to manage different data management operations in the organizations. It provides them an opportunity to study the data management for various managerial operations and handling data in corporate environment.

Course Outcomes (COs):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MIV 123	Information Technology for Management	CO11. Work on spreadsheets and employ basic functions to handle data. CO12. Work on advanced inbuilt functions available in spreadsheet software for data analysis CO13. Work on managerial and financial functions, create charts, perform	Approach in teaching: Interactive Hour, Group Discussion, Tutorials, Case Study Learning activities for the students:	Class test, Semester end examinations, Quiz, Assignments, Presentation

		<p>statistical analysis through spreadsheet software</p> <p>CO14. Work on database management software to manage data for effective information management</p> <p>CO15. Understand current trends of e commerce operations and online financial transactions</p>	<p>Self-learning assignments, presentations</p>	
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CONTENT

Unit I	Information Management: – Introduction, Classification of Information	12 hrs.
	Spread Sheet: Introduction, operations on spreadsheet and workbooks, Filling series, sort, and Formatting worksheet. Basic Spread Sheet Functions: cell referencing (Relative, Absolute, Mixed). Inbuilt function (SUM, AVERAGE, COUNT, MAX, MIN, COUNTIF, CEILING, FLOOR, TRUNC, ABS, , INT, LOG, MOD, POWER, ROUND, EXP, IF, AND, OR), Date & Time functions (NOW, DATE, TIME, DAY, MONTH, YEAR, HOUR, MINUTE, SECOND) Protecting worksheets , Charts in Excel: types, create chart from adjacent data/ nonadjacent data, data series, editing and formatting ,printing chart	
Unit II	Sensitivity Analysis using Spread Sheet : Filter, Advance Filter, Goal Seek, Solver, Scenario Manager, Consolidate, Subtotal, V lookup, H Lookup, pivot table, pivot chart, Freeze Panes. Advance Spread Sheet Functions & tools: Logical Function, Date and time function,	12 hrs.
Unit III	Financial function: FV, PMT, IPMT, NPER, NPV, PV, RATE, OLE (object linking and embedding). Database Management System: Introduction, Types of Database, System Decomposition, MS Access : database structure, Data types, Creating Tables, table fields, Primary keys and field validation and record validation rules	12 hrs.
Unit IV	Multiple tables, relationships, Sort & Filter in table, select data with queries: Creating query by design & by wizard, Creating basic forms & Reports.	12 hrs.
Unit V	E –Commerce & Recent Trends in IT- Introduction to E-commerce, E business model as B2B, B2C, C2C, C2B, G2C. Recent Trends in IT:- Wireless Access Technologies, Types of payments (Credit Card, debit card, online payments, e wallet, upi app based payments etc.) Bluetooth, wifi, RFID.	12 hrs.

BOOKS RECOMMENDED:-

- Martin, Hansen, Klingher & Beth, "Mastering Excel 2000", BPB Publications, 2013.

- Wayne L.Winston, "Excel Data Analysis and Business Modeling", 2010
- John Walkenbach, "Excel 2016 Bible", Wiley
- Chandan Sengupta, "Financial Analysis and Modeling using Excel and VBA", Wiley
- Michael Alexander, Richard Kusleika, "MS Access 2013 Bible", Wiley
- David Whiteley, "E-Commerce", Tata McGraw Hill
- PT Joseph, S.J., "E-commerce: An Indian Perspective", Third Edition, PHI
- Henry C. Lucas, Information Technology for Management, McGraw Hill, International Edition, July 2015.

PAPER CODE - MIV 124
Research for Management
(Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. The objective of this paper is to enable the students to identify problems for managerial decision making, design a research, collect data, analyze it and write a report.

Course Outcomes (COs):

MIV 124	Research for Management	<p>CO16. Understand the various types of research and research design.</p> <p>CO17. Understand the steps of a research process and apply them to conduct a research study.</p> <p>CO18. Design a questionnaire and use it for data collection</p> <p>CO19. Analyze the collected data using various descriptive and statistical tools and techniques.</p> <p>CO20. Write a research report.</p>	<p>Approach in teaching:</p> <p>Interactive Hour, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation
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CONTENT

Unit I	Research: Definition, characteristics, Approaches-Deduction, Induction, Types of Research, Research Process. Research Design: Meaning, Features of a good research design. Types of Research Design-Exploratory, Descriptive and Experimental studies	12 hrs.
Unit II	Measurement scales -Types of scales- Nominal, Ordinal, Interval and Ratio scales, Scaling Techniques: Comparative and Non-comparative scaling Data Collection: Primary and Secondary Data-Methods of collecting data	12 hrs.
Unit III	Questionnaire design -Objectives, hierarchy of Questions, Process, Lay out, Pilot testing Sampling design -Meaning of sample and population, Sampling techniques, sample size calculation Preliminary data analysis - Descriptive statistics	12 hrs.
Unit IV	Hypothesis testing - process, student's T test, Z test, Chi Square test, Kolmogorov Smirnov test Correlation and Regression - Meaning, difference, Assumptions of regression, Regression equation-interpretation and its application	12 hrs.
Unit V	Analysis of Variance (ANOVA) - One-way and two-way classification. Report Writing: Importance, Process, qualities of a Research report, Report layout	12 hrs.

*** Case studies related to entire topics are to be taught**

BOOKS RECOMMENDED:-

- Levin & Rubin, Statistics for Management, Pearson.
- H K Dangi, Shruti Dewen, Business Research Methods, Cengage Learning
- Naresh Malhotra, Marketing Research, Pearson Education.
- C.R.Kothari, Research Methodology, New Age Publication.
- G C Beri, Marketing Research, Tata McGraw Hill.
- Cooper & Schindler, Marketing Research, Tata McGraw Hill.
- Anderson, Statistics for Business and Economics, Sweeney and Williams
- William G Zikmund, Business Research Methods, Cengage learning
- Sancheti & Kapoor, Statistics: Theory, Methods and Application, Sultan Chand & Sons

PAPER CODE - MIV 125
Accounting for Managers
(Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. The basic purpose of this paper is to give an insight of postulates, principles and techniques of accounting to the students so as to equip them for basic managerial functions related to accounting.

Course Outcomes (COs):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MIV 125	Accounting for Managers	<p>CO21. Understand basic Accounting concepts and principles.</p> <p>CO22. Write journal entries, make Trial Balance and prepare Final Accounts of a Company.</p> <p>CO23. Understand various tools and techniques of financial analysis used for decision making.</p> <p>CO24. Understand basic Cost Concepts and use techniques of CVP analysis for decision making.</p> <p>CO25. Become aware about various contemporary issues/concepts in Accounting</p>	<p>Approach in teaching:</p> <p>Interactive Hour, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation</p>

CONTENT

Unit I Introduction

12 hrs.

Accounting-Meaning and definition, Nature, Need, objectives, Importance, Limitations, Users of accounting information, Branches of accounting, Accounting as an information system, Generally accepted accounting principles (GAAP)

Basics of Financial Accounting

Accounting equation, Systems of Book Keeping, Types of accounts and their Rules, Basics of Journal and ledger

Unit II Final Accounts

12 hrs.

Trial Balance-meaning, preparation, errors; Final accounts-CONTENT and their preparation with adjustments

Unit III	Financial Analysis Meaning, objectives and types of financial analysis, Tools or techniques of financial analysis-Ratio analysis(meaning, objectives, limitations, classification, preparation of financial statements from ratios),Comparative and common size financial statements, Fund Flow analysis and Cash Flow analysis-Meaning, difference and CONTENT	12 hrs.
Unit IV	Cost concepts -Meaning, Objectives, Importance, Methods, Techniques and systems of costing; Basic Cost Concepts-Elements of cost, classification of costs; Cost sheet; Cost-Volume-Profit Analysis -Meaning, Assumptions, Significance, Break even analysis, Contribution and Marginal cost equation, Profit-Volume ratio, Margin of safety, key factor; Effect of change in the profit factors,	12 hrs.
Unit V	Budgets -Functional budgets, Master Budget, Fixed and Flexible budgets Contemporary issues/concepts in accounting Convergence to International financial reporting standards (IFRS); Inflation Accounting, Green Accounting, Carbon Credit Accounting, Human Resources Accounting; Value Based Management; Cost reduction systems-kaizen costing system, Activity Based Costing, Life cycle costing; Zero Base Budgeting (ZBB), Performance Budgeting, Social Accounting.	12 hrs.

***Case studies related to entire topics are to be taught**

BOOKS RECOMMENDED:-

- Maheshwari, Maheshwari, A text book of accounting for Management, Sultan Chand & Sons.
- M. Y Khan, P.K. Jain, Management Accounting : Text problem and Cases. Tata McGraw Hill.
- IM Pandey, Management accounting, Vikas Publishing House.
- M.N. Arora, Cost Accounting Principles & Practices, Eight edition, Vikas Publishing house.
- Horngren, Management Accounting, Pearson Education.
- Anthony Robert, Management Accounting Principles, R D. Irwin.
- Agarwal M R, Management Accounting-I, Garima Publications

PAPER CODE - MIV 126
Start UP and Start UP - Ecosystem
(Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. The purpose of paper is to acquaint the students with the elements of start-ups and its ecosystem to equip them with the understanding of the start-up environment for the development of a business plan.

Course Outcomes (COs):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MIV 126	Start-up & Start-up Ecosystem	<p>CO26: Students will have the knowledge of the start - up ecosystem</p> <p>CO 27: Know the parameters to assess opportunities and constraints for new business ideas</p> <p>CO 28: Understand various schemes and policies for promoting start ups</p> <p>CO 29: Design a business model for start up.</p> <p>CO 30: Understand overall feasibility of Idea</p>	<p>Approach in teaching:</p> <p>Interactive Hour using whiteboards, Discussion, Tutorials, Reading assignments, Demonstration, Team teaching, Quiz.</p> <p>Learning activities for the students:</p> <p>Self learning assignments, Effective questions, Solving problems of unsolved questions; Problem based learning-cases, Group learning teamwork.</p>	Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects

CONTENT

Unit I	<p>Introduction to Start up: Defining start-up, Start- up life cycle. Start-up ideas (i.e. interesting ideas so far, idea-generation tools, where to get inspiration from)</p> <p>Developing the start-up team (i.e. start-up roles, advantages of team diversity, networking)</p> <p>Challenges faced by Start- ups, reasons for the failure of start-ups</p>	10 hrs.
Unit II	<p>Start-up Ecosystem: Elements of start- up ecosystem; Government, Universities, Incubators, investors</p> <p>Ease of Doing Business: indicators , India and Ease of Doing Business</p> <p>Recent Start-up Policy of India: Important provisions of the policy</p>	15 hrs.
Unit III	<p>Business Incubation: Definition, services provided by incubators, Incubator Models and Success Factors, Role of Incubators for promoting start-ups, Accelerators vs Incubators, Atal Incubation Centres</p>	15 hrs.
Unit IV	<p>Schemes and Policies for Promoting Startups- Start up India, Stand Up India, Make in India, Atal Innovation Mission (AIM), NewGen IEDC,</p>	15 hrs.

Single Point registration scheme, Multiple Grant Scheme, Atal tinkering Laboratories

Schemes for promoting start-ups in Rajasthan

Unit V **Crafting a business model and lean start-ups:** Introduction to business model. Value propositions- conventional industry logic, value innovation logic, customer focused innovation; building and analyzing business models, Business model canvas, introduction to lean start - ups and Business Pitching **15 hrs.**

BOOKS RECOMMENDED:

- Essentials of Entrepreneurship and Small Business management (5/ed.): Thomas W. Zimmerer, and Norman M. Scarborough. PHI
- Entrepreneurship: Strategies and Resources, 3/E -: Marc Dollinger; Prentice Hall
- Bringing New Technology to Market- Kathleen R. Allen, Prentice Hall
- Entrepreneurship in Action, 2/E - Mary Coulter; Prentice Hall
- G.S.Sudha, Fundamentals of entrepreneurship, RBD, Jaipur.
- S.S. Khanka, Entrepreneurship Development, S.Chand Publications, New Delhi.
- Nafees A. Khan, Fundamentals of entrepreneurship, Anmol Publications, New Delhi.
- E. Gordon & K. Natarajan, Entrepreneurship Development, Himalaya Publications
- Vasant Desai, Fundamentals of Entrepreneurship and Small Business Management, Himalaya Publications

PAPER CODE - MIV 127
Social Entrepreneurship
(Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. Paper has been designed such that it acquaints the students with the knowledge of Social Entrepreneurship including the scope and social entrepreneurial set up in India.

Course Outcomes (COs):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MIV 127	Social Entrepreneurship	CO 31: Understand social entrepreneurship and entrepreneurial opportunities, culture, models and	Approach in teaching: Interactive Hour using whiteboards,	Class test, Semester end examinations, Quiz, Solving problems in

		<p>approaches of social entrepreneurship</p> <p>CO32: Enumerate the Scope for social Entrepreneurship in India.</p> <p>CO33: Illustrate the successful social entrepreneurship set ups in India.</p> <p>CO34: Outline the role of Government and various support organizations in encouraging and supporting social Entrepreneurship.</p> <p>CO35: Discover out the social entrepreneurship opportunities for successful enterprise creation</p>	<p>Discussion, Tutorials, Reading assignments, Demonstration, Team teaching, Quiz.</p> <p>Learning activities for the students:</p> <p>Self learning assignments, Effective questions, Solving problems of unsolved questions, Problem based learning-cases, Group learning teamwork, Giving Tasks.</p>	<p>tutorials, Assignments, Presentation, Individual and group projects</p>
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CONTENT

Unit I	Social entrepreneur–factors impacting transformation into social entrepreneur, characteristics of social entrepreneurs, four distinctions of social entrepreneurship	12 hrs.
Unit II	Profit and non-profit Proprietorships –partnership –company, Non-Governmental organisation -Society –Trust and Company (sec. 25) registration, Factors determining selection of forms of registration	12 hrs.
Unit III	Opportunities For Social Entrepreneurs -Methods of sensing opportunities and fields of opportunities, assessing and prioritising opportunities, enterprise launching and its procedures –start-ups –incubation –accessing venture capital –CSR funds – PPP	12 hrs.
Unit IV	<p>Designing Organizational Structure of MNCs:</p> <p>Steps in designing Organisational Structure</p> <p>Types of Organisational Structures in MNCs (Vertical & Horizontal)</p> <p>Approaches to Organisational Structure of MNCs</p> <p>Product organization structure, Geographical organization structure, Decentralized Business Divisions, Strategic Business Units, Matrix Organisational Structure</p>	12 hrs.
Unit V	Successful Social Entrepreneurship Initiatives - Study of successful models like Grameen Bank –Aravind Eye Care System’s –LEDeG –TERI –Pasumai Payanam,	12 hrs.

Siruthuli –SEWA –Amul –Evidence from OASiS, Case Study on SELCO, case study on Annapurna–Goonj

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:-

- Bide Amar (2012), Entrepreneurship determinants: culture and capabilities, 12th Edition, Euro Stat, European Union, <http://ec.europa.eu/eurostat>
- Dinanath Kaushik (2013) Studies in Indian Entrepreneurship, New Delhi, Cyber Tech Publications
- Gopalkrishnan (2014) The Entrepreneur's Choice: Cases on Family Business in India, New Delh, Routledge Taylor & Francis Group.
- Kaliyamoorthy and Chandrasekhar (Eds:2007), Entrepreneurial Training: Theory and Practice, New Delhi,

**PAPER CODE - MIV 128
Seminar on Contemporary Issues
(Practical)**

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. Paper has been designed such that it acquaints the students with the Contemporary issues in Management. One of the main objectives is to create awareness regarding current trends, issues and researches related to various aspects of Management.

Course Outcomes (COs):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MIV 128	Seminar on Contemporary Issues	CO 36: Acquaintance with the Contemporary issues in Financial Management CO 37: Prepare a report based on Systematic review of Literature CO 38: Learn to apply Descriptive as well as statistical tools for data analysis using SPSS/Excel	Approach in teaching: Lab class and regular interaction with supervisor Learning activities for the students: Capstone Project to student	Viva and Presentation

CONTENT

Unit I	Systematic Review of Literature- Resource Discovery and Gathering of Information, how to review literature systematically SPSS Statistics Environment- Data Editor, Importing data, SPSS Viewer, SPSS output exporting, Syntax Editor, Saving Files, Retrieving files Exploring Data with Graphs- Histogram, Box Plots, Bar Charts, Scatter plots, Line Charts	15 hrs.
Unit II	Bias- Assumptions, Outliers, Additivity & Linearity, Normality, Homoscedasticity, Spotting bias and Reducing Bias, Descriptive Analysis – Mean, Standard Deviation, Kurtosis, Skewness Parametric Tests- one sample t test, Independent sample t test, Chi square, One Way Anova Non Parametric Tests- Wilcoxon rank sum test, Mann-Whitney Test, Kriskal Wallis Test, Freidman’s ANOVA Correlation- Bivariate Correlation, Partial Correlation, Comparing Correlations, Effect size of correlation, reporting correlation coefficients	15 hrs.

Apart from the 30 hrs. lab sessions, students are required to devote 4 hrs. per week under the supervision of their respective supervisors on regular basis for guidance on report.

BOOKS RECOMMENDED:-

- Andy Field, Discovering Statistics using IBM SPSS Statistics, Sage Publishers
- David Gough, Sandy Oliver and James Thomas, An Introduction to Systematic Reviews, Sage Publications
- Anthony J Onwuegbuzie & Rebecca Frels, Seven Steps to a Comprehensive Literature Review- A Multimodal and Cultural Approach, Sage Publications

PAPER CODE - MIV 129
Community Engagement Services
(Practical)

Credits: 2
Maximum marks: 100
Contact Hrs/Week: 2
Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. This Paper has been designed to provide hands on experience to young students in delivering community service. Working in collaboration with community organizations will enable students to use and enhance skills, competencies and knowledge in a real world capacity, which leads to an enlarged and more fulfilling educational experience.

Course Outcomes (COs):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MIV 129	Community Engagement Services	<p>CO 39: Understand the needs and problems of the community in which they live and work.</p> <p>CO 40: Utilize their knowledge in finding practical solutions to community problems.</p> <p>CO 41: Create awareness about various issues facing society.</p>	<p>Approach in teaching:</p> <p>Interactive Hour, Group Discussion, field visit</p> <p>Learning activities for the students:</p> <p>Presentations</p>	Viva and Presentation

CONTENT

The students will undertake Community Engagement Services in the semester. Various guest Hour, field visits, campaigns, workshops and seminars will be organized to fulfill the objectives of this paper.

Students have to undertake a project related to the areas specified for the semester. At the end of each semester students will be evaluated on the basis of the project report related to the work done in the field of Community Engagement.

Various community engagement activities for the semester are as follows:

- **Community Welfare Drive:** Traffic Regulation, Road safety awareness program, Blood Donation, Organic Farming, Consumer awareness, Visit of special home.
- **Health, Hygiene & Sanitation Drive:** Food and Nutrition, Concept of Balance Diet, Safe drinking water, Water borne diseases, National Health Programme, Home Nursing and First Aid.

PAPER CODE – LAD 120
Communication Skills and Time Management
(Theory)

Credits: 2

Maximum marks: 100

Contact Hrs/Week: 2
Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. The objective of this paper is to acquaint the students with the communication skills, building reading, writing habits, and public speaking, working on business etiquette, and enable them to manage time productively.

Course Outcomes (COs):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
LAD 120	Communication Skills and Time Management	<p>CO 42: Learn to create and analyze personal SWOT, which will help them in goal setting.</p> <p>CO 43: Develop verbal and nonverbal communication skills.</p> <p>CO 44: Practice public speaking which will enhance their confidence , manage time more efficiently and effectively.</p> <p>CO 45: Gain a new perspective through seminars/webinars and industry sessions</p>	<p>Approach in teaching:</p> <p>Interactive Hour, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	Viva and presentation

CONTENT

- Knowing self and Developing a Positive Attitude.**
- Unit I** Perceptual analysis, using mental models in problem solving, SWOT Analysis and Johari Window (Long term and short-term goals for upskilling). **6 hrs.**
- Listening, Verbal and Non-verbal communication skills, Public Speaking**
- Unit II** Asking the right questions, Voice modulations, listening habits, Building reading habit (Fiction and Non-Fiction). Extempore, Debate, JAM sessions **6 hrs.**
- Written communication, Assertiveness.**
- Unit III** Formal letter writing, e-mail writing, Netiquette, using e-mail elements, How and when to say No **6 hrs.**
- Is time out of control; A war on stress**
- Unit IV** Managing time effectively, 80/20 Rule, Pomodoro Technique, time management tips for managers. **6 hrs.**

Procrastination; turning downtime into productive time

The To-Do and Not To do list, Smart goals and career planning, getting organized, important vs. urgent, ways to avoid traps and time sinkers, creating a time management plan.

Seminar/Webinar and Industry Expert Session

Unit V These will be conducted by Industry leaders as question answer session and experience sharing. **6 hrs.**

BOOKS RECOMMENDED:

- David Riklan (2003), Self-Improvement the Top 101 Experts Who Help Us Improve Our Lives.
- Kelly McGonigal (2011), The Willpower Instinct: How Self-Control Works, Why It Matters, and What You Can Do to Get More of It.
- Mahadevan Ramesh and Gopalaswamy Ramesh (2010), The ACE of Soft Skills: Attitude, Communication and Etiquette for Success, Pearson publishers.

COURSE OUTCOMES - Semester II

PAPER CODE – MIV 221
Organisational Behaviour
(Theory)

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. The objective of this paper is to acquaint the students with the theories and concepts of the various organizational aspects.

Course Outcomes (COs):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			

MIV 221	Organizational Behaviour	<p>CO 46: Analyse the behaviour of individuals in organizations in terms of the key factors that influence organizational behaviour and will also gain understanding about various theories of personality.</p> <p>CO 47: Understand the factors influencing group behaviour and group cohesiveness along with the difference between team and group.</p> <p>CO 48: Understand the meaning and characteristics of Organizational Power and politics.</p> <p>CO 49: Identify the various aspects of conflicts and how to manage the conflicts.</p> <p>CO 50: Understand various aspects and issues concerning stress and organizational change.</p>	<p>Approach in teaching:</p> <p>Interactive Hour, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation
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CONTENT

- Unit I Organizational Behaviour:** Definition, Importance, Disciplines contributing to Organization Behaviour. **12 hrs.**
- Foundations of Individual Behaviour:** Perception-Meaning, characteristics, perceptual process Perceptual selectivity ,Perceptual Organization
- Personality**-Meaning, theories of personality-psychoanalytical theory,socio-psychological theory, trait theory and self theory
- Unit II Foundations of Group Behaviour:** Meaning, Importance, Process of Group Formation, Types of Groups, Factors influencing group behaviour, Group cohesiveness, factors affecting group cohesiveness **12 hrs.**
- Team:** Meaning, difference between team and group, Types of teams, techniques of effective team building.
- Unit III Organizational Power:** Meaning, characteristics, classification of power, contingency approaches to power. **12 hrs.**

Politics: Meaning, Reasons of politics

Unit IV Conflicts: Meaning, Reasons of conflict, types of conflict, Process of conflict, merits and demerits, management of conflict. **12 hrs.**

Unit V Stress: Meaning, reasons of stress, types of stress, effect of stress, strategies for coping stress. **12 hrs.**

Organizational Change; Meaning, reasons, types, process of change, resistance to change, management of change.

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:-

- Stephen P. Robins, Organizational Behaviour, Prentice-Hall of Indian Pvt. Ltd., New Delhi.11th edition
- Mehta Anil &ChouhanBhumija., "Organizational Behaviour", RBD Publications, Jaipur.
- Prasad L M., "Organization Behaviour", Sultan Chand and Sons, New Delhi.2nd edition
- John W. Newstrom and Kith Davis, OrganisationalBehaviour, (Human behaviour at work) Tata McGraw – Hill, New Delhi:9th edition
- Luthans, Fred, OrganisationalBehaviour McGraw-Hill Inc., New Delhi: 1992 9th edition
- Davies, Keth, OrganisationalBehaviour (Human Behaviour at work), Tata McGrawHill, NewDelhi.

**PAPER CODE – MIV 222
Marketing Management
(Theory)**

**Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60**

Course Objectives:

This course will enable the students to -

1. The objective of this paper is to acquaint students with the basic concepts of marketing management and marketing strategies.

Course Outcomes (COs):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MIV 222	Marketing Management	CO51: Understand fundamental marketing	Approach in teaching:	Class test, Semester end

		<p>concepts, approaches, scope of market and consumer behavior.</p> <p>CO52: Understand market segmentation, target marketing, and market positioning</p> <p>CO53: Understand how different situations in the competitive environment will affect choices in marketing.</p> <p>CO 54: Identify the roles of advertising, sales promotion, public relations, personal selling, and direct marketing in the promotion mix</p> <p>CO55: Explore the role and importance of digital marketing in today's rapidly changing business environment.</p>	<p>Interactive Hour, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	<p>examinations, Quiz, Assignments, Presentation</p>
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CONTENT

Unit I	Marketing Management: An Introduction	12 hrs
	<p>Conceptual framework, Nature and Scope of Marketing, Approaches to Marketing. Marketing-Mix, Developing Marketing Strategies and Plans</p> <p>Consumer behavior</p> <p>Consumer Behaviour concepts, Buying Decision Process and factors influencing consumer behaviour</p>	
Unit II	Segmentation and Positioning Strategy	12 hrs
	<p>Levels and Basis of Market Segmentation, Selecting Market Segments and Targeting, Developing and Communicating Positioning Strategy, Marketing Strategies</p> <p>Developing Competitive Marketing Strategy</p> <p>Identifying and Analyzing Competitors, Competitive Strategies for Market Leaders and Challengers, Offensive and Defensive Strategies</p>	
Unit III	Product Planning and Pricing Policies	12 hrs
	<p>Product Characteristics and Classifications, Concept of Product-Mix, Product-Line Decisions, Packaging and Labelling, New Product Development Process, Pricing Methods, Factors, Policies and Strategies, Product Life-Cycle</p>	

Unit IV Marketing Communications and Distribution Channels
 Introduction to Marketing Communications, Role of Marketing Channels, Channel-Design Decisions, Physical distribution types and functions **12 hrs**

Unit V Sustainable Marketing Concepts
 Green Marketing, Social Marketing **12 hrs**
 Digital Marketing: Concept, process, digital marketing & Traditional marketing and digital marketing strategies, Social Media Marketing.

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:-

- Philip Kotler, Kevin Keller, Abraham Koshy, Mithileshwar Jha: Marketing Management (Fourteenth Edition), A South Asian Perspective; Pearson, 2013.
- Ahuja Vandana, Digital Marketing, Oxford Higher Education
- Rajan Saxena, Marketing Management, Fourth Edition, Tata McGraw Hill, 2008.
- Michael J Eryl, Bruce J. Walker, William J. Stanton, Ajay Pandit, Marketing Tata Mc Graw Hill Education Pvt. Ltd 2010
- Rajiv Lal, John A. Quelch, V. Kastur Rangan, Marketing:Text and Cases, Tata Mc Graw Hill Education Pvt. Ltd.2009
- Paul Baines, Chris Fill, Kelly Page< marketing, Oxford university Press 2008

(Latest editions of the above books are to be referred)

PAPER CODE – MIV 223
Human Resource Management
(Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. This paper has been designed to acquaint the students with the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

Course Outcomes (COs):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			

MIV 223	Human Resource Management	<p>CO 56: Understand the importance of managing human resources.</p> <p>CO 57: Understand the foundations of managing human resources in organizations, in terms of systems, strategies and practices</p> <p>CO 58: Appreciate the need for well-designed HR policies that enhances employee motivation and performance</p> <p>CO 59: Learn tools and techniques of Training and development, Recruitment and selection</p> <p>CO 60: Understand the dynamics of managing people from real world examples in Human resource field.</p>	<p>Approach in teaching:</p> <p>Interactive Hour, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation</p>
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CONTENT

Unit I	Human Resource Management	12 hrs
	<p>Concept, Functions of HRM, Importance, Difference between HRM and personnel management. Human Resource Environment-Meaning, Importance, Types -Internal and external Environment that effect HRM Programmes</p>	
Unit II	Human Resource Planning	12 hrs
	<p>Concept, Importance Process of human resource planning, Quantitative and Qualitative aspect of human resource planning, Levels of HRP, Limitations of HRP. Job Analysis -Meaning, Benefits of Job analysis ,Process, techniques of job analysis Job design-Meaning, approaches, methods of job design.-job rotation, job simplification, job enlargement and job enrichment</p>	
Unit III	Recruitment	12 hrs
	<p>Concept, Importance of recruitment, Sources of recruitment –internal and external recruitment. HR recruitment practices in India. E –HRM recruitment techniques (e recruitment selection development training)</p> <p>Selection-Meaning, Importance, Selection criteria ,Steps in selection process, Selection tools Placement and Induction (conceptual knowledge)</p>	

Unit Training & Development

IV

Meaning, Importance, benefits, types, process, methods of executive development, Evaluation, Training need assessment. **12 hrs**

Career Planning : Concept, Process of career planning, career counseling, limitations

Unit Emerging issues in HRM

V

HRM strategies for the new millennium-Human capital, mentoring, 360 degree appraisal technique, TQM and Top-Quality Circles, Kaizen (a brief knowledge), , Competency Management and Talent Management(Conceptual Knowledge), Succession Planning **12 hrs**

Managing the Human Resources in 21st Century: Challenges for HRM, Changing roles of HR Practitioners.

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED::

- Aswathappa K "Human Resource and Personnel Management". Tata Mc Graw Hill, New Delhi.3rd edition
 - Gupta C B, "Human Resource Management". Sultan Chand and Sons, New Delhi.
 - V S P Rao- "Human Resource Management-Text and Cases"., Excel Publications, New Delhi.2nd edition
 - Bhatia S K & Singh Nirmal, "Principles and Techniques of Personnel Management and Human Resource Management", Deep & Deep Publications, New Delhi.
- Garry Dessler "Human Resource Management" Prentice Hall of India, New Delhi.7th edition

(Latest editions of the above books are to be referred)

PAPER CODE – MIV 224
Business Environment
(Theory)

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. This paper helps to understand the overall business environment and evaluate its various components in business decision making.

Course Outcomes (COs):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MIV 224	Business Environment	CO 61: Understand the concept of business environment	Approach in teaching:	Class test, Semester end examinations, Quiz,

		<p>CO 62: Understand the types of political system</p> <p>CO 63: Analyse various aspects of economic environment and economic policies of the country.</p> <p>CO 64: Describe the relevance of technological and societal environment in today's globalized world.</p> <p>CO 65: Understand the international business environment by identifying the role and functions of various international institutions.</p>	<p>Interactive Hour, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	<p>Assignments, Presentation</p>
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CONTENT

Unit I	<p>Business Environment- Concept, significance, Types of Business Environment: Internal and External Environment, Micro and Macro Environment, Porter's Five Forces Model of Competition.</p> <p>Environment Analysis & Forecasting: stages, approaches & techniques of environmental analysis.</p>	12 hrs
Unit II	<p>Political environment- Functions of state, Types of political systems, Economic aspect of Indian constitution: Preamble, Directive principles, Fundamental rights, Centre State Relations</p> <p>Legal Environment- Foreign Exchange Management Act 1991, Consumer Protection Act 1986, Right to Information Act 2005, Competition Act 2002 (Amended Act 2007).</p>	12 hrs
Unit III	<p>Economic environment- Types of economic systems-Market Allocation, Command Allocation, Mixed Allocation, Impact of Liberalization and Privatization on Indian economy.</p> <p>Economic Policies in India-New Industrial policy, 1991 and Industrial licensing, Monetary policy, Fiscal policy.</p>	12 hrs
Unit IV	<p>Technological Environment- Technological leadership & Followership, Technology & Competitive Advantage, sources of technological dynamics, appropriate technology, technology adaption, transfer of technology, Intellectual Property Rights (IPR) (concepts of Patent, Copyright, Trademark).</p> <p>Societal Environment- Business and Society, Business Ethics, Business and Culture- Elements of culture, cultural adaptation, cultural shock, cultural transmission, cultural conformity, cultural lag.</p>	12 hrs

Unit V **International Business Environment-** Nature, GATT-Objectives & Principles, WTO-main provisions & functions, Globalization-trends and challenges. **12 hrs**

International Financial Institutions- International Monetary Fund (IMF), World Bank (IBRD), International Development Association (IDA), International Finance Corporation (IFC)-Objectives and Functions.

*** Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:-

- Justin Paul, Business Environment, Tata McGraw Hill Publishing Co. Ltd., 2008
- Francis Cherunillam, Business Environment, Himalaya Publishing House.V.
- Shaikh Saleem, Business Environment, Pearson Education, 2009
- K. Chidambaram and V. Alagappan, Business Environment, Vikas Publication House Pvt Ltd, 2009
- Neelamegam, Business Environment

PAPER CODE – MIV 225
Financial Management
(Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. The purpose of this paper is to develop an insight in the field of Financial Management so as to equip the student with basic knowledge required for financial decision making.

Course Outcomes (COs):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MIV 225	Financial Management	CO 66: Acquaint with the arena of Financial Management and apply concepts of discounting and compounding to solve practical problems. CO 67: Understand the concept of risk and return, Cash Management, Marketable Securities Management,	Approach in teaching: Interactive Hour, Group Discussion, Tutorials, Case Study Learning activities for the students:	Class test, Semester end examinations, Quiz, Assignments, Presentation

		Receivables Management and Inventory Management. CO 68: Calculate working capital requirements and Cost of Capital of a Company. CO 69: Apply Capital Budgeting techniques to evaluate a project proposal. CO 70: Understand significance of Leverage; basics of Capital Structure and Dividend policy	Self-learning assignments, presentations	
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CONTENT

- Unit I Meaning,** Nature, Scope, Importance and Objectives of Financial Management; Functions of a chief financial officer; Sources of finance- Long term and Short term; Indian financial system-structure and functions. **12 hrs**
- Time value of money**-Compounding and Discounting concept and its applications
- Unit II Risk and Return** – Risk of a single asset, portfolio theory and risk diversification, Systematic and unsystematic risk, Capital Asset pricing model (CAPM)- Assumptions, CAPM equation, Security Market line (SML) **12 hrs**
- Cash and Marketable securities management**- Meaning and Principles of cash management;
- Unit III Management of working capital**- Meaning, Estimation of working capital requirements, Working capital financing by banks; **12 hrs**
- Receivables management**- Meaning and importance;
- Inventory management**- Meaning, objectives and techniques-Economic order quantity, Re-order point, Fixing stock levels.
- Unit IV Cost of Capital**- Meaning, Cost of Debt, Preference and Equity Capital, Weighted average cost of capital; **12 hrs**
- Capital Budgeting:** Concept, need and objectives; Methods of Capital budgeting –Average Rate of Return, Payback period, Net present value, Internal Rate of Return, Profitability Index.
- Unit V Leverage:** Meaning, types of leverages and their significance; **12 hrs**
- Capital Structure**-Meaning, considerations in capital structure planning, value of firm and capital structure;
- Dividend Policy**- Meaning, Factors affecting dividend decisions, Alternative forms of dividends, Types of dividend policies, Dividend policy models- Assumptions and criticism

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:-

- Brigham Houston, Fundamentals of Financial Management, Cengage Learning.
- I M Pandey "Financial Management", Vikas Publications
- Vyuptkesh Sharan, Fundamentals of Financial Management, Pearson
- Besley, Brigham, Parasuraman, Corporate Finance-A South Asian Perspective, Cengage Learning
- Sheeba kapil, Fundamentals of Financial Management, Pearson
- Chhandra Prassana, Financial Management, Tata McGraw Hill
- Khan & Jain, "Financial Management". Tata McGraw Hill, New Delhi
- Van Horne, Financial Management, PHI
- Rustagi R.P, Fundamentals of Financial Management, Taxmann

PAPER CODE – MIV 226
New Venture Establishment and Management
(Theory)

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. The course seeks to develop a conceptual understanding of the issues involved in the development of new venture and its effective management.

Course Outcomes (COs):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			

MIV 226	New Venture Establishment and Management	CO 71: Gain conceptual knowledge of the efforts in venture development and value entrepreneurial traits and instincts. CO 72: Learn to screen the business idea CO 73: identify potential business opportunity for new venture, CO 74: develop a blue print of a business model CO 75: Develop the skills to make financial projections and feasibility	Approach in teaching: Interactive Hour using whiteboards, Discussion, Reading assignments, Demonstration, Team teaching, Quiz. Learning activities for the students: Self learning assignments, Effective questions, Solving problems of unsolved questions, Problem based learning-cases, Group learning teamwork, Giving Tasks.	Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects
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CONTENT

Unit I	Entrepreneurial revolution and entrepreneurial process, Analyzing and Evaluating Business Opportunities, Structural analysis of industries.	10 hrs
Unit II	Screening venture opportunities, gathering information and analyzing. Evaluating venture opportunities and develop startup strategy. Feasibility analysis and risk taking ability.	10 hrs
Unit III	An overview of startup finance and sources of finance. Understanding the business model and financial projections—how to forecast expenses and revenue. Gathering the resources, developing entrepreneurial marketing and operational plan. Role of government institutions.	15 hrs
Unit IV	Forms of Business Ventures: Retail, Franchising, Manufacturing, Service Enterprise. Defining start-ups in India, Start- Up Ecosystem, Registration of a start- up, Growth of Start-ups in India	15 hrs
Unit V	Problems and pitfalls in starting new ventures, failure symptoms and management, risk management, challenges faced by start-ups in India	10 hrs

***Case studies related to entire topics are to be taught**

BOOKS RECOMMENDED:-

- **Timmons A Jeffry and Spinelli Stephen**, New Venture Creation- Entrepreneurship for the 21st century, Tata Mc Graw Hill.
- **Kuratko F Donald& Hornsby S Jeffry,,** New venture Management- The Entrepreneur's Roadmap,pearson Education.
- **O'Rourke S. James(2009)**: Writing and presenting business plan, Cengage Learning
- **Stevenson, H.H., Grousebeck, H.I., Roberts, M.J. and Bhide, A. (2000)**: New Business Ventures and the Entrepreneur, McGraw-Hill, Singapore.
- **Sahay A, Sharma V, Entrepreneurship and New Venture Creation, Excel Books.**

PAPER CODE – MIV 227
Innovation Development and Management
(Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. Paper has been designed such that it acquaints the students with basics of innovation, instruments of innovation and management of innovation so as to enable the learner to develop innovative business ideas.

Course Outcomes (COs):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MIV 227	Innovation Development and Management	<p>CO 76: The aim of the course is to motivate students to innovate in business. In the first place, to achieve this goal.</p> <p>CO 77: Students will be introduced to the basic terminology, typology of innovations and historical context for better comprehension.</p> <p>CO 78: Students will become familiar with the impact of innovation</p> <p>CO 79: The Learner would be able to apply creative thinking process, brainstorm and develop sustainable ideas</p> <p>CO 80: The Students will be able to implement design thinking process to develop a business idea</p>	<p>Approach in teaching:</p> <p>Interactive Hour using whiteboards, Discussion, Reading assignments, Demonstration, Team teaching, Quiz.</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, Effective questions, Problem based learning-cases, Group learning teamwork, Giving Tasks.</p>	<p>Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects</p>

CONTENT

Unit I	Basics of Innovation: Concept of Innovation. Invention and Creativity - Role and relationship with innovation, Product innovation and process innovation, Radical and incremental innovation, Technological innovation, commercial or organizational Innovation, Characteristics of innovation in different sectors , Innovation in Indian context, Innovation and Creativity, Jugad and innovation, Innovation in Current Environment- local, regional and national context.	10 hrs
Unit II	Instruments for Innovation: Challenges of Innovation, Innovation as a systematic practice, Steps of Innovation Management, Learning Cycle, The roles of the innovator, Functional Sources of Innovation– Internal Value Chain, Spillovers from Competitors, Suppliers, Customers and Complimentary Innovators, T he generation of ideas: brainstorming, Creativity, Divergent V/s Convergent Thinking, Design Thinking, Blue Ocean Strategy. Experimentation in Innovation Management, Technology Innovation Process, Idea Championship, Participation for Innovation, Co-creation for Innovation, Screening the innovative ideas, Proto typing to Incubation.	10 hrs
Unit III	Economics and Management of Innovation: Schumpeter and creative destruction, The evolutionary theory of Nelson and Winter, The model of the dynamic capabilities of David Teece, Porter and competitive advantages, The value chain, Drucker and the systematic innovation, Innovations diffusion, Speed, Adoption. Innovation and Knowledge, Tacit and explicit knowledge, Knowledge as a public good.	15 hrs
Unit IV	Models of Innovation – Static Models: Incremental versus Radical Innovation, Abernathy –Clark Model, Henderson – Clark Model, Disruptive Technological Change Model, Innovation Value – Added Chain, Strategic Leadership View, Familiarity Matrix, Imitability & Complementary Assets – Teece Model. Dynamic Models: Utterback – Abernathy Model, Tushman – Rosenkopf technology Life Cycle Model, Foster’s S Curve	15 hrs
Unit V	Management and Marketing of Innovation: Innovation Management Planning, Technology Forecasting, Innovation Sustainable Conditions, Management of Innovation, Concept of IPR. Creation of IPR, Types of IPR, Patents and Copyrights, Patents in India. Business Models: What is a Business Model? The evolution of the business model, The Business Model Canvas, Business Models and value proposition, Business Model Failure: Reasons and Remedies, Incubators: Business Vs Technology, Future markets and Innovation needs for India.	10 hrs

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:-

- **Rastogi P.N.** - 'Managing Creativity for corporate Excellence', Macmillan India Ltd.
- **Timple, A. Dale-** 'Creativity', Jaico Publishing House.
- **Martal, Shlomo & Seshadri, Dve** - 'Innovation Management-:Strategies, Concepts & Tools for Growth & Profit', Response Books, Sage Publication.
- **Prahalad, C.K., Krishnan M.S.,** 'The New age of Innovation', Tata McGraw Hill. Holt, D.H. Entrepreneurship new venture creation. Innovation Management, Allan Afuah, Oxford Indian Edition.
- Innovation Management, Shlomo Maital and D V R Seshadri, Response Books, Sage Publications, New Delhi.
- Innovation: the attacker's advantage, Foster, Richard N., London, Macmillan.
- Adair on Creativity and Innovation, Edited by Neil Thomas, Viva Books
- Innovating at the Edge – How organizations Evolve and Embed

- Managing Creativity & innovation, Harvard Business Essentials, Harvard Business School Press

PAPER CODE – MIV 228
Seminar Presentation and Viva Voce
(Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. The objective of this paper is to create awareness regarding current trends, issues and researches related to various aspects of Management by preparing a report based on primary data.

Course Outcomes (COs):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MIV 228	Seminar Presentation and Viva Voce	CO 81: Awareness of current trends, issues and researches related to various aspects of Management CO 82: Apply Descriptive as well as statistical tools for data analysis using SPSS CO 83: Prepare a research report based on primary data.	Approach in teaching: Lab class, regular interaction with Supervisor Learning activities for the students: Capstone project	Viva and Presentation

CONTENT

Unit I Regression- Simple Linear Model, Linear Model with several Predictors, Model estimation, Assessing Goodness of Fit, R and R square, Assessing individual Predictors

15 hrs

Bias in Regression Model- Unusual cases, Generalizing the Model, Sample size in Regression, Assumptions, What if assumptions are violated

Interpreting Regression Model – Descriptives, Summary of Model, Model Parameters, Excluded variables, Assessing Multicollinearity,

Logistic Regression Analysis

Unit Moderation and mediation of variables**II**

Exploratory Factor Analysis- Discovering Factors, Running the analysis, **15 hrs**
 Interpreting output from SPSS, Reliability Analysis, How to report Factor analysis.

Apart from the 30 hrs. lab sessions, students are required to devote 4 hrs. per week under the supervision of their respective supervisors on regular basis for guidance on report.

BOOKS RECOMMENDED::

- IBM SPSS Statistics 20 Core System User's Guide
- IBM SPSS Modeler 18.0 User's Guide
- G N Prabhakara, Synopsis Dissertation And Research To Pg Students, Jaypee Brothers
- Medical Publishers; second edition (2016)

PAPER CODE – MIV 229
Community Engagement Services
(Theory)

Credits: 4**Maximum marks: 100****Contact Hrs/Week: 4****Total Hrs: 60****Course Objectives:****This course will enable the students to -**

1. **This** paper has been designed to provide hands on experience to students in delivering community service. Working in collaboration with community organizations will enable students to use and enhance skills, competencies and knowledge in a real world capacity, which leads to an enlarged and more fulfilling educational experience.

Course Outcomes (COs):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MIV 229	Community Engagement Services	CO 84: Understand the needs and problems of the community in which they live and work. CO 85: Utilize their knowledge in finding practical solutions to community problems.	Approach in teaching: Interactive Hour, Group Discussion, Field visit Learning activities for the students: Presentations	Viva and Presentation

		CO 86: Create awareness about various issues facing society.		
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CONTENT

The students will undertake Community Engagement Services in the semester. Various guest Hour, field visits, campaigns, workshops and seminars will be organized to fulfill the objectives of this paper.

Students have to undertake a project related to the areas specified for the semester. At the end of each semester students will be evaluated on the basis of the project report related to the work done in the field of Community Engagement.

Various community engagement activities for the semester are as follows:

- **Women Empowerment Drive:** Self defense training, Vocational Training, Role of financial and support service Institutions, Women Entrepreneurship, Family Planning, Self Employment Programs.
- **Cleanliness Drive:** Volunteering in Swatch Bharat Abhiyan, awareness program, rallies, shramdan.

PAPER CODE – LAD 220
Resume Building and GD-PI and Business Etiquette
(Theory)

Credits: 2

Maximum marks: 100

Contact Hrs/Week: 2

Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. The objective of this paper is to introduce students to the elements of Resume building and components of GD-PI, which would help them to pass through their interviews. Emphasis is also given on Business Etiquette and mannerisms to help students work on their social skills and grooming.

Course Outcomes (COs):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			

LAD 220	Resume Building , GD-PI and Business Etiquette	CO 87: Create a powerful resume with action words and create a professional LinkedIn profile CO 88: Learn the basics of group discussion and master the same through mock practice sessions. CO 89: Confidence in answering the interview questions. CO 90: Improve their body language and first impression.	Approach in teaching: Interactive Hour, Group Discussion Learning activities for the students: Presentations	Viva and Presentation
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CONTENT

Unit I	Understanding Resume making Resume Rubric, know your industry, some key notes about LinkedIn, Using LinkedIn and Naukri and networking, preparing career statement. Resume writing Guidelines and formatting. Common Resume Mistakes, Cover letter- Key components and guidelines.	6 hrs
Unit II	Group Discussion Body language, Skills required, Importance, Types, Process of GD, Evaluation Criteria, Preparing for GD, Do's and Don'ts of GD, FAQs. Mock GD	6 hrs
Unit III	Personal Interview Answering the most common Interview questions, Body Language, Document filing, Be the auto biographer, Grooming, Mirroring, FAQs. Mock PI	6 hrs
Unit IV	Body Language Gestures, Posture, Greeting, Handshake, Eye contact, expressions, inborn responses, conveying and showing disapproval and rejection, shrugging signals. The right way to approach people, Importance of body language, Being comfortable in your own skin, Staying in contact with people, Personal space, Importance of reading on body language, The word "I", Being able to apologise	6 hrs
Unit V	Seminar/Webinar and Industry Expert Session These will be conducted by Industry leaders as question answer session and experience sharing.	6 hrs

BOOKS RECOMMENDED:-

- Dr. K. Alex (2009), Soft skills know yourself and know the world, Sultan Chand & Sons.
- Mahadevan Ramesh and Gopalaswamy Ramesh (2010), The ACE of Soft Skills: Attitude, Communication and Etiquette for Success, Pearson publishers.
- Shital Kakkar Mehra (2012), Business etiquette – A Guide for the Indian Professional, Harper Collins Publishers.

COURSE OUTCOMES - Semester III

PAPER CODE – MIV 321 Innovation and Entrepreneurship (Theory)

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. The objective of this paper is to equip students with knowledge of the basic principles and functionalities of Entrepreneurship. The paper will prove to be helpful for students in learning to expedite the entrepreneurial & managerial functions in corporate arena.

Course Outcomes (COs):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIV 321	Innovation and Entrepreneurship	CO 91: Understand the process of entrepreneurial action, entrepreneurial mindset and personality. CO 92: Develop a business plan. CO 93: Understand the role of creativity and innovation in entrepreneurship. CO 94: Examine strategies for growth and identify the human resource challenges for managing growth. CO 95: Understand how government policies can help in promoting an enterprise.	Approach in teaching: Interactive Hour, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENT

Unit I Entrepreneurship: Definition, features, concepts, nature, functions and significance.

12 hrs

	Entrepreneur: Concept, characteristics, types, functions, role and significance. Entrepreneur vs. Manager.	
Unit II	Innovation: Definition, classification, Innovative models, Product, process, organizational and marketing innovation and their role in business development, Sources of innovation (push, pull, analogies), transfer of technology. Creativity: Creative Thinking, Barriers to creativity, Creative process, Techniques for improving creative process.	12 hrs
Unit III	Building The Business Plan: Designing a competitive business model and building a strategic plan, crafting a winning business plan, Forms of Business ownership.	12 hrs
Unit IV	Feasibility Planning: Concept of planning, Four stage growth model, conducting feasibility analysis. Sources of finance: Institutional finance to entrepreneurs.	12 hrs
Unit V	Product Protection: Patents, Trademarks and Copyrights: Patents, Types of patents, Disclosures, The patent process, Patents in perspective, Trademarks, copyrights, Intellectual Property rights. Government of India Schemes for Innovation and Entrepreneurship: Startup India, Make in India, AIM, STEP, Jan Dhan- Aadhaar- Mobile (JAM), Digital India, BIRAC, DST, TREAD, National Skill Development Mission.	12 hrs

***Case studies related to entire topics are to be taught**

BOOKS RECOMMENDED:-

- Zimmerer W. Thomas, Scarborough M. Norman, Essentials of Entrepreneurship and small business management, PHI learning private limited, New Delhi, 2011.
- Holt D.H. Entrepreneurship new venture creation.
- S.S. Khanka, Entrepreneurship Development, S.Chand Publications, New Delhi.
- Vasant Desai, Fundamentals of Entrepreneurship and Small Business Management, Himalaya Publications
- E. Gordon & K. Natarajan, Entrepreneurship Development, Himalaya Publications.

PAPER CODE – MIV 322
Business Policy and Strategic Management
(Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. The purpose of paper is to give students an in-depth knowledge of Strategic Decision making process in an organization to achieve valuable outcomes, growth and sustainability.

Course Outcomes (COs):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIV 322	Business Policy and Strategic Management	<p>CO 96: Identify and recognize the various levels at which strategic decision making happens in an organization.</p> <p>CO 97: Discuss and define the factors that shape the SWOT analysis of a firm.</p> <p>CO 98: Develop an environment appraisal that will lead to formulation of strategic plans.</p> <p>CO 99: Analyze the suitability of strategies that firms have developed in the real world scenario to achieve valuable outcomes.</p> <p>CO 100: Understand the importance of CSR activities and strategies adopted by organizations for sustainability.</p>	<p>Approach in teaching:</p> <p>Interactive Hour using whiteboards, Discussion, Tutorials, Reading assignments, Demonstration, Team teaching, Short Quiz consisting of numerical problems</p> <p>Learning activities for the students:</p> <p>Self learning assignments, Effective questions, Solving problems of unsolved questions, Problem based learning-cases, Group learning teamwork,</p>	<p>Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects, Task based exercise to assess student's understanding</p>

CONTENT

- Unit I** Nature, importance and concept of strategy; process of strategic management; strategic intent, vision, mission, objectives and goals, Business Definition **10 hrs**
- Unit II** Strategic Analysis Models and Tools: External Environment Appraisal using PESTEL **15 hrs**

Competitor Analysis using Porter's 5-Forces model Environmental Threat and Opportunity Profile (ETOP) Value chain Analysis, Scanning Functional Resources and Capabilities for building Organization Capability Profile (OCP) , SWOT Analysis

Unit III	Strategic Formulation: . Grand strategies, different types of strategies; corporate portfolio analysis; industry and competitor analysis, Porter's Five force model subjective factors in strategic choices; strategic plan.	15 hrs
Unit IV	Strategic Implementations: Developing short term objectives and policies, functional tactics and rewards, Structural Implementations: An overview of structural considerations, McKinsey's 7 S framework, Establishing Strategic control	15 hrs
Unit V	Recent Developments: Concept of balanced Score card approach, Importance of corporate social Responsibility and Business Ethics, Concept of Corporate Sustainability, Red Ocean and Blue Ocean Strategies	10 hrs

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:-

- **Kazmi, A.** (2002). **Business Policy and Strategic Management.** *Tata Mcgraw Hill*, New Delhi.
- **Wheelen, T.L. and Hunger, J.D.** (2003). **Strategic Management and Business Policy.** *Pearson Education, (LPE), New Delhi..*

**PAPER CODE – MIV 323
Venture Capital Financing
(Theory)**

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. The Objective of this course is to acquaint the participants with the concepts of venture capital financing.

Course Outcomes (COs):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			

MIV 323	Venture Capital Financing	<p>CO 101: Understand the basic framework of Venture capital, funding process and Stages of Financing</p> <p>CO 102: Acquire knowledge of various models of financing venture including angel investing</p> <p>CO 103 Comprehend the need and process of Private equity financing</p> <p>CO 104: Understand the regulatory mechanism of Venture Capital & Private Equity</p> <p>CO 105: understand the modes of entry and exits in Indian context</p>	<p>Approach in teaching:</p> <p>Interactive Hour using whiteboards, Discussion, Tutorials, Reading assignments, Demonstration, Team teaching, Quiz.</p> <p>Learning activities for the students:</p> <p>Self learning assignments, Effective questions, Solving problems of unsolved questions, Problem based learning-cases, Group learning teamwork, Giving Tasks.</p>	<p>Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects</p>
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CONTENT

Unit I	<p>Meaning and definition of venture capital, features of venture capital, Venture capital funding process, Structure of venture capital firms, need of venture capital</p> <p>Dimensions of venture Capital, Stages of Financing offered in venture Capital, types of financing, advantages and disadvantages of venture capital, Venture Capital Process</p>	12 hrs
Unit II	<p>Meaning of Angel- Choosing an Angel- Features of Angels- TIE (The IndUS Entrepreneurs).</p> <p>Modes of Venture Capital Financing- Company- Trust- Limited Partnership- Comparative analysis of different modes of Venture Capital Financing Venture Capital Assistances and Schemes in India and Abroad.</p>	12 hrs
Unit III	<p>Strategies of Private Equity – leverage Buyout – growth capital – mezzanine capital – distressed debt – other Strategies –</p> <p>Size and performance and economic environment of Private Equity global context – PEPI and Fund Indices – Private Equity in India an overview – Due Diligence – Procedure and challenges – Due diligence in emerging Private Equity Market –investing in developing market – past performance and strategy</p>	12 hrs

Unit IV Regulation of Venture Capital and Private Equity – Business Cycle of PE – Structure of VCPE firms – Limited liability partnerships - Routes of VCPE investments in India - Valuation approaches – risk and return – analysis of funds – conventional method – revenue multiplier method **12 hrs**

Unit V Modes of Exits in Indian Context and Challenges involved – IPO- Promoter Buyback – Sale to other PE Funds – Sale to other strategic Investor – Stake Swap – M&A’s –open market – Secondary Market **12 hrs**

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED::

- Khan M.Y. "Financial Services", Tata MC Graw Hill Co. Ltd., New Delhi
- J.C. Verma., Venture Capital Financing in India, Response Books Entrepreneurial Finance (Fifth Edition) by Leach and Melicher. Cengage Learning.
- Chary, T. Satyanaryana, Venture Capital , Delhi Macmillan India 2005
- Venture capital, Hyderabad The ICFAI University Press 2004 . x, 165p 23 cm
- Verma, J. Venture Capital Financing in India , New Delhi Response Books 1997
- Pandey, I. Venture Capital:Indian experience, New Delhi Prentice-Hall of India Pvt.Ltd. 1996
- Verma, J. Venture Capital Financing in India , New Delhi Response Books 1999
- Caselli, Stefano Venture capital : A Euro-system approach , Berlin Springer Verlag 2004
- The oxford handbook of venture capital , New York: Oxford University Press; 2012 .
- Vandana Panwar, Venture capital funding 01 Edition ,Neha Publishers & Distributors,2010
- R. K. Mishra, Venture Capital Financing for Biotechnology, Concept Publishing

(Latest editions of the above books are to be referred)

PAPER CODE – MIV 324
International Business Environment
(Theory)

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. The purpose of paper is to give students an in-depth knowledge of International Business Environment with an analysis of strategies adopted by exporters while positioning their product globally.

Course Outcomes (COs):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			

MIV 324	International Business Environment	<p>CO 106: Understand the most widely used international business terms and concepts.</p> <p>CO 107: Understand the functioning of Foreign Exchange markets & Basics of exchange rates.</p> <p>CO 108: Identify the role and impact of political, economical, social and cultural variables in international business.</p> <p>CO 109: Analyze international business from a multi-centric perspective, avoiding ethnocentrism.</p> <p>CO 110: Understand the international organization structures.</p>	<p>Approach in teaching:</p> <p>Interactive Hour using whiteboards, Discussion, , Reading assignments, Demonstration, Team teaching, Quiz.</p> <p>Learning activities for the students:</p> <p>Self learning assignments, Effective questions, Solving problems of unsolved questions, Problem based learning-cases, Group learning teamwork,</p>	<p>Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects</p>
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CONTENT

Unit I	Nature of International Business: Introduction, Nature, Scope , Drivers of International Business, International Business Vs Domestic Business, Advantages of International Business, Obstacles to International Business	12 hrs
	Multinational Enterprises (MNEs): Meaning, Distinguishing aspects of MNEs, Mode of Foreign Entry: Exports, Contractual Agreements, Own and control assets abroad.	
Unit II	Foreign Exchange Market: Organization of Foreign Exchange Markets, Spot Market, Forward Market, Currency Futures and Options Market.	12 hrs
	Basics of Exchange Rates: Meaning, Direct and Indirect Quote, Bid-Ask Quote, Spot rate-Forward Rate, Depreciation, Appreciation, Currency trading at premium and discount	
	Exchange Rate Exposures- Translation, Economic and Transaction exposure	
Unit III	Theories of International Trade- Absolute Advantage and comparative advantage theory and Factor Endowments Theory, Forms of Protection- Tarrif and Non Tarrif Barriers, New Theories of International Trade- Strategic Trade	12 hrs
Unit IV	Regulatory Environment of International Business: Types of Law-Common, civil and religious. Basic Principles of International Law for Business, Country Risk Analysis: Meaning, Framework of Analysis- Performance (Economic Performance, Social Performance), Strategy (Goals and Policies)and Context(Cultural and Political)	12 hrs

Unit V Designing Organizations for International Environments: Basic Principles, Differentiation vs Integration, Formal vs. Informal Structures, Centralized vs. Decentralized structures. Organizational structures for MNEs- International Division Structure, Global Functional Structure, Global Area Structure, Global Product Structure, Global Customer Structure, Global Matrix Structure. Contingencies in Organizational Design

12 hrs

***Case studies related to entire topics are to be taught**

BOOKS RECOMMENDED:-

- Sundaram Anant K & Blade J Steward, "The International Business Environment-Text and Cases" .Prentice Hall Publishing House, New Delhi.
- Cherunilam Francis , " International Business", Himalaya Publishing House, New Delhi. 4th edition
- Chandran Dr R., "International Business" , Jaico Publishing house, New Delhi. 2007
- Hill Charles W L., "International Business", TataMcGraw Hill Ltd, New Delhi. 5th edition
- Singh Nawnihal, " International Business" , Anmol Publications.
- Ajami Cool Goldard Khansata., "International Business", Prentice Hall Publishing House, New Delhi.

PAPER CODE – MIV 325
Production and Operations Management
(Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. **The objective of this course** introduces major concepts and tools used in the design and use of operations systems in organizations. 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 so as to add value to the new venture.

Course Outcomes (COs):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIV 325	Production and Operations Management	<p>CO 111: Appreciate the strategic role of Operations management in creating and enhancing a firm's competitive advantages.</p> <p>CO 112: Understand key concepts and issues of Operations and production management in both manufacturing and service organizations.</p> <p>CO 113: Analyze business processes in services / manufacturing for improvement.</p> <p>CO 114: Identify the operational issues in the value addition processes of a firm.</p> <p>CO 115: Apply analytical skills and problem-solving tools to resolve the operational issues.</p>	<p>Approach in teaching:</p> <p>Interactive Hour, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation</p>

CONTENT

Unit I	Role of operations management in business; Operations strategy; types of production systems; plant location and layout; new product development; managing processes;	15 hrs
Unit II	Production planning and control- forecasting; routing, scheduling, expediting; aggregate planning; master scheduling, MRP; PPC in job shop, batch production, mass production and projects; Inventory control- quantity control and selective control;	15 hrs
Unit III	The Notion of Capacity in Organizations, Process Design and Capacity Analysis, Capacity Estimation and De-bottlenecking, Other Issues in Capacity Planning Edit	10 hrs
Unit IV	Productivity Paradox in Organizations, Productivity Management: Philosophy, Tools & Techniques, Tools for Sustaining Productivity Improvements, Challenges in Lean Management	10 hrs
Unit V	Quality control; maintenance; materials handling, work study- method study and work measurement; Contemporary issue- JIT, lean manufacturing, Concurrent, engineering, optimised production technology, etc.	15 hrs

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED::

- **Aswathappa K, Bhat Sridhar K**, Production & Operations Management, Himalaya Publication Ltd.
 - **Chase, Aquilino, Jacobs Agarwal**, Operations Management for Competitive Advantage, Tata Mcgraw Hill.
 - **Krajewski L., Rizman L. & Malhotra M.**, Operations Management- Process value chains, Pearson Educations.
 - **Bedi Kanishka**, production and Operations Management, Oxford University Press, New Delhi
 - **Adam, E. Everett, Ebert J. Ronald**, Production and Operations Management *concept, models, and behaviour*, Fifth Ed. Prentice Hall of India, New Delhi.
 - **Russell S. Roberta, Taylor W. Bernard**, Operations Management, Fourth Edition, Pearson Education.
- (Latest editions of the above books are to be referred)**

**PAPER CODE – MIV 326
E-Commerce and Digital Marketing
(Theory)**

**Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60**

Course Objectives:

This course will enable the students to -

1. To enable the students to understand the key elements of e-commerce, e-commerce supply chain, aspects of digital marketing and importance of digital marketing so as to gain competitive advantage and develop innovative strategies for new venture.

Course Outcomes (COs):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIV 326	E-Commerce and Digital Marketing	<p>CO 116: Describe the conceptual framework of e-commerce, mobile commerce and social commerce.</p> <p>CO 117: Summarize the impact of information, mobile, social, digital, IOT and related technologies on society, markets & commerce.</p> <p>CO 118: Illustrate value creation & competitive advantage in a digital Business environment & examine the changing role of intermediaries, changing nature of supply chain and payment systems in the online and offline world.</p> <p>CO 119: Classify the prevalent digital business models into various groups and outline their benefits and limitations.</p> <p>CO 120: Explain the various applications of Digital marketing, social media marketing in the present day world.</p>	<p>Approach in teaching:</p> <p>Interactive Hour, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation</p>

CONTENT

Unit I Introduction to E-commerce: Electronic Commerce- An Overview, Electronic Commerce – Cutting edge, Electronic Commerce Framework, Advantages and Disadvantage of E-commerce **10 hrs**

E-commerce Infrastructure-An Overview, Hardware, Server Operating System, Software, Network Website

Network Infrastructure- An Overview, The Internet Hierarchy, Basic Blocks of e-commerce, Networks layers & TCP/IP protocols, The Advantages of Internet, World Wide Web, EDI

Unit II **e-Enterprise:** Managing the e-Enterprise, E-business Enterprise, Comparison between Conventional Design and E-organisation, Organisation of Business in an e-Enterprise **10 hrs**

e-Commerce Process Models: Introduction, Business Models, E-business Models Based on the Relationship of Transaction Parties, e-commerce Sales Life Cycle (ESLC) Model, Mobile Commerce: Attributes Applications and Benefits of M-Commerce,

Internet of Things: Concept of IoT, Smart Homes and Appliances, Smart Cities, Smart Cars, Wearable Computing and Smart Gadgets.

Unit III **E-Marketing:** The scope of E-Marketing, Internet Marketing Techniques **15 hrs**
Mobile Marketing - Shopping and Advertising.

Consumer Oriented Business: Consumer Market, One-to-One Marketing, Consumer Demographics, Maintaining Loyalty, Gaining Acceptance, Online Catalogue, the Pilot Catalogue, A Unique Search Engine

Website Design Issues: Factors that Make People Return to Your Site, Strategies for Website Development

Unit IV **Fintech:** E-Banking, Mobile Banking, Pure Virtual Banks, Insurance, and Stock Trading, Other Mobile Finance Application **15 hrs**

Digital Payments: Smart Cards, Stored-Value Cards, EC Micropayments, Payment Gateways, Mobile Payments, Digital and

Virtual Currencies, Security, Ethical, Legal, Privacy, and Technology Issues.

Platforms for Social Networking; Social Media Marketing, Enterprise 2.0, Improved Business Models. Entrepreneur Networks, Enterprise Social Networks, The Benefits and Limitations of Social Commerce, Benefits to Customers, Retailers, Employees, players in the ecosystem. Social

Collaboration (Collaboration 2.0) - Essentials of Social Collaboration, Consumer-to-Consumer Electronic Commerce (C2C), Person-to-Person models.

Unit V **Risks of Insecure Systems:** Introduction, An Overview of Risks Associated with Internet Transactions, Internet Associated Risks, Intranet Associated Risks, risks associated with Business Transaction Data Transferred between Trading Partners **10 hrs**

Management Challenges and Opportunities: New Business Model, Required Changes in Business Processes, Channel Conflicts, Legal and Regulatory Environment for e-commerce, Security and Privacy, Managerial Opportunities

***Case studies related to entire topics are to be taught**

BOOKS RECOMMENDED:-

- Introduction to E Commerce & Social Commerce, Turban E , Whiteside J , King D, Outland J Springer
- E-Business and E-Commerce Management- Strategy, Implementation and Practice, Dave Chaffey, Pearson Education.

- Electronic Commerce – A Managerial Perspective, Efraim Turban, David King, Dennis Viehland, Jae Lee, Pearson Education.
- David Whiteley: E-Commerce- Strategy technologies and Applications, Tata Mac-Graw Hill, New Delhi, 2000.
- C.S.V.Murthy: E-Commerce-Concepts, Models & Strategies, Himalaya Publishing house, Mumbai, 2003.
- 5. Kamallesh K Bajaj & Debjani Nag: E-Commerce, the Cutting Edge of Business- Tata McGraw-Hill, New Delhi, 2002.
- Bharat Bhaskar: Electronic Commerce, Tata Mc-Graw-Hill, New Delhi, 2003.
- Perry: E-Commerce, Thomson Publications, New Delhi, 2003.
- Elias M.Awad: Electronic Commerce, Prentice-Hall India, New Delhi, 2002.

PAPER CODE – MIV 327
Corporate Internship and Viva Voce
(Practical)

Credits: 2
Maximum marks: 100
Contact Hrs/Week: 2
Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. The objective of this paper is to give practical exposure of Corporate work Environment and Hands-on experience to students through a Start Up Residency Programme.

Course Outcomes (COs):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIV 327	Corporate Internship & Viva Voce	CLO 121. Explore the feasibility of the idea and Build industry network CLO 122. Develop communication, interpersonal and other critical skills required in corporate world CLO 123. Prepare a project report on internship	Approach in teaching: Regular contact with Supervisor Learning activities for the students: (Action Learning I: Start-up Residency Program)	Viva, Presentation

CONTENT

- Unit I** Data Compilation- Compiling data in excel, importing to SPSS, Data Cleaning and summarizing **15 hrs**
Data Analysis using SPSS
- Unit II** Report Writing- Preparation of Rough Draft and Final Draft **15 hrs**

Simultaneously, students are required to meet their supervisors for guidance on regular basis.

BOOKS RECOMMENDED::

- Anil Mishra, Summer Internship Simplified, Wiley Publishers, 2008

PAPER CODE – MIV 328
Synopsis of Dissertation
(Practical)

Credits: 2
Maximum marks: 100
Contact Hrs/Week: 2
Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. The objective of this paper is to make students learn to provide rationale for the research, the research objectives, the proposed methods for data collection and Tools for data analysis. The paper aims to build a strong foundation for carrying out the dissertation work in semester IV.

Course Outcomes (COs):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIV 328	Synopsis of Dissertation	CLO 121. Identify cases for review and critically analyze it CLO 122. Define the Business Idea and solution to the problem CLO 123. Prepare the Business Model	Approach in teaching: Interactive Hour, Group Discussion, Tutorials, Case Study Learning activities for the students:	Class test, Semester end examinations, Quiz, Assignments, Presentation

			(Capstone project: Development of Business Model)	
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Guidelines: The students are required to identify the research area under the broad field of International Business in consultation with their respective supervisors, and prepare a synopsis. Evaluation will be done on the basis of the synopsis submitted along with a PowerPoint presentation by the student by a panel of examiners.

BOOKS RECOMMENDED:-

- David Gough, Sandy Oliver and James Thomas, An Introduction to Systematic Reviews, Sage Publications
- Anthony J Onwuegbuzie & Rebecca Frels, Seven Steps to a Comprehensive Literature Review- A Multimodal and Cultural Approach, Sage Publications

PAPER CODE – LAD 320
Social Media Networking and Presentation Skills
(Theory)

Credits: 2
Maximum marks: 100
Contact Hrs/Week: 2
Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. The objective of this paper is to give students in depth knowledge of the various aspects concerning Personal branding, creating online resume on various platforms, learning to work on writing online and offline content. Emphasis is also given on public speaking, and working amongst different groups and with cultural diversity.

Course Outcomes (COs):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
LAD 320	Social Media Networking & Presentation Skills	CLO 121. Learn personal branding to create an online presence and create own blog. CLO 122. Learn general etiquette and mannerisms, both	Approach in teaching: Interactive Hour, Group Discussion	Viva and Presentation

		professional and social. CLO 123. Learn the art of creating presentations and presenting them in front of a large audience. CLO 124. Learn to combat stress through meditation and relaxation technique	Learning activities for the students: Presentations	
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CONTENT

Unit I	Personal Branding: Converting hobby into passion Introduction to personal branding, the art of authenticity, Choosing the best social media network, why scheduling is important, Brand maintenance, online identity, creating relationship with the professional network to create a professional personal brand. Social networking sites: Blogging your passion Self-discipline and trust building activities, what is blogging and blogging platforms, which platform to choose, setting up a blog, types of blog and blog writing, finding the right subject matter, following skill not passion, do's and don'ts of blogging.	06 hrs
Unit II	Etiquette Business Etiquette: Grooming, Positive impression, Communication, Social Imaging. E-Mail Etiquette: Professional Behaviour at work, Subject line, CC-BCC, professional e mail address and other basic do's and don'ts. Phone etiquette: Tone of voice, receiving and dialling, phone language, eliminating distraction, basic etiquette and do's and don'ts. Whatsapp/messaging etiquette, social etiquette, Business meeting etiquette, cubicle manners, dining etiquette, social media etiquette	06 hrs
Unit III	Pre presentation research and prep Pre-Presentation Prep, preparing slides and Yourself, Delivering the Presentation, Practical-Individual Presentations and Extempore, do's and don'ts in presentations, using graphics, images and videos, saving presentations, giving a boost start with a case study or a story, 6 by 6 slide rule. Types of presentations, taking presentations to SlideShare and LinkedIn, importance of research.	06 hrs
Unit IV	Stress Management: Knowing the reasons, living a relaxed life, Being Emotionally Wise, Inner self integration technique, Meditation, types and importance.	06 hrs
Unit V	Seminar/Webinar and Industry Expert Session These will be conducted by Industry leaders as question answer session and experience sharing.	06 hrs

BOOKS RECOMMENDED:-

- Erik Deckers and Kyle Lacy (2010), Branding Yourself: How to Use Social Media to Invent or Reinvent Yourself.

COURSE OUTCOMES - Semester IV

PAPER CODE – MIV 421 Business Ethics and Corporate Governance (Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. This paper aims to understand ethical issues in business and the role of Corporate Governance practices in maintaining transparency in business transactions. To highlight the importance of commitment to values and ethical conduct of business.

Course Outcomes (COs):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIV 421	Business Ethics & Corporate Governance	<p>CLO 121. Understand the importance of ethics and corporate governance in the day-to-day working of organizations .</p> <p>CLO 122. Create a framework for effective corporate governance by understanding the role and responsibility of different stakeholders.</p> <p>CLO 123. Learn scope of business ethics in Compliance, finance, Human resources, marketing, production.</p> <p>CLO 124. Understand the importance of ethics and corporate governance in the day-to-day working of organizations.</p> <p>CLO 125. Learn the issues involved in maintaining ethics/ corporate governance and how to deal with such situations.</p>	<p>Approach in teaching:</p> <p>Interactive Hour, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENT

Unit I Introduction to Business Ethics: Meaning, Nature of Ethics, Ethical Concepts and Theories, Morals and Values, Importance and need of ethics in business, Kohlberg's six stages of moral development (CMD) **10 hrs**

Values – Importance, Sources of Value Systems, Types, Values across Cultures, Difference between values and ethics.

Unit II Managerial Ethics: Categories of management morality Ethical Problems-Dilemma at Work-Sources, Resolutions, Corporate Ethical Leadership Whistle Blowing **10 hrs**

Ethical Decisions: Concept, Ethical Decision Making, Ethical Dilemmas in Organization, Social Responsibility of Business.

Unit III Ethical Issues In The Functional Area: Concept, Ethics in Marketing , Ethics in Finance, Ethics in HR and Ethics in Information Technology **12 hrs**

Environmental Ethics, Corruption And Gender Issues: Environmental Ethics, Corruption, Gender Ethics, Sexual Harassment and Discrimination.

Unit IV Corporate Governance: Meaning of Corporate Governance, Difference between Governance and Management, Purpose of Good Governance, Potential Consequence of poor CG, Governance risk and Financial Stability-The balancing of conflicting objectives. **14 hrs**

Indian and Global Scenario: Sarbanes Oxley Act of 2002, Overview of Anglo-American, Japanese, German, models of CG Reports and recommendations of Narayan Murthy and Ganguly Committees

Unit V Strengthening Corporate Governance: Role and composition of the board, remuneration of directors and senior executives, Rights and responsibilities of shareholders, Ownership of independent directors **14 hrs**

Corporate Social Responsibility (CSR): Introduction to CSR, Advantages and Scope, Indian Scenario, CG and CSR, Corporate governance rating

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED::

- S K Mandal (2011), Ethics in Business and Corporate Governance, Tata McGraw Hill Publishing Co. Ltd., New Delhi.
- A.C. Fernando(2009), Business Ethics: An Indian Perspective, Pearson Education India.
- David J.Fritsch(2004), Business Ethics; a Global and Managerial Perspective, McGraw-Hill Irwin, Singapore
- Riya Rupani (2015), Business Ethics and Corporate Governance, Himalaya Publishing
- Murthy C.S.V(2009), Business Ethics, Himalaya Publishing.
- Daniel Albuquerque(2010), Business Ethics: Principles and practice, Oxford Uni. Press

(Latest editions of the above books are to be referred)

PAPER CODE – MIV 422
IPR Management
(Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. The course aims to develop students' ability to understand the basics of IPR and its relevance in their startup.

Course Outcomes (COs):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIV 422	IPR Managem ent	<p>CO 136: Understand the basics of Intellectual Property rights and its management.</p> <p>CO 137: Define and explain different types of IPR</p> <p>CO 138: Examine and describe patent claims that legally define a structure or method, and its varied embodiments.</p> <p>CO 139: Explore infringement of the rights of the patent holder by another, the defenses to an asserted claim of infringement, and remedies when infringement is established.</p> <p>CO 140: Examine and explain the different and complementary types of design patent protection.</p>	<p>Approach in teaching:</p> <p>Interactive Hour using whiteboards, Discussion, Tutorials, Reading assignments, Demonstration, Team teaching, Quiz.</p> <p>Learning activities for the students:</p> <p>Self learning assignments, Effective questions, Solving problems of unsolved questions, Problem based learning-cases, Group learning teamwork, Giving Tasks.</p>	<p>Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects</p>

CONTENT

Unit I	Introduction to IPR: Historical perspective, International perspective, World Intellectual Property organisation, Agreement on Trade Related Aspects of Intellectual Property Rights (TRIPs)	12 hrs
Unit II	Types of IPR: Copyright: an overview, ownership and assignment of copyrights- rights, infringement and remedies Trademark: protection of industrial designs in India , traditional and geographical indicators Patenting inventions: Procedure under the patentd Act 1970 and patent cooperation treaty.,Rights and duties of Patentees	12 hrs
Unit III	Strategy, Valuation and Asset Management: Intellectual property as a strategic tool, intellectual property as an asset, Evaluation of intellectual property	12 hrs
Unit IV	Civil Societies, Public Policy and intellectual property: Social Dimensions of Intellectual property: Civil Societies and Public Policy, Objectives, Limitations and Exceptions to Intellectual property.	12 hrs
Unit V	Competition Act 2002: Important definitions, prohibitions and Regulations. Case Studies and Exercises related to IPR	12 hrs

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:-

- Ahuja V K, Law Relating to Intellectual Property (3rd edn, Lexis Nexis 2017)
- Bently L, Sherman B, Gangjee D and Johnson P, Intellectual Property Law (Oxford University Press 2018)
- Cornish W, Llewelyn D and Aplin T, Intellectual Property: Patents, Copyright, Trade Marks and Allied Rights (8th edn, Sweet & Maxwell 2013)
- Dugar S M, Kumar S, Guide to Competition Act, 2002 (7th edn, Lexis Nexis 2017)
- Ganguli P, Intellectual Property Rights: Unleashing the Knowledge Economy (Tata McGraw Hill Publications 2017)
- Narayanan P, Intellectual Property Law (3rd edn, Eastern Law House 2017)
- Nikam R J, Space Activities and IPR Protection (1st edn, Asia Law House 2013)
- Ramappa T, Competition Law in India: Policy, Issues and Developments (Oxford University Press 2013)
- Reddy G B, Copyright Law in India (Gogia Law Agency 2018)
- Reddy G B, Intellectual Property Rights and the Law (11th edn, Gogia Law Agency 2017)

PAPER CODE – MIV 423
Legal Framework for Business
(Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. The Objective of this course is to acquaint the students with the concepts of The Indian Contract Act, Partnership Act and Companies Act.

Course Outcomes (COs):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIV 423	Export-Import Documentation & Procedure	<p>CO 141: Describe the key terms involved in each Act</p> <p>CO142: Summarize the key legal provisions of each Act.</p> <p>CO 143: Illustrate the use of the Acts in common business situations.</p> <p>CO 144: Outline the various facets of basic case laws of each Act from a legal and managerial perspective</p> <p>CO 145: To understand the managerial implications of the laws from startup perspective</p>	<p>Approach in teaching:</p> <p>Interactive Hour using whiteboards, Discussion, Tutorials, Reading assignments, Demonstration, Team teaching, Quiz.</p> <p>Learning activities for the students:</p> <p>Self learning assignments, Effective questions, Solving problems of unsolved questions, Problem based learning-cases, Group learning teamwork, Giving Tasks.</p>	<p>Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects</p>

CONTENT

Unit I Indian Contract Act,1872

Contract: - Meaning of contract, Types, Essentials of Valid Contract,

12 hrs

Void agreements: Meaning, Types. **Proposal and Acceptance:** Meaning, legal rules as to the offer **Contractual capacity:** Meaning, Minors (effects of minor's agreements), Person of unsound mind, Free consent. **Consideration:** Meaning, legal rules, privity of contract, Legality of object.

Unit II	<p>Contingent contracts: Meaning, Valid essentials, Rules as to the enforcement of contingent contract</p> <p>Performance of contract: Meaning, Modes of performance,</p> <p>Discharge of contract: modes of discharge of contract, Remedies and types of breach of contract. Contract of Indemnity and Guarantee, Contract of Bailment and Pledge, Quasi Contracts Contract of Agency: meaning, essentials, creation and termination of agency</p>	12 hrs
Unit III	<p>Sales Of Goods Act, 1930</p> <p>Contract of sale, Meaning and difference between sale and agreement to sell, Conditions and warranties,</p> <p>Transfer of ownership in goods including sale by non-owners,</p> <p>Performance of contract of sale, Unpaid seller- meaning and rights of an unpaid seller against the goods and the buyer.</p>	12 hrs
Unit IV	<p>Partnership Act 1932:</p> <p>Meaning, nature of partnership firm, partnership deed, Registration, types of partners, Mutual Rights and duties, reconstitution of the firm.</p> <p>Limited Liability Partnership Act, 2008: Silent features of LLP, Preliminary, Nature of LLP, Incorporation of LLP Partnership and Incidental Matters, Partners and their relations, Extent and limitation of LLP and ITS Partners, Financial Disclosures, Winding up and Dissolution.</p>	12 hrs
Unit V	<p>Companies Act, 2013:</p> <p>Formation of company, Incorporation, MOA, AOA, Prospectus, Statement in lieu of prospectus ,Shares, Debentures, Appointment, Directors and Powers, Meetings- Proceedings, Winding up (Voluntary, under court's supervision), Silent Features of Companies Act 2013.</p>	12 hrs

***Case studies related to entire topics are to be taught**

BOOKS RECOMMENDED:-

- Singh Avtar, Indian Company Law, Eastern Book Company
- Aggarawal, Rohini, *Student's guide to Mercantile & Commercial Laws*, Taxmann Allied Services Pvt. Ltd., New Delhi.
- Kapoor, N. D., *Elements of Mercantile Law*, Sultan Chand & Sons, New Delhi
- Tulsian, P. C., *Business Law*, Tata McGraw-Hill Publishing Company, New Delhi, 2006.
- Datey, V.S., *Business and Corporate Laws*, Taxmann Allied Services Pvt. Ltd., New Delhi
- Singh, Nirmal, *Business Laws*, Deep & Deep Publications Pvt. Ltd., New Delhi
- Gulshan, S. S., *Business Law*, Excel Books, New Delhi
- Krishnamurti D S R, Company Law, Taxmann, New Delhi, 2007

PAPER CODE – MIV 424
Skill Certification - I
(Practical)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 6
Total Hrs: 90

Course Objectives:

This course will enable the students to -

1. The course aims to develop the intellectual and analytical skills of students to understand, analyse and critically evaluate theories/concepts and current issues relating to new venture creation and entrepreneurial management and to apply these in a practical context.

Course Outcomes (COs):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIV 424	Skill Certification-I	CO 146: Understand the existing trends in entrepreneurship and Business development CO 147 Demonstrate intellectual abilities to evaluate concept of innovation and entrepreneurship CO 148: Demonstrate analytical skills to examine existing business ideas and models	Approach in teaching: Mentor and Incubation support throughout Self Study Learning activities for the students: Participation in workshop/ seminar/ training on Ideation, Business Model Canvas, Design Innovation, Technological Innovation & Designing, Entrepreneurship, Data Analytics etc	Presentation, Individual and group, Report, viva- voce, certificate of workshop/ seminar/ training.

Work Outline :

Student will have to enroll/ participate in training and workshop programs/ achievement in competitions of national and international repute/ presenting in seminars/ exhibitions or subject relevant to innovation and entrepreneurship, start- up skill building and venture development etc.'

To obtain 4 credits the students have to do any one of the above activities.

PAPER CODE – MIV 425
Skill Certification - II
(Practical)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 6
Total Hrs: 90

Course Objectives:

This course will enable the students to -

1. The course aims to develop the intellectual and analytical skills of students to understand, analyse and critically evaluate theories/concepts and current issues relating to new venture creation and entrepreneurial management and to apply these in a practical context.

Course Outcomes (COs):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIV 425	Skill Certification-II	CO 149: Understand the existing trends in startup development CO 150: Demonstrate intellectual abilities to evaluate concept of leadership and venture establishment CO 151: Demonstrate analytical skills to examine existing business ideas and models	Approach in teaching: Mentor and Incubation support throughout Self Study Learning activities for the students: Participation in Trainings on Leadership, Lean Start-up, Venture Planning & Management, Operation Management,	Presentation, Individual and group, Report, viva- voce, certificate of workshop/ seminar/ training.

			Performance Management etc.	
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Work Outline :

Student will have to enroll/ participate in training and workshop programs/ achievement in competitions of national and international repute/ presenting in seminars/ exhibitions or subject relevant to innovation and entrepreneurship, start- up skill building and venture development etc.

To obtain 4 credits the students have to do any one of the above activities.

**PAPER CODE – MIV 426
Action Learning: Venture Establishment
(Practical)**

**Credits: 4
Maximum marks: 100
Contact Hrs/Week: 6
Total Hrs: 90**

Course Objectives:

This course will enable the students to -

1. The aim of the course is to enhance participants' understanding of the role of the entrepreneur in the new venture creation process and to motivate the students in the context of forming new ventures.

Course Outcomes (COs):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIV 426	Action learning: Venture Establishment	CO 152: Develop capabilities to recognise, assess and articulate new venture opportunities CO 153: To understand the resources required to underpin venture development and growth; and know from where and how to access these resources. CO 154: To develop a greater awareness of their personal goals,	Approach in teaching: Support throughout by mentor, incubation and accelerator Learning activities for the students: Real Time Venture Establishment and Management in Incubation/Acceleration Unit: Action Based Learning on establish	Presentation, Individual and group, Report, viva- voce, Evaluation of the plan proposal

		motivations, strengths and limitations in the context of venture creation and growth. CO 155: Develop a framework of new venture and to initiate the process of new enterprise registration	enterprise> venture registration	
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Work Outline:

In this Action Learning Program, the student will establish a venture either in self or with the support of incubation unit based on the innovation and business model developed as a part of the capstone projects. It is expected that the student will register a start- up and start building the enterprise with support from incubator/ accelerator.

The enterprise can be established by one student with members from outside or by a group of students from the same batch with complimentary expertise.

The students be evaluated on the basis of the presentation of their business model to a panel of experts and investors on a demo day.

**PAPER CODE – MIV 427
Dissertation & Viva Voce
(Practical)**

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. The main objective of this paper is to culminate the academic experiences of the students in the form of a systematic research. The paper aims to enhance the research and professional proficiency of the students in their areas of specialization.

Course Outcomes (COs):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIV 427	Dissertation & Viva Voce	CO 156: Develop responses on the basis of the evaluation and undertake analysis. CO 157:Apply knowledge and understanding in	Approach in teaching: Regular contact with Supervisor/mentor	Viva, Presentation

		relation to the chosen topic of research CO 158: Communicate in written form by integrating, analysing and applying key texts and practices.	Learning activities for the students: Presentations, mentoring program, workshops, self study	
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Guidelines: The Dissertation work enable participants to develop knowledge and understanding of a specialist area within the broad field of Human Resource Management. Each student will carry forward the research work on the synopsis prepared in semester III and complete the dissertation work under the supervision of a dissertation guide.

Students are required to meet their supervisors for guidance and devote 4 hours per week other than Lab sessions provided to them on regular basis.

After the data collection process is over, 30 hours Lab sessions will be available to the students for completion of their report under the supervision of a faculty to complete the following-

CONTENT

Unit I	Data Compilation- Compiling data in excel, importing to SPSS, Data Cleaning and summarizing	15 hrs
	Data Analysis using SPSS	
Unit II	Report Writing- Preparation of Rough Draft and Final Draft	15 hrs

BOOKS RECOMMENDED::

- Peg Boyle, Demystifying Dissertation Writing, Stylus Publishing, LLC, 2009
- Carol M. Roberts, The Dissertation Journey: A Practical and Comprehensive Guide to Planning, writing and defending your dissertation, Sage Publications

PAPER CODE – LAD 420 Team Building and Stress Management (Theory)

Credits: 2
Maximum marks: 100
Contact Hrs/Week: 2
Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. This paper aims at helping students to work towards public speaking and mock interviews, a final preparation towards getting a job.

Course Outcomes (COs):

Course		Learning outcome (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
LAD 420	Team Building and Stress Management	CO 159: Learn team building CO 160: Learn public speaking CO 161: Learn GD-PI techniques CO 162: Learn Stress Management techniques	Approach in teaching: Interactive Hour, Group Discussion Learning activities for the students: Presentations	Viva and Presentation

CONTENT

Unit I	Team Building Activities, team building games, team processes. Laws of teamwork Case study approach to team work, The law of the significance, the law of the big picture, the law of the niche. Work ethics Work ethic. Relationship management, receiving and giving positive and negative feedback, body language.	6 hrs
Unit II	Public speaking: Overcoming fears Public Speaking Games, Personality Development Games, Extempore, Debate, Group Discussion, one-minute speech, storytelling, story creation, selling items, JAM sessions.	6 hrs
Unit III	Mock GD Sessions Internal and external GD sessions and competitions to boost confidence and prepare content.	6 hrs
Unit IV	Mock PI Sessions Internal and external PI sessions and competitions to boost confidence and prepare content.	6 hrs
Unit V	Seminar/Webinar and Industry expert session These will be conducted by industry leaders as question answer session and experience sharing.	6 hrs

BOOKS RECOMMENDED:-

- Tonya Reiman (2007), The Power of Body Language: How to Succeed in Every Business and Social Encounter.

- John Adair (2007), *Develop Your Leadership Skills*
- Dale Carnegie, *How to Stop Worrying and Start Living*
- Kelly McGonigal (2015), *The Upside of Stress: Why Stress Is Good for You, and How to Get Good at It.*

Department- Management Studies
MBA – International Business
OUTCOMES - Academic Year 2020-21

PROGRAMME OUTCOMES

PO1	To understand economic, legal, and social environment of Indian business and gain domain knowledge related to various functional areas of Management.
PO2	To develop skills for Critical thinking, Business Analysis, Problem Solving and finding innovative solutions.
PO3	To demonstrate a global outlook with the ability to identify aspects of the global business and Cross-Cultural Understanding.
PO4	To develop responsiveness to contextual social issues / problems and exploring solutions, understanding business ethics, and resolving ethical dilemmas.
PO5	To develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on).
PO6	To learn to collaborate and demonstrate Leadership skills.

Programme Specific Outcomes

PSO 1	To impart knowledge of functional areas of Management and its application in current Business environment to develop and broaden their management and leadership skills.
PSO 2	To develop capabilities in students to select and apply appropriate tools for solving complex managerial problems.
PSO 3	To harness entrepreneurial approach and skill sets
PSO 4	To develop analytical and critical thinking abilities for data-based decision making
PSO 5	To develop ability to understand and analyze global, economic, legal, social and ethical aspects of business.

	C070	✓											
MIB 226	C071										✓		
	C072										✓		
	C073										✓		✓
	C074										✓		
	C075										✓		
MIB 227	C076								✓				
	C077								✓				
	C078								✓	✓			
	C079								✓			✓	
	C080								✓				
MIB 228	C081						✓						
	C082		✓				✓						
	C083						✓						
MIB 229	C084					✓							
	C085		✓										
	C086					✓							
LAD 220	C087								✓				
	C088								✓				
	C089								✓				
	C090								✓				
MIB 321	C091			✓									
	C092			✓									
	C093			✓									
	C094			✓									
	C095			✓		✓							
MIB 322	C096											✓	
	C097											✓	
	C098											✓	
	C099											✓	
	C010 0											✓	
MIB 323	C010 1									✓		✓	
	C010 2											✓	
	C010 3										✓	✓	
	C010 4											✓	
	C010 5											✓	
MIB 324	C010 6									✓		✓	
	C010 7											✓	
	C010 8									✓		✓	
	C010 9											✓	
	C011 0										✓	✓	
MIB 325	C011 1								✓				

	CO11 2									✓			
	CO11 3									✓	✓		✓
	CO11 4									✓			
	CO11 5									✓			
MIB 326 A1& A2	CO11 6A												✓
	CO11 7A												✓
MIB 326 B1& B2	CO11 6B												✓
	CO11 7B												✓
MIB 326 C	CO11 6									✓			
	CO11 7									✓			
	CO11 8									✓		✓	
	CO11 9									✓			
	CO12 0									✓			
MIB 327	CO12 1							✓	✓				
	CO12 2							✓					
	CO12 3						✓						
MIB 328	CO12 4						✓						
	CO12 5						✓						
	CO12 6		✓										
LAD 320	CO12 7							✓					
	CO12 8							✓					
	CO12 9							✓					
	CO13 0							✓					
MIB 421	CO13 1					✓							
	CO13 2					✓							
	CO13 3					✓							
	CO13 4					✓							
	CO13 5				✓	✓							

MIB 422	CO13 6									✓		✓	
	CO13 7											✓	
	CO13 8											✓	
	CO13 9											✓	
	CO14 0											✓	
MIB 423	CO14 1									✓			
	CO14 2									✓			
	CO14 3									✓			
	CO14 4									✓			
	CO14 5									✓		✓	
MIB 424	CO14 6									✓			
	CO14 7									✓			
	CO14 8									✓	✓		
	CO14 9									✓		✓	
	CO15 0									✓			
MIB 425	CO15 1									✓			
	CO15 2									✓			
	CO15 3									✓		✓	
	CO15 4									✓			
	CO15 5									✓	✓		
MIB 426 A1& A2	CO15 6A												✓
	CO15 7A										✓		✓
MIB 426 B1& B2	CO15 6B												✓
	CO15 7B												✓
MIB 426 C	CO15 6										✓		
	CO15 7										✓		
	CO15 8										✓		
	CO15 9										✓		

	CO16 0										✓		
MIB 427	CO16 1		✓				✓						
	CO16 2		✓				✓						
	CO16 3		✓				✓						
LAD 420	CO16 4							✓	✓				
	CO16 5							✓					
	CO16 6							✓					
	CO16 7		✓										

M.B.A. – International Business (2020-2021)

COURSE OUTCOMES - Semester I

**PAPER CODE - MIB 121
Fundamentals of Management
(Theory)**

Credits: 2

Maximum marks: 100

Contact Hrs/Week: 2

Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. This paper has been designed to acquaint the students with the basic management concepts and processes in an organization.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			

MIB 121	Fundamentals of Management	<p>CO1. Understand the Functions and Principles of Management</p> <p>CO2. Understand process and principles of Planning and Organizing.</p> <p>CO3. Understand theories of Motivation and Leadership.</p> <p>CO4. Understand steps and techniques of controlling.</p> <p>CO5. Apply the concepts of decision making in a business situation.</p>	<p>Approach in teaching: Interactive Hours, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students: Self-learning assignments, presentations</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation</p>
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CONTENT

Unit I Management **12 hrs**

Concepts, Functions, Significance of management, Management and administration, Levels of management. Principles of management-Henry Fayol and F.W Taylor, Approaches/schools of management thought – Classical, Neo-Classical and Modern.

Unit II Planning **12 hrs**

Concept, Nature, Processes, Types, Significance of planning, Planning process, Management by Objectives Organization-Concept, Importance, Process of organizing, Principles of Organization, Types-Formal and Informal. Organization Structure-Types of Organization Structure-line, line and staff, functional, project, matrix and committee. Delegation and Decentralization of Authority(conceptual knowledge only)

Unit III Decision Making **12 hrs**

Meaning, Significance, Types of decisions, Process of decision-making, Techniques of decision-making, Controlling-Concepts, Features, Steps of controlling, Importance, Techniques-Traditional and Modern (Elementary knowledge only)

Unit IV Motivation **12 hrs**

Meaning, Types of motivation, Importance, Theories of motivation-Maslow's need-hierarchy theory, McGregor's theory X and theory Y, Herzberg motivation-hygiene model, Victor-vroom expectancy model. William Ouchi's motivation theory

Unit Leadership

V

Definition, Importance, Difference between leadership and management, Functions of a leader, Styles of Leadership-autocratic, participative and free-rein, Theories of leadership-trait theory, behavioural theory- likert's system of management, Blake and Mouton's Managerial Grid, and Tannenbaum and Schimidt's Continuum of leadership style and situational theory- Fiedler's Contingency Model

12 hrs

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:

- Chhabra T.N "Principles and Practice of Management" DhanpatRai& Co. PvtLtd, New Delhi.
- Nolakha, R.L "Principles of Management" .RBD Publishers, Jaipur.2007
- Sudha G S., "Management", RBSA Publishers, Jaipur.2007
- Koontz, Herold and Weihrich, Heinz. "Management", McGraw Hill, New York.5th edition.
- Stoner, James A.F. and Freeman, R.Edward, "Management".,New Delhi. 6th edition

(Latest editions of the above books are to be referred)

**PAPER CODE - MIB 122
Managerial Economics
(Theory)**

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. The objective of this paper is to acquaint the students with concepts and techniques used in Micro-Economic Theory and to enable them to apply this knowledge in business decision-making using both micro and macroeconomic principles. Emphasis is given to changes in the nature of business firms in the context of globalization.

Course Outcomes (COs):

Course	Learning outcomes	Assessment
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PAPER CODE	Paper Title	(at course level)	Learning and teaching strategies	Strategies
MIB 122	Managerial Economics	CO6. Describe the nature and scope of managerial economics, concept of utility & consumer's equilibrium from the perspective of organization. CO7. Understand how changes in demand and supply affects the Business CO8. Identify relationships between production output & costs and understand the relationship between revenue and costs. CO9. Identify key characteristics and consequences of different forms of markets. CO10. Apply the knowledge of Macroeconomic concepts in the business situations.	Approach in teaching: Interactive Hours, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENT

Unit Managerial Economics: Meaning, Nature and Scope of managerial economics.

I

Constraints and Opportunity costs, Production Possibility Curve,

12 hrs

Consumer Behaviour: Utility and indifference curve approaches-meaning, law of diminishing, marginal rate of substitution, properties of indifference curve, price line, consumer's equilibrium-conditions of consumer equilibrium, income substitution and price effect.

Unit Demand analysis: Demand and law of demand, Normal Goods, Substitute Goods, Veblen Effect, Bandwagon effect, Network Externality, Snob Effect, determinants of demand on demand function, change in demand, elasticity of demand-degrees, Measurement of price elasticity of demand-total expenditure method, proportionate method, point elasticity method. Demand forecasting-Meaning and techniques of demand forecasting, Law of supply (Conceptual)

II

12 hrs

Unit Cost and Output Analysis: Cost Concepts and Cost Output Relationship

III

Concepts of Revenue, Theory of Firm

12 hrs

Unit Production Function: Short Run and Long Run

IV

Markets: Meaning, characteristics, types of markets-perfect and imperfect markets, Price and output determination in perfect competition, monopoly and monopolistic market.

12 hrs

Unit Macro Economic factors affecting Business- Business cycles, Inflation, National Income, Political stability, Financial markets-Stock Market, Currency Market and Commodity Markets

V

12 hrs

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:

- Satya P Das, Micro Economics for Business, Sage Publications Pvt. Ltd.
 - Perloff & Brander, Managerial Economics and Strategy, Pearson Education
 - Mathur, Yadav, Vyas, Business Economics, RBSA, Jaipur
 - Jain, Khanna & Tiwari, " Business Economics", V K India enterprises, New Delhi.
 - Adhikary, M. *Business Economics.*, New Delhi, Excel Books, 2000.
 - Keat, Paul G & Philips K. Y. Young, *Managerial Economics*, Prentice Hall, New Jersey, 1996.
- (Latest editions of the above books are to be referred)**

PAPER CODE - MIB 123
Information Technology for Management
(Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. This paper has been designed to introduce students to the applications of computers to manage different data management operations in the organizations. It provides them an opportunity to study the data management for various managerial operations and handling data in corporate environment.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIB 123	Information Technology for Management	CO11. Work on spreadsheets and employ basic functions to handle data. CO12. Work on advanced inbuilt functions available in spreadsheet software for data analysis CO13. Work on managerial and financial functions, create charts, perform statistical analysis through spreadsheet software CO14. Work on database management software to manage data for effective information management CO15. Understand current trends of e commerce operations and online financial transactions	Approach in teaching: Interactive Hours, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENT

Unit I	Information Management: – Introduction, Classification of Information Spread Sheet: Introduction, operations on spreadsheet and workbooks, Filling series, sort, and Formatting worksheet. Basic Spread Sheet Functions: cell referencing (Relative, Absolute, Mixed). Inbuilt function (SUM, AVERAGE, COUNT, MAX, MIN, COUNTIF, CEILING, FLOOR, TRUNC, ABS, , INT, LOG, MOD, POWER, ROUND, EXP, IF, AND, OR), Date & Time functions (NOW, DATE, TIME, DAY, MONTH, YEAR, HOUR, MINUTE, SECOND) Protecting worksheets , Charts in Excel: types, create chart from adjacent data/ nonadjacent data, data series, editing and formatting ,printing chart	12 hrs
Unit II	Sensitivity Analysis using Spread Sheet : Filter, Advance Filter, Goal Seek, Solver, Scenario Manager, Consolidate, Subtotal, V lookup, H Lookup, pivot table, pivot chart, Freeze Panes. Advance Spread Sheet Functions & tools: Logical Function, Date and time function,	12 hrs
Unit III	Financial function: FV, PMT, IPMT, NPER, NPV, PV, RATE, OLE (object linking and embedding). Database Management System: Introduction, Types of Database, System Decomposition, MS Access : database structure, Data types, Creating Tables, table fields, Primary keys and field validation and record validation rules	12 hrs
Unit IV	Multiple tables, relationships, Sort & Filter in table, select data with queries: Creating query by design & by wizard, Creating basic forms & Reports.	12 hrs
Unit V	E –Commerce & Recent Trends in IT- Introduction to E-commerce, E business model as B2B, B2C, C2C, C2B, G2C. Recent Trends in IT:- Wireless Access Technologies, Types of payments (Credit Card, debit card, online payments, e wallet, upi app based payments etc.) Bluetooth, wifi, RFID.	12 hrs

BOOKS RECOMMENDED-

- Martin, Hansen, Klingher & Beth, "Mastering Excel 2000", BPB Publications, 2013.
- Wayne L.Winston, "Excel Data Analysis and Business Modeling", 2010
- John Walkenbach, "Excel 2016 Bible", Wiley
- Chandan Sengupta, "Financial Analysis and Modeling using Excel and VBA", Wiley
- Michael Alexander, Richard Kusleika, "MS Access 2013 Bible", Wiley
- David Whiteley, "E-Commerce", Tata McGraw Hill
- PT Joseph, S.J., "E-commerce: An Indian Perspective", Third Edition, PHI
- Henry C. Lucas, Information Technology for Management, McGraw Hill, International Edition, July 2015.

PAPER CODE - MIB 124
Research for Management
(Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. The objective of this paper is to enable the students to identify problems for managerial decision making, design a research, collect data, analyse it and write a report.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIB 124	Research for Management	CO16. Understand the various types of research and research design. CO17. Understand the steps of a research process and apply them to conduct a research study. CO18. Design a questionnaire and use it for data collection CO19. Analyze the collected data using various descriptive and statistical tools and techniques. CO20. Write a research report.	Approach in teaching: Interactive Hours, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENT

Unit I	Research: Definition, characteristics, Approaches-Deduction, Induction, Types of Research, Research Process. Research Design: Meaning, Features of a good research design. Types of Research Design-Exploratory, Descriptive and Experimental studies	12 hrs
Unit II	Measurement scales -Types of scales- Nominal, Ordinal, Interval and Ratio scales, Scaling Techniques: Comparative and Non-comparative scaling Data Collection: Primary and Secondary Data-Methods of collecting data	12 hrs
Unit III	Questionnaire design -Objectives, hierarchy of Questions, Process, Lay out, Pilot testing Sampling design -Meaning of sample and population, Sampling techniques, sample size calculation Preliminary data analysis - Descriptive statistics	12 hrs
Unit IV	Hypothesis testing - process, student's T test, Z test, Chi Square test, Kolmogorov Smirnov test Correlation and Regression - Meaning, difference, Assumptions of regression, Regression equation-interpretation and its application	12 hrs
Unit V	Analysis of Variance (ANOVA) - One-way and two-way classification. Report Writing: Importance, Process, qualities of a Research report, Report layout	12 hrs

* Case studies related to entire topics are to be taught

BOOKS RECOMMENDED-

- Levin & Rubin, Statistics for Management, Pearson.
- H K Dangi, Shruti Dwen, Business Research Methods, Cengage Learning
- Naresh Malhotra, Marketing Research, Pearson Education.
- C.R.Kothari, Research Methodology, New Age Publication.
- G C Beri, Marketing Research, Tata McGraw Hill.
- Cooper & Schindler, Marketing Research, Tata McGraw Hill.
- Anderson, Statistics for Business and Economics, Sweeney and Williams
- William G Zikmund, Business Research Methods, Cengage learning
- Sancheti & Kapoor, Statistics: Theory, Methods and Application, Sultan Chand & Sons

PAPER CODE - MIB 125 **Accounting for Managers** **(Theory)**

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. The basic purpose of this paper is to give an insight of postulates, principles and techniques of accounting to the students so as to equip them for basic managerial functions related to accounting.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIB 125	Accounting for Managers	CO21. Understand basic Accounting concepts and principles. CO22. Write journal entries, make Trial Balance and prepare Final Accounts of a Company. CO23. Understand various tools and techniques of financial analysis used for decision making. CO24. Understand basic Cost Concepts and use techniques of CVP analysis for decision making. CO25. Become aware about various contemporary issues/concepts in Accounting.	Approach in teaching: Interactive Hours, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENT

Unit I Introduction	12 hrs
Accounting-Meaning and definition, Nature, Need, objectives, Importance, Limitations, Users of accounting information, Branches of accounting, Accounting as an information system, Generally accepted accounting principles (GAAP)	
Basics of Financial Accounting	
Accounting equation, Systems of Book Keeping, Types of accounts and their Rules, Basics of Journal and ledger	
Unit II Final Accounts	12 hrs
Trial Balance-meaning, preparation, errors; Final accounts-CONTENT and their preparation with adjustments	
Unit III Financial Analysis	12 hrs
Meaning, objectives and types of financial analysis, Tools or techniques of financial analysis-Ratio analysis(meaning, objectives, limitations, classification, preparation of financial statements from ratios),Comparative and common size financial statements, Fund Flow analysis and Cash Flow analysis-Meaning, difference and CONTENT	
Unit IV Cost concepts	12 hrs
-Meaning, Objectives, Importance, Methods, Techniques and systems of costing; Basic Cost Concepts-Elements of cost, classification of costs; Cost sheet; Cost-Volume-Profit Analysis -Meaning, Assumptions, Significance, Break even analysis, Contribution and Marginal cost equation, Profit-Volume ratio, Margin of safety, key factor; Effect of change in the profit factors,	
Unit V Budgets	12 hrs
-Functional budgets, Master Budget, Fixed and Flexible budgets	
Contemporary issues/concepts in accounting	
Convergence to International financial reporting standards (IFRS); Inflation Accounting, Green Accounting, Carbon Credit Accounting, Human Resources Accounting; Value Based Management; Cost reduction systems-kaizen costing system, Activity Based Costing, Life cycle costing; Zero Base Budgeting (ZBB), Performance Budgeting, Social Accounting.	

***Case studies related to entire topics are to be taught**

BOOKS RECOMMENDED-

- Maheshwari, Maheshwari, A text book of accounting for Management, Sultan Chand & Sons.
- M. Y Khan, P.K. Jain, Management Accounting : Text problem and Cases. Tata McGraw Hill.
- IM Pandey, Management accounting, Vikas Publishing House.
- M.N. Arora, Cost Accounting Principles & Practices, Eight edition, Vikas Publishing house.
- Horngren, Management Accounting, Pearson Education.
- Anthony Robert, Management Accounting Principles, R D. Irwin.
- Agarwal M R, Management Accounting-I, Garima Publications

PAPER CODE - MIB 126
Basics of International Business
(Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. The purpose of paper is to acquaint the students with the basics of International Business with an analysis of strategies adopted by Managers while positioning their product globally.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIB 126	Basics of International Business	CO26: Comprehend the basic framework of international business CO 27: Understand theories of International Trade CO 28: Evaluate the conceptual and applied knowledge of MNCs CO 29: Analyse and design different forms of organizational structures of MNCs CO 30: Analyse the effect of exchange rate fluctuations on international business	Approach in teaching: Interactive Hours using whiteboards, Discussion, Tutorials, Reading assignments, Demonstration, Team teaching, Quiz. Learning activities for the students: Self learning assignments, Effective questions, Solving problems of unsolved questions; Problem based learning-cases, Group learning teamwork.	Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects

CONTENT

Unit I Nature of International Business:

Introduction, Scope, Drivers of International Business

12 hrs

Difference between International Business and Domestic Business

Advantages of International Business

Problems of International Business

Approaches of International Business: Ethnocentric, Polycentric, Regiocentric, Geocentric

Unit II Theories of International Trade 12 hrs

Mercantilism

Theory of Absolute Cost Advantage

Theory of Comparative Cost Advantage

Theory of Relative Factor Endowments (H-O Theory)

Product Life Cycle Theory

Porter's National Competitive Advantage Theory

Unit III Multinational Corporations:

Definition

12 hrs

Why Companies become MNCs

Factors contributing to growth of MNCs

Advantages and Disadvantages of MNCs (to host & home countries)

MNCs in India

Indianisation of Transnationals: Cases of PepsiCo, Reebok, Hyundai

Unit IV Designing Organizational Structure of MNCs:

Steps in designing Organisational Structure

12 hrs

Types of Organisational Structures in MNCs (Vertical & Horizontal)

Approaches to Organisational Structure of MNCs

Product organization structure, Geographical organization structure, Decentralized Business Divisions, Strategic Business Units, Matrix Organisational Structure

Unit V Foreign Exchange Market:

Organization of Foreign Exchange Markets

12 hrs

Spot Market, Forward Market, Currency Futures and Options Market.

Basics of Exchange Rates:

Meaning, Direct and Indirect Quote, Bid-Ask Quote, Spot rate-Forward Rate, Depreciation, Appreciation

on, Currency trading at premium and discount

Exchange Rate Exposures- Translation, Economic and Transaction exposure

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED-

- Subba Rao P., "International Business: Text and Cases", Himalaya Publishing House, 2nd edition
- Sundaram Anant K & Blade J Steward, "The International Business Environment-Text and Cases" .Prentice Hall Publishing House, New Delhi.
- Cherunilam Francis , " International Business", Himalaya Publishing House, New Delhi.4th edition
- Chandran Dr R., "International Business" ,Jaico Publishing house,New Delhi.2007
- Hill Charles W L., "International Business",TataMcGraw Hill Ltd,New Delhi.5th edition
- Singh Nawnihal, " International Business" , Anmol Publications.
- Ajami Cool Goldard Khansata., "International Business", Prentice Hall Publishing House, New Delhi.

PAPER CODE - MIB 127
Indian and Global Economy
(Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. Paper has been designed such that it acquaints the students with the knowledge of India and its relation in terms of trade and economy with rest of the world and familiarizes the students with the structure and business opportunities of different region of the world.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIB 127	India and Global Economy	<p>CO 31: Develop an understanding about the importance of India's economy in world economy.</p> <p>CO 32 : Develop an awareness of business strategies and countries analysis of China & Japan</p> <p>CO 33: Learn various strategies to analyse trade with ASEAN countries.</p> <p>CO 34: Understand the Business mechanism of USA and trade relation with India</p> <p>CO 35: Learn the framework of business and trade in Middle East</p>	<p>Approach in teaching:</p> <p>Interactive Hours using whiteboards, Discussion, Tutorials, Reading assignments, Demonstration, Team teaching, Quiz.</p> <p>Learning activities for the students:</p> <p>Self learning assignments, Effective questions, Solving problems of unsolved questions, Problem based learning-cases, Group learning teamwork, Giving Tasks.</p>	<p>Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects</p>

CONTENT

Unit I	India's Global Economy: An overview, India as contributor in world economic growth, Direction of India's Foreign Trade, Competitive balance sheet of Country: Strength & weakness. India's business opportunities	12 hrs
Unit II	Doing Business in China & Japan: Countries overviews, Country indicators, Business indicators, Competitive balance sheet of Country: Strength & weakness, Sectors favorable for foreign investment.	12 hrs

Unit III	Doing Business with ASEAN countries: ASEAN overview, Countries Analysis, Business opportunities and business analysis, ASEAN and trade with India.	12 hrs
Unit IV	Doing Business with USA: Countries overviews, Country indicators, Business indicators, USA and trade with India, Competitive balance sheet of Country: Strength & weakness, Sectors favorable for foreign investment.	12 hrs
Unit V	Doing Business in Middle East: Region overview, Business opportunities in Middle East, UAE, Oman, Qatar, business overviews, economic overviews.	12 hrs

***Case studies related to entire topics are to be taught**

BOOKS RECOMMENDED-

- Justin Paul, Cooper , Rajiv Aserkar, Export Import Management, Oxford Higher Education.
- K Aswathappa, International Business,Mc Grawhill Education
- Dominick Salvatore, International Economics: Trade & Finance, Wiley publication 11th edition
- Rajat Acharya, Saibal Kar, International Trade & Economic Development, Oxford University Press

**PAPER CODE - MIB 128
Seminar on Contemporary Issues
(Theory)**

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. Paper has been designed such that it acquaints the students with the Contemporary issues in Management. One of the main objectives is to create awareness regarding current trends, issues and researches related to various aspects of Management.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIB 128	Seminar on Contemporary Issues	CO 36: Acquaintance with the Contemporary issues in Financial Management CO 37: Prepare a report based on Systematic review of Literature CO 38: Learn to apply Descriptive as well as statistical	Approach in teaching: Lab class and regular interaction with supervisor	Viva and Presentation

		tools for data analysis using SPSS	Learning activities for the students: SPSS exercises, Presentations	
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CONTENT

Unit I	Systematic Review of Literature- Resource Discovery and Gathering of Information, how to review literature systematically	15 hrs
	SPSS Statistics Environment- Data Editor, Importing data, SPSS Viewer, SPSS output exporting, Syntax Editor, Saving Files, Retrieving files	
	Exploring Data with Graphs- Histogram, Box Plots, Bar Charts, Scatter plots, Line Charts	
Unit II	Bias- Assumptions, Outliers, Additivity & Linearity, Normality, Homoscedasticity, Spotting bias and Reducing Bias,	15 hrs
	Descriptive Analysis – Mean, Standard Deviation, Kurtosis, Skewness	
	Parametric Tests- one sample t test, Independent sample t test, Chi square, One Way Anova	
	Non Parametric Tests- Wilcoxon rank sum test, Mann-Whitney Test, Kriskal Wallis Test, Freidman’s ANOVA	
	Correlation- Bivariate Correlation, Partial Correlation, Comparing Correlations, Effect size of correlation, reporting correlation coefficients	

Apart from the 30 hrs. lab sessions, students are required to devote 4 hrs. per week under the supervision of their respective supervisors on regular basis for guidance on report.

BOOKS RECOMMENDED-

- Andy Field, Discovering Statistics using IBM SPSS Statistics, Sage Publishers
- David Gough, Sandy Oliver and James Thomas, An Introduction to Systematic Reviews, Sage Publications
- Anthony J Onwuegbuzie & Rebecca Frels, Seven Steps to a Comprehensive Literature Review- A Multimodal and Cultural Approach, Sage Publications

PAPER CODE - MIB 129 Community Engagement Services (Practical)

Credits: 2
Maximum marks: 100
Contact Hrs/Week: 2

Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. This Paper has been designed to provide hands on experience to young students in delivering community service. Working in collaboration with community organizations will enable students to use and enhance skills, competencies and knowledge in a real world capacity, which leads to an enlarged and more fulfilling educational experience.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIB 129	Community Engagement Services	CO 39: Understand the needs and problems of the community in which they live and work. CO 40: Utilize their knowledge in finding practical solutions to community problems. CO 41: Create awareness about various issues facing society.	Approach in teaching: Interactive Hours, Group Discussion, field visit Learning activities for the students: Presentations	Viva and Presentation

Content:

The students will undertake Community Engagement Services in the semester. Various guest Hours, field visits, campaigns, workshops and seminars will be organized to fulfill the objectives of this paper.

Students have to undertake a project related to the areas specified for the semester. At the end of each semester students will be evaluated on the basis of the project report related to the work done in the field of Community Engagement.

Various community engagement activities for the semester are as follows:

- **Community Welfare Drive:** Traffic Regulation, Road safety awareness program, Blood Donation, Organic Farming, Consumer awareness, Visit of special home.
- **Health, Hygiene & Sanitation Drive:** Food and Nutrition, Concept of Balance Diet, Safe drinking water, Water borne diseases, National Health Programme, Home Nursing and First Aid.

PAPER CODE - LAD 120
Communication Skills and Time Management
(Practical)

Credits: 2
Maximum marks: 100
Contact Hrs/Week: 2
Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. The objective of this course is to acquaint the students with the communication skills, building reading, writing habits, and public speaking, working on business etiquette, and enable them to manage time productively.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
LAD 120	Communication Skills and Time Management	<p>CO 42: Learn to create and analyze personal SWOT, which will help them in goal setting.</p> <p>CO 43: Develop verbal and nonverbal communication skills.</p> <p>CO 44: Practice public speaking which will enhance their confidence, manage time more efficiently and effectively.</p> <p>CO 45: Gain a new perspective through seminars/webinars and industry sessions</p>	<p>Approach in teaching: Interactive Hours, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students: Self-learning assignments, presentations</p>	Viva and presentation

CONTENT

Unit I	Knowing self and Developing a Positive Attitude. Perceptual analysis, using mental models in problem solving, SWOT Analysis and Johari Window (Long term and short-term goals for upskilling).	6 hrs
Unit II	Listening, Verbal and Non-verbal communication skills, Public Speaking Asking the right questions, Voice modulations, listening habits, Building reading habit (Fiction and Non-Fiction). Extempore, Debate, JAM sessions	6 hrs
Unit III	Written communication, Assertiveness. Formal letter writing, e-mail writing, Netiquette, using e-mail elements, How and when to say No Is time out of control; A war on stress Managing time effectively, 80/20 Rule, Pomodoro Technique, time management tips for managers.	6 hrs
Unit IV	Procrastination; turning downtime into productive time The To-Do and Not To do list, Smart goals and career planning, getting organized, important vs. urgent, ways to avoid traps and time sinkers, creating a time management plan.	6 hrs
Unit V	Seminar/Webinar and Industry Expert Session	6 hrs

These will be conducted by Industry leaders as question answer session and experience sharing.

BOOKS RECOMMENDED:

- David Riklan (2003), Self-Improvement the Top 101 Experts Who Help Us Improve Our Lives.
- Kelly McGonigal (2011), The Willpower Instinct: How Self-Control Works, Why It Matters, and What You Can Do to Get More of It.
- Mahadevan Ramesh and Gopaldaswamy Ramesh (2010), The ACE of Soft Skills: Attitude, Communication and Etiquette for Success, Pearson publishers.

**PAPER CODE – MIB 221
Organisational Behaviour
(Theory)**

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. The objective of this paper is to acquaint the students with the theories and concepts of the various organizational aspects.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIB 221	Organizational Behaviour	<p>CO 46: Analyse the behaviour of individuals in organizations in terms of the key factors that influence organizational behaviour and will also gain understanding about various theories of personality.</p> <p>CO 47: Understand the factors influencing group behaviour and group cohesiveness along with the difference between team and group.</p> <p>CO 48: Understand the meaning and characteristics of Organizational Power and politics.</p> <p>CO 49: Identify the various aspects of conflicts and how to manage the conflicts.</p>	<p>Approach in teaching: Interactive Hours, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students: Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation

		CO 50: Understand various aspects and issues concerning stress and organizational change.		
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CONTENT

Unit I	Organizational Behaviour: Definition, Importance, Disciplines contributing to Organization Behaviour. Foundations of Individual Behaviour: Perception-Meaning, characteristics, perceptual process Perceptual selectivity ,Perceptual Organization Personality- Meaning, theories of personality-psychoanalytical theory,socio-psychological theory, trait theory and self theory	12 hrs
Unit II	Foundations of Group Behaviour: Meaning, Importance, Process of Group Formation, Types of Groups, Factors influencing group behaviour, Group cohesiveness, factors affecting group cohesiveness Team: Meaning, difference between team and group, Types of teams, techniques of effective team building.	12 hrs
Unit III	Organizational Power: Meaning, characteristics, classification of power, contingency approaches to power. Politics: Meaning, Reasons of politics	12 hrs
Unit IV	Conflicts: Meaning, Reasons of conflict, types of conflict, Process of conflict, merits and demerits, management of conflict.	12 hrs
Unit V	Stress: Meaning, reasons of stress, types of stress, effect of stress, strategies for coping stress. Organizational Change; Meaning, reasons, types, process of change, résistance to change, management of change.	12 hrs

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED-

- Stephen P. Robins, Organizational Behaviour, Prentice-Hall of Indian Pvt. Ltd., New Delhi.11th edition
- Mehta Anil &ChouhanBhumija., "Organizational Behaviour", RBD Publications, Jaipur.
- Prasad L M., "Organization Behaviour", Sultan Chand and Sons, New Delhi.2nd edition
- John W. Newstrom and Kith Davis, OrganisationalBehaviour, (Human behaviour at work) Tata McGraw – Hill, New Delhi:9th edition
- Luthans, Fred, OrganisationalBehaviour McGraw-Hill Inc., New Delhi: 1992 9th edition
- Davies, Keth, OrganisationalBehaviour (Human Behaviour at work), Tata McGrawHill, NewDelhi.

PAPER CODE – MIB 222
Marketing Management
(Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. The objective of this paper is to acquaint students with the basic concepts of marketing management and marketing strategies.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIB 222	Marketing Management	<p>CO51: Understand fundamental marketing concepts, approaches, scope of market and consumer behavior.</p> <p>CO52: Understand market segmentation, target marketing, and market positioning</p> <p>CO53: Understand how different situations in the competitive environment will affect choices in marketing.</p> <p>CO 54: Identify the roles of advertising, sales promotion, public relations, personal selling, and direct marketing in the promotion mix</p> <p>CO55: Explore the role and importance of digital marketing in today's rapidly changing business environment.</p>	<p>Approach in teaching: Interactive Hours, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students: Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENT

Unit I	Marketing Management : An Introduction	12 hrs
	Conceptual framework, Nature and Scope of Marketing, Approaches to Marketing. Marketing-Mix, Developing Marketing Strategies and Plans Consumer behavior Consumer Behaviour concepts, Buying Decision Process and factors influencing consumer behaviour	
Unit II	Segmentation and Positioning Strategy	12 hrs
	Levels and Basis of Market Segmentation, Selecting Market Segments and Targeting, Developing and Communicating Positioning Strategy, Marketing Strategies Developing Competitive Marketing Strategy	

Identifying and Analyzing Competitors, Competitive Strategies for Market Leaders and Challengers, Offensive and Defensive Strategies

Unit Product Planning and Pricing Policies

III

Product Characteristics and Classifications, Concept of Product-Mix, Product-Line Decisions, Packaging and Labelling, New Product Development Process, Pricing Methods, Factors, Policies and Strategies, Product Life-Cycle

12 hrs

Unit Marketing Communications and Distribution Channels

IV

Introduction to Marketing Communications, Role of Marketing Channels, Channel-Design Decisions, Physical distribution types and functions

12 hrs

Unit Sustainable Marketing Concepts

V

Green Marketing, Social Marketing
Digital Marketing: Concept, process, digital marketing & Traditional marketing and digital marketing strategies, Social Media Marketing.

12 hrs

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED-

- Philip Kotler, Kevin Keller, Abraham Koshy, Mithileshwar Jha: Marketing Management (Fourteenth Edition), A South Asian Perspective; Pearson, 2013.
- Ahuja Vandana, Digital Marketing, Oxford Higher Education
- Rajan Saxena, Marketing Management, Fourth Edition, Tata McGraw Hill, 2008.
- Michael J Evyl, Bruce J. Walker, William J. Stanton, Ajay Pandit, Marketing Tata Mc Graw Hill Education Pvt. Ltd 2010
- Rajiv Lal, John A. Quelch, V. Kastur Rangan, Marketing:Text and Cases, Tata Mc Graw Hill Education Pvt. Ltd.2009
- Paul Baines, Chris Fill, Kelly Page< marketing, Oxford university Press 2008

(Latest editions of the above books are to be referred)

**PAPER CODE – MIB 223
Human Resource Management
(Theory)**

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. This paper has been designed to acquaint the students with the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIB 223	Human Resource Management	<p>CO 56: Understand the importance of managing human resources.</p> <p>CO 57: Understand the foundations of managing human resources in organizations, in terms of systems, strategies and practices</p> <p>CO 58: Appreciate the need for well-designed HR policies that enhances employee motivation and performance</p> <p>CO 59: Learn tools and techniques of Training and development, Recruitment and selection</p> <p>CO 60: Understand the dynamics of managing people from real world examples in Human resource field.</p>	<p>Approach in teaching: Interactive Hours, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students: Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENT

Unit	Human Resource Management	12 hrs
I	Concept, Functions of HRM, Importance, Difference between HRM and personnel management. Human Resource Environment-Meaning, Importance, Types -Internal and external Environment that effect HRM Programmes	
Unit	Human Resource Planning	12 hrs
II	Concept, Importance Process of human resource planning, Quantitative and Qualitative aspect of human resource planning, Levels of HRP, Limitations of HRP. Job Analysis -Meaning, Benefits of Job analysis ,Process, techniques of job analysis Job design-Meaning, approaches, methods of job design.-job rotation, job simplification, job enlargement and job enrichment	
Unit	Recruitment	12 hrs
III	Concept, Importance of recruitment, Sources of recruitment –internal and external recruitment. HR recruitment practices in India. E –HRM recruitment techniques (e recruitment selection development training) Selection -Meaning, Importance, Selection criteria ,Steps in selection process, Selection tools Placement and Induction (conceptual knowledge)	

Unit Training & Development

IV

Meaning, Importance, benefits, types, process, methods of executive development, Evaluation, Training need assessment.

12 hrs

Career Planning : Concept, Process of career planning, career counseling, limitations

Unit Emerging issues in HRM

V

HRM strategies for the new millennium-Human capital, mentoring, 360 degree appraisal technique, TQM and Top-Quality Circles, Kaizen (a brief knowledge), , Competency Management and Talent Management(Conceptual Knowledge), Succession Planning

12 hrs

Managing the Human Resources in 21st Century: Challenges for HRM, Changing roles of HR Practitioners.

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:

- Aswathappa K "Human Resource and Personnel Management". Tata Mc Graw Hill, New Delhi.3rd edition
- Gupta C B, "Human Resource Management". Sultan Chand and Sons, New Delhi.
- V S P Rao- "Human Resource Management-Text and Cases"., Excel Publications, New Delhi.2nd edition
- Bhatia S K & Singh Nirmal, "Principles and Techniques of Personnel Management and Human Resource Management", Deep & Deep Publications, New Delhi.
Garry Dessler "Human Resource Management" Prentice Hall of India, New Delhi.7th edition

(Latest editions of the above books are to be referred)

**PAPER CODE – MIB 224
Business Environment
(Theory)**

Credits: 4**Maximum marks: 100****Contact Hrs/Week: 4****Total Hrs: 60****Course Objectives:**

This course will enable the students to -

1. This paper helps to understand the overall business environment and evaluate its various components in business decision making.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			

MIB 224	Business Environment	<p>CO 61: Understand the concept of business environment</p> <p>CO 62: Understand the types of political system</p> <p>CO 63: Analyze various aspects of economic environment and economic policies of the country.</p> <p>CO 64: Describe the relevance of technological and societal environment in today's globalized world.</p> <p>CO 65: Understand the international business environment by identifying the role and functions of various international institutions.</p>	<p>Approach in teaching: Interactive Hours, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students: Self-learning assignments, presentations</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation</p>
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CONTENT

Unit I	<p>Business Environment- Concept, significance, Types of Business Environment: Internal and External Environment, Micro and Macro Environment, Porter's Five Forces Model of Competition.</p> <p>Environment Analysis & Forecasting: stages, approaches & techniques of environmental analysis.</p>	12 hrs
Unit II	<p>Political environment- Functions of state, Types of political systems, Economic aspect of Indian constitution: Preamble, Directive principles, Fundamental rights, Centre State Relations</p> <p>Legal Environment- Foreign Exchange Management Act 1991, Consumer Protection Act 1986, Right to Information Act 2005, Competition Act 2002 (Amended Act 2007).</p>	12 hrs
Unit III	<p>Economic environment- Types of economic systems-Market Allocation, Command Allocation, Mixed Allocation, Impact of Liberalization and Privatization on Indian economy.</p> <p>Economic Policies in India-New Industrial policy, 1991 and Industrial licensing, Monetary policy, Fiscal policy.</p>	12 hrs
Unit IV	<p>Technological Environment- Technological leadership & Followership, Technology & Competitive Advantage, sources of technological dynamics, appropriate technology, technology adaption, transfer of technology, Intellectual Property Rights (IPR) (concepts of Patent, Copyright, Trademark).</p> <p>Societal Environment- Business and Society, Business Ethics, Business and Culture- Elements of culture, cultural adaptation, cultural shock, cultural transmission, cultural conformity, cultural lag.</p>	12 hrs

Unit V International Business Environment- Nature, GATT-Objectives & Principles, WTO-main provisions & functions, Globalization-trends and challenges.

12 hrs

International Financial Institutions- International Monetary Fund (IMF), World Bank (IBRD), International Development Association (IDA), International Finance Corporation (IFC)-Objectives and Functions.

*** Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED-

- Justin Paul, Business Environment, Tata McGraw Hill Publishing Co. Ltd., 2008
- Francis Cherunillam, Business Environment, Himalaya Publishing House.V.
- Shaikh Saleem, Business Environment, Pearson Education, 2009
- K. Chidambaram and V. Alagappan, Business Environment, Vikas Publication House Pvt Ltd, 2009
- Neelamegam, Business Environment

**PAPER CODE – MIB 225
Financial Management
(Theory)**

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. The purpose of this paper is to develop an insight in the field of Financial Management so as to equip the student with basic knowledge required for financial decision making.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIB 225	Financial Management	CO 66: Acquaint with the arena of Financial Management and apply concepts of discounting and compounding to solve practical problems. CO 67: Understand the concept of risk and return, Cash Management, Marketable Securities Management, Receivables Management and Inventory Management. CO 68: Calculate working capital requirements and Cost of Capital of a Company.	Approach in teaching: Interactive Hours, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

		CO 69: Apply Capital Budgeting techniques to evaluate a project proposal. CO 70: Understand significance of Leverage; basics of Capital Structure and Dividend policy		
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CONTENT

Unit I	Meaning , Nature, Scope, Importance and Objectives of Financial Management; Functions of a chief financial officer; Sources of finance- Long term and Short term; Indian financial system-structure and functions. Time value of money -Compounding and Discounting concept and its applications	12 hrs
Unit II	Risk and Return – Risk of a single asset, portfolio theory and risk diversification, Systematic and unsystematic risk, Capital Asset pricing model (CAPM)- Assumptions, CAPM equation, Security Market line (SML) Cash and Marketable securities management - Meaning and Principles of cash management;	12 hrs
Unit III	Management of working capital - Meaning, Estimation of working capital requirements, Working capital financing by banks; Receivables management - Meaning and importance; Inventory management - Meaning, objectives and techniques-Economic order quantity, Re-order point, Fixing stock levels.	12 hrs
Unit IV	Cost of Capital - Meaning, Cost of Debt, Preference and Equity Capital, Weighted average cost of capital; Capital Budgeting : Concept, need and objectives; Methods of Capital budgeting –Average Rate of Return, Payback period, Net present value, Internal Rate of Return, Profitability Index.	12 hrs
Unit V	Leverage : Meaning, types of leverages and their significance; Capital Structure -Meaning, considerations in capital structure planning, value of firm and capital structure; Dividend Policy - Meaning, Factors affecting dividend decisions, Alternative forms of dividends, Types of dividend policies, Dividend policy models- Assumptions and criticism	12 hrs

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED-

- Brigham Houston, Fundamentals of Financial Management, Cengage Learning.
- I M Pandey "Financial Management", Vikas Publications
- Vyuptkesh Sharan, Fundamentals of Financial Management, Pearson

- Besley, Brigham, Parasuraman, Corporate Finance-A South Asian Perspective, Cengage Learning
- Sheeba kapil, Fundamentals of Financial Management, Pearson
- Chhandra Prassana, Financial Management, Tata McGraw Hill
- Khan & Jain, "Financial Management". Tata McGraw Hill, New Delhi
- Van Horne, Financial Management, PHI
- Rustagi R.P, Fundamentals of Financial Management, Taxmann

PAPER CODE – MIB 226
Cross Culture Management
(Theory)

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. The course seeks to develop a conceptual understanding of the Cultural and related behavioural variables in the management of global organization.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIB 226	Cross Culture Management	CO 71: To understand basic Concept of Culture and cultural change CO 72: To understand organizational cultural change. CO 73: To Learn Inter-cultural communication CO 74: To understand intercultural competencies, training and ethics. CO 75: To recognize the influence of cultural values of HRM interventions.	Approach in teaching: Interactive Hours using whiteboards, Discussion, Reading assignments, Demonstration, Team teaching, Quiz. Learning activities for the students: Self learning assignments, Effective questions, Solving problems of unsolved questions, Problem based learning-cases, Group learning teamwork, Giving Tasks.	Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects

CONTENT

Unit I	Introduction – Cross Culture meaning, Objective, Levels of analysis, Cultural change, convergence and divergence, organizational culture, National and organizational culture-similarities	12 hrs
Unit II	Culture and Organization Structure – Introduction, Classical models of structure, Chinese small business model, contingent factors, Contemporary and emerging structures.	12 hrs
Unit III	Intercultural Communication- Introduction, Need of awareness, Stereotyping, Barriers to intercultural communication, Mixed messages and non-verbal communication, Enhancing intercultural communication, cross-culture theory and communication, Hall’s low-and high context model, Levels of communication.	12 hrs
Unit IV	Intercultural competencies, Training and ethics – Introduction, Objectives, Overcoming cultural shock, effective interventions, Intercultural competencies, cross-cultural training, effectiveness of cross-cultural training, ethical dimension, Ethics and the cross culture manager, gender issues and ethics, ethical dilemmas, Non-negotiable moral issues.	12 hrs
Unit V	Culture and Human resource management- Introduction, Varieties of capitalism, culture and human resource management, culture and the functional areas of HRM, Effect of culture.	12 hrs

***Case studies related to entire topics are to be taught**

BOOKS RECOMMENDED-

- French Ray, Cross-Cultural Management, University Press, 2009.
- Cashby Franklin, revitalize your corporate culture: phi, delhi
- Deresky Helen, international management: managing across borders and cultures, phi, delhi
- Esenn Drlarry, Rchildress John, the secret of a winning culture: phi, delhi
- Chanlat Francois-Jean, Davel Eduardo, Pierre Jean, Cross-Cultural Management: Culture and management across the world, Routledge London and New york, 2013.
- Thomas C. David, Peterson F. Mark, Cross cultural management: Essential Concept, Sage, 2008.

PAPER CODE – MIB 227
India’s Foreign Trade Policy
(Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. Paper has been designed such that it acquaints the students with the recent trends in India’s foreign trade and policy related issues in foreign trade in the global context.

Course Outcomes (COs):

Course	Learning outcomes	Assessment
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PAPER CODE	Paper Title	(at course level)	Learning and teaching strategies	Strategies
MIB 227	India's Foreign Trade Policy	<p>CO 76: Describe the composition of India's foreign trade along with trends and direction of foreign trade and understand the concept of Balance of Payment.</p> <p>CO 77: Understand the Export-Import Regulatory Framework and will get acquainted with the objectives and main provisions of Current Foreign Trade Policy of India.</p> <p>CO 78: Illustrate the objective and significance of various Institutional infrastructures for the growth and development of Foreign Trade.</p> <p>CO 79: Identify various Export Promotion Measures, Incentives and Assistance offered by the Government of India to help the exporters and importers of the country.</p> <p>CO 80: Understand the various levels of Regional Economic Integration and get acquainted with the objective and importance of some major regional integration's such as SAARC, ASEAN etc.</p>	<p>Approach in teaching:</p> <p>Interactive Hours using whiteboards, Discussion, Reading assignments, Demonstration, Team teaching, Quiz.</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, Effective questions, Solving problems of unsolved questions, Problem based learning-cases, Group learning teamwork, Giving Tasks.</p>	Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects

CONTENT

- Unit I India's foreign trade:** Composition of India's foreign trade, export of principal commodities from India, import of principal commodities in India, Trends and direction of foreign trade, Major problems of India's export sector. **Balance of Payment:** Concept, Components of BOP, Balance of trade, Importance of BOP. **12 hrs**
- Unit II Export-Import Trade regulatory Framework:** Foreign Exchange Management Act (FEMA), Customs Act, Export(Quality control and inspection) Act. **12 hrs**
- Current Foreign Trade policy of India:** Objectives, Main provisions
- Unit III Institutional infrastructure for Foreign Trade:** Director General of Foreign Trade (DGFT), Export Promotion Council (EPC), Commodity Boards, Indian Institute of foreign trade (IIFT), Export Import Bank of India (EXIM), Export Inspection Council (EIC), Indian Institute of Packaging (IIP), Indian Council of Arbitration (ICA), India Trade Promotion Organization (ITPO), Federation of Indian Export Organizations (FIEO). **12 hrs**
- Unit IV Export promotion measures in India:** Export Processing Zones (EPZ), Export Oriented Units (EOU), EPIP, Special Economic Zones (SEZ), Software Technology Park (STP), Electronic Hardware Technology Park (EHTP), Export & Trading Houses. **Incentives & Assistance:**Export Promotion Capital Goods Scheme (EPCG), Duty exemption, Duty drawback, Tax Exemption, Market Development Assistance, Market Access Initiative. **12 hrs**

Unit V Regional Economic Integration: Levels of Regional Economic Integration-Free trade area, customs union, economic union and common market, Generalized System of Preferences (GSP), Global System of Trade Preferences (GSTP).

12 hrs

Objective & importance of establishment of *South Asian Association for Regional Cooperation (SAARC)*, Association of South East Asian Nation (ASEAN), European Union (EU), South Asian Free Trade Area (SAFTA)

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED-

- Chaudhary B K & Agarwal O P., "Foreign trade and Foreign exchange", Himalaya Publishing House, New Delhi.
- Francis Cherunillam, International Business, Himalaya Publishing House. New Delhi.
- Francis Cherunillam, International Business Environment, Himalaya Publishing House. New Delhi.
- Khushpat S. Jain, "Export Import Procedures & Documentation", Himalaya Publishing House, Mumbai.
- Mathur S K, "International Finance and Foreign Trade". Shivam Publication, Jaipur 2004.
- Nabhis Export Manual for 100% Export Units Special Economic Zones, EHTP, STP and BTP Units Published by Nabhi Publications.
- IGNOU-IBO OB., "India's Foreign Trade".
- Foreign Trade Policy (2015-2020), Ministry of Commerce, Government of India, New Delhi.

**PAPER CODE – MIB 228
Seminar Presentation and Viva Voce
(Practical)**

**Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60**

Course Objectives:

This course will enable the students to -

1. The objective of this paper is to create awareness regarding current trends, issues and researches related to various aspects of Management by preparing a report based on primary data.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIB 228	Seminar Presentation and Viva Voce	CO 81: Awareness of current trends, issues and researches related to various aspects of Management CO 82: Apply Descriptive as well as statistical tools for data analysis using SPSS	Approach in teaching: Lab class, regular interaction with Supervisor	Viva and Presentation

		CO 83: Prepare a research report based on primary data.	Learning activities for the students: SPSS exercises, Presentations	
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CONTENT

- Unit I Regression-** Simple Linear Model, Linear Model with several Predictors, Model estimation, Assessing Goodness of Fit, R and R square, Assessing individual Predictors **15 hrs**
- Bias in Regression Model-** Unusual cases, Generalizing the Model, Sample size in Regression, Assumptions, What if assumptions are violated
- Interpreting Regression Model –** Descriptives, Summary of Model, Model Parameters, Excluded variables, Assessing Multicollinearity,
- Logistic Regression Analysis**
- Unit II Moderation and mediation of variables**
- II Exploratory Factor Analysis-** Discovering Factors, Running the analysis, Interpreting output from SPSS, Reliability Analysis, How to report Factor analysis. **15 hrs**

Apart from the 30 hrs. lab sessions, students are required to devote 4 hrs. per week under the supervision of their respective supervisors on regular basis for guidance on report.

BOOKS RECOMMENDED:

- IBM SPSS Statistics 20 Core System User's Guide
- IBM SPSS Modeler 18.0 User's Guide
- G N Prabhakara, Synopsis Dissertation And Research To Pg Students, Jaypee Brothers
- Medical Publishers; second edition (2016)

PAPER CODE – MIB 229 Community Engagement Services (Practical)

Credits: 2
Maximum marks: 100
Contact Hrs/Week: 2
Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. This paper has been designed to provide hands on experience to students in delivering community service. Working in collaboration with community organizations will enable students

to use and enhance skills, competencies and knowledge in a real world capacity, which leads to an enlarged and more fulfilling educational experience.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIB 229	Community Engagement Services	CO 84: Understand the needs and problems of the community in which they live and work. CO 85: Utilize their knowledge in finding practical solutions to community problems. CO 86: Create awareness about various issues facing society.	Approach in teaching: Interactive Hours, Group Discussion, Field visit Learning activities for the students: Presentations	Viva and Presentation

CONTENT:

The students will undertake Community Engagement Services in the semester. Various guest Hours, field visits, campaigns, workshops and seminars will be organized to fulfill the objectives of this paper.

Students have to undertake a project related to the areas specified for the semester. At the end of each semester students will be evaluated on the basis of the project report related to the work done in the field of Community Engagement.

Various community engagement activities for the semester are as follows:

- **Women Empowerment Drive:** Self defense training, Vocational Training, Role of financial and support service Institutions, Women Entrepreneurship, Family Planning, Self Employment Programs.
- **Cleanliness Drive:** Volunteering in Swatch Bharat Abhiyan, awareness program, rallies, shramdan.

PAPER CODE – LAD 220
Resume Building and GD-PI and Business Etiquette
(Practical)

Credits: 2
Maximum marks: 100
Contact Hrs/Week: 2
Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. The objective of this paper is to introduce students to the elements of Resume building and components of GD-PI, which would help them to pass through their interviews. Emphasis is

also given on Business Etiquette and mannerisms to help students work on their social skills and grooming.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
LAD 220	Resume Building , GD-PI and Business Etiquette	CO 87: Create a powerful resume with action words and create a professional LinkedIn profile CO 88: Learn the basics of group discussion and master the same through mock practice sessions. CO 89: Confidence in answering the interview questions. CO 90: Improve their bod language and first impression.	Approach in teaching: Interactive Hours, Group Discussion Learning activities for the students: Presentations	Viva and Presentation

CONTENT

Unit I	Understanding Resume making Resume Rubric, know your industry, some key notes about LinkedIn, Using LinkedIn and Naukri and networking, preparing career statement. Resume writing Guidelines and formatting. Common Resume Mistakes, Cover letter- Key components and guidelines.	6 hrs
Unit II	Group Discussion Body language, Skills required, Importance, Types, Process of GD, Evaluation Criteria, Preparing for GD, Do's and Don'ts of GD, FAQs. Mock GD	6 hrs
Unit III	Personal Interview Answering the most common Interview questions, Body Language, Document filing, Be the auto biographer, Grooming, Mirroring, FAQs. Mock PI	6 hrs
Unit IV	Body Language Gestures, Posture, Greeting, Handshake, Eye contact, expressions, inborn responses, conveying and showing disapproval and rejection, shrugging signals. The right way to approach people, Importance of body language, Being comfortable in your own skin, Staying in contact with people, Personal space, Importance of reading on body language, The word "I", Being able to apologise	6 hrs
Unit V	Seminar/Webinar and Industry Expert Session These will be conducted by Industry leaders as question answer session and experience sharing.	6 hrs

BOOKS RECOMMENDED-

- Dr. K. Alex (2009), Soft skills know yourself and know the world, Sultan Chand & Sons.
- Mahadevan Ramesh and Gopaldaswamy Ramesh (2010), The ACE of Soft Skills: Attitude, Communication and Etiquette for Success, Pearson publishers.

- Shital Kakkar Mehra (2012), Business etiquette – A Guide for the Indian Professional, Harper Collins Publishers.

PAPER CODE – MIB 321
Innovation and Entrepreneurship
(Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

- This paper attempts to equip the students with the knowledge of the basic principles and functionalities of Entrepreneurship and Innovation. The course will prove to be helpful for the students in learning to expedite the entrepreneurial & Innovative functions in corporate arena.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIB 321	Innovation and Entrepreneurship	CO 91: Understand the process of entrepreneurial action, entrepreneurial mindset and personality. CO 92: Develop a business plan. CO 93: Understand the role of creativity and innovation in entrepreneurship. CO 94: Examine strategies for growth and identify the human resource challenges for managing growth. CO 95: Understand how government policies can help in promoting an enterprise.	Approach in teaching: Interactive Hours, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENT

Unit I	Entrepreneurship: Definition, features, concepts, nature, functions and significance. Entrepreneur: Concept, characteristics, types, functions, role and significance. Entrepreneur vs. Manager.	12 hrs
Unit II	Innovation: Definition, classification, Innovative models, Product, process, organizational and marketing innovation and their role in business development, Sources of innovation (push, pull, analogies), transfer of technology. Creativity:	12 hrs

Creative Thinking, Barriers to creativity, Creative process, Techniques for improving creative process.

Unit III Building The Business Plan: 12 hrs

Designing a competitive business model and building a strategic plan, crafting a winning business plan, Forms of Business ownership.

Unit IV Feasibility Planning: 12 hrs

Concept of planning, Four stage growth model, conducting feasibility analysis.

Sources of finance:

Institutional finance to entrepreneurs.

Unit V Product Protection: Patents, Trademarks and Copyrights: 12 hrs

Patents, Types of patents, Disclosures, The patent process, Patents in perspective, Trademarks, copyrights, Intellectual Property rights.

Government of India Schemes for Innovation and Entrepreneurship:

Startup India, Make in India, AIM, STEP, Jan Dhan- Aadhaar- Mobile (JAM), Digital India, BIRAC, DST, TREAD, National Skill Development Mission.

***Case studies related to entire topics are to be taught**

BOOKS RECOMMENDED-

- Zimmerer W. Thomas, Scarborough M. Norman, Essentials of Entrepreneurship and small business management, PHI learning private limited, New Delhi, 2011.
- Holt D.H. Entrepreneurship new venture creation.
- S.S. Khanka, Entrepreneurship Development, S.Chand Publications, New Delhi.
- Vasant Desai, Fundamentals of Entrepreneurship and Small Business Management, Himalaya Publications
- E. Gordon & K. Natarajan, Entrepreneurship Development, Himalaya Publications.

**PAPER CODE – MIB 322
International Financial Management
(Theory)**

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. The purpose of paper is to give students an in-depth knowledge of International Business Environment with a special emphasis on position of India in the era of Globalization. In addition, it provides an exhaustive study of functioning of International Organizations with their relevance towards International Trade.

Course Outcomes (COs):

Course	Learning outcomes	Assessment
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PAPER CODE	Paper Title	(at course level)	Learning and teaching strategies	Strategies
MIB 322	International Financial Management	<p>CO 96: Explain various exchange rate regimes & Balance of Payments and analyze their impact on international trade and investments</p> <p>CO 97: Analyze the strategies to hedge foreign exchange risk using derivative contracts</p> <p>CO 98: Understand the factors influencing the financing decisions in international business.</p> <p>CO 99: Understand the factors influencing the investment decisions in international business.</p> <p>CO 100: Explain working capital management in international business</p>	<p>Approach in teaching:</p> <p>Interactive Hours using whiteboards, Discussion, Tutorials, Reading assignments, Demonstration, Team teaching, Short Quiz consisting of numerical problems</p> <p>Learning activities for the students:</p> <p>Self learning assignments, Effective questions, Solving problems of unsolved questions, Problem based learning-cases, Group learning teamwork,</p>	<p>Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects, Task based exercise to assess student's understanding</p>

CONTENT

Unit I Multinational Financial Management- Meaning, Objective, Functions, Relationship with domestic financial management

12 hrs

International Monetary System: Alternative Exchange Rate Systems, A brief history of International Monetary Systems

International Flow of Funds: BoP of India, Domestic Savings, Investments and Capital account, Link between Capital and Current account, Coping with the current account deficit.

Unit II Derivative Contracts: Forward Contracts, Currency Futures – Contract Specifications, Advantages & disadvantages of futures contract, Currency Options- American & European options, In the money, at the money and Out of the Money options. Basic option strategies- Long call, short call, long put and short put, Reading Futures & Option Prices in the exchange market, Interest Rate and currency swaps- Meaning, Cost savings with swaps, Swap structure.

12 hrs

Unit III International Financing Decisions -ADRs, GDRs, Types of international bonds, Short and medium term instruments-Euro notes, Euro Commercial papers, medium term Euro notes, concept of LIBOR and LIBID, Link between Euromarkets and their domestic counterparts.

12 hrs

Cost of Capital for Foreign Investments: Cost of equity capital, Debt capital and Weighted average cost of capital for foreign projects

Unit IV International Investments Decisions: Types of foreign private investments- Foreign Direct Investment and Foreign Portfolio Investments, significance of foreign

investments, factors affecting international investment, Limitations and dangers of foreign capital, **Capital Budgeting for Multinational Enterprises:** Net present value, Incremental cash flows, Cannibalization, Sales creation, Opportunity Cost, Transfer Pricing

12 hrs

Unit V Multinational Working Capital Management: Financing Foreign Trade, International cash management, Accounts Receivables management, Inventory Management, Short term Financing

12 hrs

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED-

- Alan C. Shapiro, Multinational Financial Management, Wiley Publications.
- Sharan V, "International Financial Management", PHI, 5th edition
- Jeevandam C, Foreign exchange & risk management, Sultan Chand & Sons, 10th Edition
- Cherunilam Francis, "International Business", PHI, 5th edition.
- Avadhani,V.A," International Finance, Theory and Practice", Himalaya Publishing Company, New Delhi.
- Maurice, Levi, "International Finance", McGraw Hill, Int. Ed. New York.
- S.K. Mathur, "International Trade and Finance", Shivam Book House, Jaipur.

**PAPER CODE – MIB 323
Mergers and Acquisitions
(Theory)**

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. The Objective of this course is to acquaint the participants with options which can be used by industrialists to mitigate the weaknesses of two or more businesses and bolster their combined strengths, to collaborate rather than compete in order to maximize profits and growth.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			

MIB 323	Mergers and Acquisitions	<p>CO 101: Understand the basic framework of Corporate Restructuring</p> <p>CO 102: Acquire knowledge of various models of mergers and acquisitions</p> <p>CO 103 Comprehend the need and process of due diligence and cross border acquisitions</p> <p>CO 104: Analyse alternatives to mergers and acquisitions</p> <p>CO 105: Analyse the concept of takeovers</p>	<p>Approach in teaching:</p> <p>Interactive Hours using whiteboards, Discussion, Tutorials, Reading assignments, Demonstration, Team teaching, Quiz.</p> <p>Learning activities for the students:</p> <p>Self learning assignments, Effective questions, Solving problems of unsolved questions, Problem based learning-cases, Group learning teamwork, Giving Tasks.</p>	<p>Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects</p>
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CONTENT

Unit I	Corporate Restructuring Concept Reasons for restructuring Barriers to restructuring Types of restructuring Strategic Options for restructuring : Cost Leadership options, Product Excellence options, SWOT options, New Ownership relationships Implications of restructuring on stakeholders	10 hrs
Unit II	Mergers and Acquisitions Mergers : Concept, classification of mergers Acquisitions : Concept, types of acquisitions Difference between mergers and acquisitions Drivers of mergers and acquisitions Reasons for failure of mergers and acquisitions Process of merger and acquisition : Planning and implementation Reverse Merger	14 hrs
Unit III	Due Diligence Importance of due diligence in mergers and acquisitions Process of due diligence: Planning, Data collection, Data analysis, Reporting Post Merger Issues Concept of integration in mergers Tools for integration in mergers	14 hrs

Strategies for post merger success

Cross Border Acquisitions

Concept and need for cross border acquisitions

Benefits of cross border acquisitions

Difficulties in cross border acquisitions

Unit IV Alternatives to Mergers and Acquisitions

Strategic Alliance

Concept

Reasons for formation of strategic alliances

Types of Strategic alliances

Benefits and weaknesses of strategic alliances

Divestitures

Concept and types of divestitures

Reasons for divestiture

Benefits of divestitures

11 hrs

Unit V Takeovers

Concept

Forms of takeover – Legal, Business, Reverse

Strategies to defend takeovers

Benefits of takeovers

Disadvantages of takeovers

11 hrs

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:

- Francis Cherunilam, "International Business", Prentice Hall India
- Aurora, Shetty, Kale, "Mergers and Acquisitions", Oxford University Press
- Chandrashekhar K., Vishwanath S.R., Mergers, Acquisitions and Corporate Restructuring: Text and Cases, SAGE Publications
- Sinha P.K., Mergers, Acquisitions and Corporate restructuring, Himalaya Publishing
- Weston & Weaver, Mergers and Acquisitions, Tata McGrawHill Education
- Gaughan A. Patrick, Mergers, Acquisitions and Corporate Restructurings, Wiley Publishers
- Tarba, Cooper, Sarala, Ahammad, Mergers and Acquisitions in Practice, Taylor & Francis
- Sharman Andrew, Mergers and Acquisitions from A to Z, Harper Collins Publishers
- Ray K.G., Mergers and Acquisitions: Strategy, Valuation and Integration, Prentice Hall India Learning

(Latest editions of the above books are to be referred)

**PAPER CODE – MIB 324
International Marketing
(Theory)**

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. The course seeks to develop a conceptual understanding of various aspects related to international marketing and foreign market entry.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIB 324	International Marketing	<p>CO 106: To acquire an in-depth knowledge of International Marketing.</p> <p>CO 107: To learn and assess an organization's ability to entry in a foreign market.</p> <p>CO 108: To explore the concepts of international product planning and pricing decisions.</p> <p>CO 109: To understand the distribution channel strategies.</p> <p>CO 110: To identify the process of International marketing research.</p>	<p>Approach in teaching:</p> <p>Interactive Hours using whiteboards, Discussion, , Reading assignments, Demonstration, Team teaching, Quiz.</p> <p>Learning activities for the students:</p> <p>Self learning assignments, Effective questions, Solving problems of unsolved questions, Problem based learning-cases, Group learning teamwork,</p>	<p>Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects</p>

CONTENT

Unit I	International Marketing- Definition, Nature, Scope, Importance of International Marketing, Challenges in International Marketing, Difference between domestic and International Marketing, Environment- Internal and External. Case: - Starbucks-going global Fast.	12 hrs
Unit II	Foreign Market Entry – Foreign market selection process, Foreign market entry modes, Indirect and direct market entry strategies. Case: - EXXON-Ethical issues.	12 hrs
Unit III	International Product Planning – Product planning, Product Mix, International Product life-cycle, new product development, Product adaptation VS standardization. International Pricing Decision- Pricing objectives, Pricing methods, Factors influencing Pricing, Export price quotation and Incoterms. Case:- Nestlé's Product development strategy: A case study of Maggi noodle.	12 hrs

Unit IV **Distribution Strategy-** Definition, Role, characteristics, Types of distribution channel, Factors Affecting choice of channels. **12 hrs**

International Promotional Strategy- Advertisement, E-Marketing, Trade fairs and exhibitions.

Case: Strategic Marketing at blue dart express limited.

Unit V **International Marketing Research** – Meaning, Importance, Application of marketing research, Research process, Techniques of Marketing research. **12 hrs**

Marketing of Services- Characteristics of Services, Service Export from India, Service Sector-Major Barriers to trade.

Case: - Jet Airways: Market Expansion Strategies.

***Case studies related to entire topics are to be taught**

BOOKS RECOMMENDED-

- Cateora R. Philip, Gilly C. Mary, Graham L. John, International Marketing, McGraw-Hill Irwin,2011.
- Kothari R.K. Dr., Jain Mukesh Dr. International Marketing, R.B.D. Publication.
- Baack W. Daniel, Czarnecka Barbara, Baack Donald, International Marketing, Sage, 2019.
- Graham John, Cateora R. Philip, Gilly C. Mary, ISE International Marketing, McGraw-Hill Education, 2019.
- Pegan Giovanna, Vianelli Donata, Luca de Patrizia, International Marketing Strategy: The country of origin effect on decision-making in practice, Springer, 2019.
- Solberg Arthur Carl, International Marketing: Strategy Development and Implementation, Routledge, 2017.

PAPER CODE – MIB 325
International Logistics Management
(Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. The Objective of this course is to acquaint the participants with concepts and techniques used by international business practitioners in the field of trade logistics and to enable them to apply this knowledge in day to day business operations.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIB 325	International Logistics Management	<p>CO 111: Comprehend the basic framework of international trade logistics and preliminary requirements after receiving export order</p> <p>CO 112: Evaluate the need and benefits of warehousing and inventory management in international trade</p> <p>CO 113: Understand the applied concepts of packing, packaging, marking, labeling and containerizing the trade merchandise</p> <p>CO 114: Analyse the role of air transport in international trade</p> <p>CO 115: Analyse the role of ocean transport in international trade</p>	<p>Approach in teaching: Interactive Hours, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students: Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENT

Unit I Introduction to International Trade Logistics:

12 hrs

Concept, Importance of Trade Logistics Services, India's Logistical Challenges

Information & Order Processing

Logistics Information System, Logistics Operations Management, Acknowledgment, Scrutiny and Confirmation of Export Order

Unit II Warehousing and Inventory Management:

Concept, Need and Functions of Warehousing

12 hrs

Warehousing in India (in Brief)

Features and Benefits of Free Trade and Warehousing Zones 2005 Scheme under SEZ Rules 2006

Types of Inventory in International Logistics, Inventory Management Techniques

Unit III Packing, Packaging, Labelling and Marking of Cargo

Packaging vs Packing of Goods, Need for Packaging, Objectives of Labelling and Marking, Commonly used Labels and Markings, Precautions in Packing, Labelling and Marking (Colour, Number and Shape)

12 hrs

Containerization: Concept, Advantages and Disadvantages

Unit IV International Transport System:

Air Transport:

12 hrs

Factors affecting choice of Airfreight Transport, Procedure Involved in Airfreighting Cargo, Challenges for Indian Air Cargo Sector

Ocean Transport:

Factors determining Ocean Routes, Types of Shipping Vessels

Unit V Liner Shipping: Concept, Causes and Impact of alliances in Liner Shipping

12 hrs

Liner Freighting Practices: Types of rates, Pricing Principles and Surcharges.

Tramp Shipping: Concept, Features, Types of Chartering-Voyage, Time, Bareboat Charter

Tramp Chartering Practices: Charter party Agreements and their main clauses- Voyage and Time.

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:

- Ram Singh, "International Trade Logistics", Oxford University Press
- V.V.Sople, "Logistics Management", Pearson
- IGNOU International Logistics Module.
- Francis Cherunilam: International Business.

- S K Nandi & S L Ganpathi, "Logistics Management", Oxford University Press
- Y H V Lun, K H Lai & TCE Chang, "Shipping and Logistics Management", Springer
- C Rama Gopal, "Export Import Procedures – Documentation and Logistics", New Age International Publishers
- P. Subba Rao : International Business.
- Thakur & Mishra : International Business.
- Varshney R.L. and Bhattacharya: International Marketing Management.
- Chaudhary B K & Agarwal O P., "Foreign trade and Foreign exchange", Himalayan Publishing House, New Delhi.
- Mathur S K, "International Finance and Foreign Trade". Shivam Publication, Jaipur.
- Parasram "Export-What, Where and How", Anupam Publishers.

(Latest editions of the above books are to be referred)

PAPER CODE – MIB 326 A1
Foreign Language – Fundamentals of French I
(Theory)

Credits: 2

Maximum marks: 100

Contact Hrs/Week: 2

Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. The objective of this subject is to acquaint the students with the working knowledge of the language to make use in international business.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIB 326 A1	Foreign Language (Theory) - Fundamentals of French-I	CO 116A: Learn the elements of the basic grammar and apply them in sentences according to the situation; read and compose texts on different topics, comprehend & answer questions on them.	Approach in teaching: Interactive Hours, Group Discussion, Tutorials, Case Study	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENT

Unit I: Grammaire

06 hrs

Tu ou vous?; Les jours de la semaine; Formules de politesse; L'alphabet; Quelques consignes de classe; Pronoms personnels sujets; Etre; Les nationalités; Genres; Les nombres 1-10; Sigles, Compréhension et composition : Hour et intelligence des textes .

Unit II: Grammaire**06 hrs**

Négation simple; Adjectifs possessifs; Etre/Avoir+quelques verbes en-er; Les présentatifs; L'interrogn.par l'intonation; Professions; 11-69; Oui, non, si
Compréhension et composition : Hour et intelligence des textes

Unit III: Grammaire**06 hrs**

Aller; Moi aussi; Pron.personnels sujets; Conjugaisons du 1er groupe; Faire du/de la...sport; 69--; On=nous; Le future proche; Qqs.indicateurs de temps; Adjs.possessifs; Compréhension et composition : Hour et intelligence des textes ; Paragraphe : mon ami(e) / mes goûts et mes préférences

Unit IV: Grammaire**06 hrs**

Il y a; Articles définis et indéfinis; Pluralité; Pronoms emphatiques et usages; Le passé compose: partie I; Les pronoms pers.directs; Cause (Pourquoi? -Parce que...); Quel(s)/Quelle(s); Est-ce que; Finir-Savoir; L'heure et la date, Les mois; Indicateurs de temps-II, Compréhension et composition : Hour et intelligence des textes

Unit V: Grammaire**06 hrs**

Négation : ne pas... de; Art.partitifs; Combien? Un peu de/beaucoup de; Qu'est-ce que, combien; offrir, croire; penser à/de; plaire à; Les couleurs; Genre des adjs. Compréhension et composition : Hour et intelligence des textes; Paragraphe : mon université

BOOKS RECOMMENDED:

- Latitudes-I (méthode de français)
- DVD accompanying the textbook
- Robert & Nathan :conjugation
- Collins mini gem bilingual dictionary
- Robert & Nathan :conjugation of verbs <> niveau debutant
- Grammaire Larousse
- Larousse compact dictionary

PAPER CODE – MIB 326 A2
Foreign Language (Oral) – Listening and Speaking Skills in French I
(Practical)

Credits: 2
Maximum marks: 100
Contact Hrs/Week: 2
Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. The objective of this subject is to acquaint the students with the working knowledge of the language to make use in international business.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIB 326 A2	Foreign Language (Oral)- Listening and Speaking Skills in French-I	CO 117A: Express oneself, ask & answer questions, interview another, discuss & debate a matter by giving one's opinion, convince another, do shopping, guide people to their destinations, relate/keep records of past events, acquire language skills necessary for any socio-economic environment.	Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENT

Unit I: Listening & Speaking Skills

06 hrs

Phonologie/prononciation; Activités: Salutations; Echanges pour entrer en contract; se présenter et s'excuser; Tu/Vous? Comprendre les consignes de classe; Epeler son nom/prénom; 1-10

Unit II: Listening & Speaking Skills

06 hrs

Activités: Comprendre les essentiels dans un échange en milieu professionnel; Se présenter /présenter un autre

Unit III: Listening & Speaking Skills

06 hrs

Activités: Compréhension de conversations rapides sur goûts et passions; Expression de ses propres goûts; Comprendre une demande laissée sur un répondeur téléphonique; Projets de week-end

Unit IV: Listening & Speaking Skills

06 hrs

Activités: Demander un service à qqn; Demander à qqn.de faire qch; Imaginer/raconter au passé

Unit V: Listening & Speaking Skills

06 hrs

Activités: Message d'invitation; Inviter qqn/accepter ou refuser l'invitation; Fixer/prendre un rendez-vous par téléphone; Exprimer son point de vue; Faire des achats dans un magasin

BOOKS RECOMMENDED:

- Latitudes-I (méthode de français)
- DVD accompanying the textbook
- Robert & Nathan :conjugation
- Collins mini gem bilingual dictionary
- Robert & Nathan :conjugation of verbs- niveau debutant
- Grammaire Larousse
- Larousse compact dictionary

PAPER CODE – MIB 326 B1
Foreign Language – Fundamentals of German I
(Theory)

Credits: 2

Maximum marks: 100

Contact Hrs/Week: 2

Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. The objective of this subject is to acquaint the students with the working knowledge of the language to make use in international business.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIB 326 B1	Foreign Language (Theory) - Fundamentals of German-I	CO 116B: To possess a working knowledge of German to cope up with modern business environment which is increasingly becoming more and more international in business.	Approach in teaching: Interactive Hours, Group Discussion, Tutorials, Case Study	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENT

Unit I	Kapitel 1	06 hrs
	<p>Sprachhandlungen :grüßen und verabschieden sich und andere vorstellen übersich und anderesprechen Zahlenbis 20, Telefonnummer und E-Mail-Adressennennen buchstabieren überLänder und Sprachensprechen</p> <p>Wortschatz :Zahlen von 1–20 Länder und Sprachen</p> <p>Grammatik : W-Frage Aussagesatz Verben und Personalpronomen I</p>	
Unit II	Kapitel 2	06 hrs
	<p>Sprachhandlungen :überHobbyssprechen sich verabreden Wochentagebenennen überArbeit, Berufe und Arbeitszeitemsprechen Zahlen ab 20 nennen überJahreszeitemsprechen einProfi im Internet erstellen</p> <p>Wortschatz :Hobbys Wochentage Zahlen ab 20 Berufe Monate und Jahreszeiten</p> <p>Grammatik : Artikel: der, das, die Verben und Personalpronomen II Ja-/Nein-Frage Plural der Substantive die Verbenhaben und sein</p>	
Unit III	Kapitel 3	06 hrs
	<p>Sprachhandlungen :Plätze und Gebäudebenennen FragenzuOrtenstellen TexteeinerBildergeschichteuzuordnen Dinge erfragen Verkehrsmittelbenennen nachdemWegfragen und einenWegbeschreiben TextemitinternationalenWörternverstehen Artikellernen</p> <p>Wortschatz :Plätze und Gebäude Verkehrsmittel Richtungen</p> <p>Grammatik : bestimmterArtikel der, das, die unbestimmterArtikelein, ein, eine Negationsartikelkein, kein, keine ImperativmitSie</p>	
Unit IV	Kapitel 4	06 hrs
	<p>Sprachhandlungen :über Essen sprechen einenEinkaufplanen GesprächebeimEinkaufführen Gesprächebeim Essen führen mit W-FragenTexteverstehen Wörterordnen und lernen</p> <p>Wortschatz :Mahlzeiten Lebensmittel Getränke Geschäfte</p> <p>Grammatik : PositionenimSatz Akkusativ VerbenmitAkkusativ</p>	
Unit V	Kapitel 5	06 hrs
	<p>Sprachhandlungen : die Uhrzeitverstehen und nennen Zeitangabenmachen über die Familiesprechen sich verabreden sichfüreineVerspätungentschuldigen einenTermintelefonischvereinbaren</p> <p>Wortschatz :Tagesablauf Uhrzeiten Familie</p> <p>Grammatik :Zeitangabenmit am, um, von ... bis Possessivartikelmein, dein, ... ModalverbenimSatz: Satzklammer Modalverbenmüssen, können, wollen</p> <p>Kapitel 6</p>	

Sprachhandlungen :etwasgemeinsamplanen | überGeburtstagesprechen | eineEinladungverstehen und schreiben | im Restaurant bestellen und bezahlen | übereinEreignissprechen | bestimmteInformationen in Texten fi nden | Veranstaltungstippsim Radio verstehen

Wortschatz :Freizeitaktivitäten | Essen | Getränke | Eigenschaften | Veranstaltungen

Grammatik :Datumsangaben: am ... | trennbareVerben | Präpositionfür + Akkusativ | PersonalpronomenimAkkusativmich, dich ... | Präteritum von haben und sein

BOOK RECOMMENDED:

- Netzwerk A1 (Kapitel 1 -6)

PAPER CODE – MIB 326 B2

Foreign Language (Oral) – Listening and Speaking Skills in German I (Practical)

Credits: 2

Maximum marks: 100

Contact Hrs/Week: 2

Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. The objective of this subject is to acquaint the students with the working knowledge of the language to make use in international business.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIB 326 B2	Foreign Language (Oral)- Listening and Speaking Skills in German-I	CO 117B: To know the correct way of pronunciation in German, appropriate greeting forms according to German custom, introducing (self and others) and enquiring about one’s well being in German, and also describing the day to day activities in German.	Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENT

Unit I Grüßen und verabschieden | sich und andere vorstellen | übersich und anderesprechen | Zahlenbis 20, Telefonnummer und E-Mail- Adressenennen | buchstabieren | überLänder und Sprachensprechen **06 hrs**

	Aussprache : Alphabet	
	Landeskunde :Länder und Sprachen	
	Der Film :Guten Tag! Die Telefonnummer Ichspreche ...	
Unit II	überHobbysprechen sichverabreden Wochentagebenennen überArbeit, Berufe und Arbeitszeitensprechen Zahlen ab 20 nennen überJahreszeitensprechen einProfi I im Internet erstellen	06 hrs
	Aussprache :Satzmelodie: Fragen und Antworten	
	Landeskunde :Jahreszeiten in D-A-CH und typischeHobbys	
	Der Film : Die Praktikantin IhrFamiliename?	
Unit III	Plätze und Gebäudebenennen FragenzuOrtenstellen TexteeinerBildergeschichtezuordnen Dinge erfragen Verkehrsmittelbenennen nachdemWegfragen und einenWegbeschreiben Textemitinternatio-nalenWörternverstehen Artikellernen	06 hrs
	Aussprache : Lange und kurzeVokale	
	Landeskunde :Sehenswürdigkeiten, Zahlen und Events in Hamburg	
	Der Film : Die Taxifahrt Im Hotel	
Unit IV	über Essen sprechen einenEinkaufplanen GesprächebeimEinkaufführen Gesprächebeim Essen führen mit W-FragenTexteverstehen Wörterordnen und lernen	06 hrs
	Aussprache :Umlaute ä, ö, ü	
	Landeskunde : Essen in D-A-CH, Beruferund ums Essen	
	Der Film : Frühstückbei den Bergs Einkaufen	
Unit V	Die Uhrzeitverstehen und nennen Zeitangabenmachen über die Familiesprechen sichverabreden sichfüreineVerspätungentschuldigen einenTermintelefonischvereinbaren	06 hrs
	Aussprache : „r“ hören und sprechen	
	Landeskunde :Pünktlichkeit in D-A-CH	
	Der Film :Nie hast du Zeit! Termine!	
V	etwasgemeinsamplanen überGeburtstagesprechen eineEinladungverstehen und schreiben im Restaurant bestellen und bezahlen übereinEreignissprechen bestimmteInformationen in Texten fi nden Veranstaltungstippsim Radio verstehen	
	Aussprache :ei, eu, au	
	Landeskunde :Kneipen& Co in D-A-CH	
	Der Film :Arbeit? Im Restaurant Überraschung!	

BOOK RECOMMENDED:

- **Netzwerk A1 (Kapitel 1 -6)**

PAPER CODE – MIB 326 C
Global Strategic Management
(Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. To help students understand strategy management process that is responsive to rapid changes in an organization's globally oriented environment and also to help them understand tasks of implementing strategy in a global market.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIB 326C	Global Strategic Management	CO 116: To gain understanding about the basic concepts of strategy and strategic management along with its relevance to global business environment. CO 117: To gain knowledge about various aspects related to choice of strategy, portfolio analysis and competitive advantage at global level. CO 118: Identify the global strategic options available at corporate, business and functional level. CO 119: Understand the aspects and issues involved in global strategic implementation and control CO 120: Acquaint students with various Ethical and Social considerations in Global Strategic Management.	Approach in teaching: Interactive Hours, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENT

Unit I Concept and role of Strategy; Strategic Intent: vision, mission, business definition and objectives; Levels of Strategy- Corporate, Business & Functional level, Strategic **12 hrs**

management process; Concept of Strategic Fit; Leverage and Stretch; Global Strategy and Global Strategic Management.

Unit II	Choice of Strategy: Concept, process, evaluation of alternatives, decision factors, contingency approach. Portfolio Analysis: BCG Matrix, GE Nine Cell Matrix, Gap Analysis. Competitive Advantage and Core Competence; Blue Ocean Strategy.	12 hrs
Unit III	Strategic options at Corporate Level: Growth, Stability and Retrenchment Strategies. Corporate Restructuring Strategic options at Business Level: Porters' Generic Business strategies, Cost Leadership, Differentiation & Focus. Functional Level Strategies (Elementary Knowledge only)	12 hrs
Unit IV	Strategy Implementation and Control: Interdependence of Formulation and Implementation of Strategy; Issues in global strategy implementation- Planning and allocating resources; Strategy evaluation and control: Meaning, Process, Techniques; Elements of a Strategic control system- Feed forward control, Feedback control and concurrent control.	12 hrs
Unit V	Ethical and Social considerations in Global Strategic Management: Corporate Social Responsibility (CSR) – Concept, Definition, Friedman's Traditional view and Carroll's Modern view of CSR, Responsibility towards various Stakeholders. Corporate Governance in Global Context: An Overview, Management of corporate governance, duties, responsibilities, attributes and liabilities of corporate board.	12 hrs

***Case studies related to entire topics are to be taught**

BOOKS RECOMMENDED-

- Prasad, L M. (1995), Business policy & strategy, New Delhi: Sultan Chand & Sons.
- Azar Kazmi, Business Policy and Strategic Management.
- Ungson, G.R. and Yim-Yu-Wong, Global Strategic Management, M.E. Sharpe.
- Davidson, W.H., Global Strategic Management, John Wiley, New York.
- David F R(1997), cases in strategic management, New Jersey, Prentice Hall
- Porter, Michael E., Competition in Global industries, Harvard University Press, New York,1986.
- Frynas, J.G. and K. Mellahi, Global Strategic Management, Oxford University Press.
- Jauch, L R & Glueck, WF, Business policy and Strategic management, Mc Graw-Hill
- Thompson & Strickland, Strategic Management-Concepts and Cases, Tata McGraw Hill Publishing Co. Ltd., New Delhi.

PAPER CODE – MIB 327
Corporate Internship and Viva Voce
(Practical)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. The objective of this paper is to give practical exposure of Corporate work Environment and Hands-on experience to students.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIB 327	Corporate Internship & Viva Voce	CLO 121. Explore career opportunities prior to course completion and Build industry network CLO 122. Develop communication, interpersonal and other critical skills required in corporate world CLO 123. Prepare a project report on internship	Approach in teaching: Regular contact with Supervisor Learning activities for the students: Presentations, Review of Literature, SPSS practice in Lab	Viva, Presentation

CONTENT

- Unit I** Data Compilation- Compiling data in excel, importing to SPSS, Data Cleaning and summarizing **15 hrs**
Data Analysis using SPSS
- Unit II** Report Writing- Preparation of Rough Draft and Final Draft **15 hrs**

Simultaneously, students are required to meet their supervisors for guidance on regular basis.

BOOKS RECOMMENDED:

- Anil Mishra, Summer Internship Simplified, Wiley Publishers, 2008

PAPER CODE – MIB 328
Synopsis of Dissertation
(Practical)

Credits: 2
Maximum marks: 100
Contact Hrs/Week: 2
Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. The objective of this paper is to make students learn to provide rationale for the research, the research objectives, the proposed methods for data collection and Tools for data analysis. The paper aims to build a strong foundation for carrying out the dissertation work in semester IV.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIB 328	Synopsis of Dissertation	CLO 124. Identify literature for review and critically analyse it CLO 125. Define the research gaps and state research questions. CLO 126. Identify research methods and prepare synopsis of the research project.	Approach in teaching: Interactive Hours, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

Guidelines: The students are required to identify the research area under the broad field of International Business in consultation with their respective supervisors, and prepare a synopsis. Evaluation will be done on the basis of the synopsis submitted along with a PowerPoint presentation by the student by a panel of examiners.

BOOKS RECOMMENDED-

- David Gough, Sandy Oliver and James Thomas, An Introduction to Systematic Reviews, Sage Publications
- Anthony J Onwuegbuzie & Rebecca Frels, Seven Steps to a Comprehensive Literature Review- A Multimodal and Cultural Approach, Sage Publications

PAPER CODE – LAD 320
Social Media Networking and Presentation Skills
(Practical)

Credits: 2
Maximum marks: 100
Contact Hrs/Week: 2
Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. The objective of this paper is to give students in depth knowledge of the various aspects concerning Personal branding, creating online resume on various platforms, learning to work on writing online and offline content. Emphasis is also given on public speaking, and working amongst different groups and with cultural diversity.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			

LAD 320	Social Media Networking & Presentation Skills	<p>CLO 127. Learn personal branding to create an online presence and create own blog.</p> <p>CLO 128. Learn general etiquette and mannerisms, both professional and social.</p> <p>CLO 129. Learn the art of creating presentations and presenting them in front of a large audience.</p> <p>CLO 130. Learn to combat stress through meditation and relaxation technique</p>	<p>Approach in teaching: Interactive Hours, Group Discussion</p> <p>Learning activities for the students: Presentations</p>	Viva and Presentation
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CONTENT

Unit I	Personal Branding: Converting hobby into passion Introduction to personal branding, the art of authenticity, Choosing the best social media network, why scheduling is important, Brand maintenance, online identity, creating relationship with the professional network to create a professional personal brand. Social networking sites: Blogging your passion Self-discipline and trust building activities, what is blogging and blogging platforms, which platform to choose, setting up a blog, types of blog and blog writing, finding the right subject matter, following skill not passion, do's and don'ts of blogging.	06 hrs
Unit II	Etiquette Business Etiquette: Grooming, Positive impression, Communication, Social Imaging. E-Mail Etiquette: Professional Behaviour at work, Subject line, CC-BCC, professional e mail address and other basic do's and don'ts. Phone etiquette: Tone of voice, receiving and dialling, phone language, eliminating distraction, basic etiquette and do's and don'ts. Whatsapp/messaging etiquette, social etiquette, Business meeting etiquette, cubicle manners, dining etiquette, social media etiquette	06 hrs
Unit III	Pre presentation research and prep Pre-Presentation Prep, preparing slides and Yourself, Delivering the Presentation, Practical-Individual Presentations and Extempore, do's and don'ts in presentations, using graphics, images and videos, saving presentations, giving a boost start with a case study or a story, 6 by 6 slide rule. Types of presentations, taking presentations to SlideShare and LinkedIn, importance of research.	06 hrs
Unit IV	Stress Management: Knowing the reasons, living a relaxed life, Being Emotionally Wise, Inner self integration technique, Meditation, types and importance.	06 hrs
Unit V	Seminar/Webinar and Industry Expert Session These will be conducted by Industry leaders as question answer session and experience sharing.	06 hrs

BOOKS RECOMMENDED-

- Erik Deckers and Kyle Lacy (2010), Branding Yourself: How to Use Social Media to Invent or Reinvent Yourself.

PAPER CODE – MIB 421
Business Ethics and Corporate Governance
(Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. This paper aims to understand ethical issues in business and the role of Corporate Governance practices in maintaining transparency in business transactions. To highlight the importance of commitment to values and ethical conduct of business.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIB 421	Business Ethics & Corporate Governance	CLO 131. Understand the importance of ethics and corporate governance in the day-to-day working of organizations CLO 132. Create a framework for effective corporate governance by understanding the role and responsibility of different stakeholders. CLO 133. Learn scope of business ethics in Compliance, finance, Human resources, marketing, production. CLO 134. Understand the importance of ethics and corporate governance in the day-to-day working of organizations. CLO 135. Learn the issues involved in maintaining ethics/ corporate governance and how to deal with such situations.	Approach in teaching: Interactive Hours, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENT

Unit I Introduction to Business Ethics: Meaning, Nature of Ethics, Ethical Concepts and Theories, Morals and Values, Importance and need of ethics in business, Kohlberg's six stages of moral development (CMD) **10 hrs**

Values – Importance, Sources of Value Systems, Types, Values across Cultures, Difference between values and ethics.

Unit II **Managerial Ethics:** Categories of management morality Ethical Problems-Dilemma at Work-Sources, Resolutions, Corporate Ethical Leadership Whistle Blowing **10 hrs**

Ethical Decisions: Concept, Ethical Decision Making, Ethical Dilemmas in Organization, Social Responsibility of Business.

Unit III **Ethical Issues In The Functional Area:** Concept, Ethics in Marketing, Ethics in Finance, Ethics in HR and Ethics in Information Technology **12 hrs**

Environmental Ethics, Corruption And Gender Issues: Environmental Ethics, Corruption, Gender Ethics, Sexual Harassment and Discrimination.

Unit IV **Corporate Governance:** Meaning of Corporate Governance, Difference between Governance and Management, Purpose of Good Governance, Potential Consequence of poor CG, Governance risk and Financial Stability-The balancing of conflicting objectives. **14 hrs**

Indian and Global Scenario: Sarbanes Oxley Act of 2002, Overview of Anglo-American, Japanese, German, models of CG Reports and recommendations of Narayan Murthy and Ganguly Committees

Unit V **Strengthening Corporate Governance:** Role and composition of the board, remuneration of directors and senior executives, Rights and responsibilities of shareholders, Ownership of independent directors **14 hrs**

Corporate Social Responsibility (CSR): Introduction to CSR, Advantages and Scope, Indian Scenario, CG and CSR, Corporate governance rating

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:

- S K Mandal (2011), Ethics in Business and Corporate Governance, Tata McGraw Hill Publishing Co. Ltd., New Delhi.
- A.C. Fernando(2009), Business Ethics: An Indian Perspective, Pearson Education India.
- David J.Fritsch(2004), Business Ethics; a Global and Managerial Perspective, McGraw-Hill Irwin, Singapore
- Riya Rupani (2015), Business Ethics and Corporate Governance, Himalaya Publishing
- Murthy C.S.V(2009), Business Ethics, Himalaya Publishing.
- Daniel Albuquerque(2010), Business Ethics: Principles and practice, Oxford Uni. Press

(Latest editions of the above books are to be referred)

PAPER CODE – MIB 422
Managing Risk in International Business
(Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. The course aims to develop students' ability to identify, assess and manage the risks that are inherent in international business transactions.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIB 422	Managing Risk in International Business	<p>CO 136: Explain and identify the different types of risks involved in International Business</p> <p>CO 137: Understand and apply various measures of Risks</p> <p>CO 138: Understand the concept of Risk Diversification and management through different portfolio models</p> <p>CO 139: Apply the process of Risk Management in International Business</p> <p>CO 140: Comprehend and apply the hedging techniques for managing foreign exchange and interest rate risk & other risks involved in international trade</p>	<p>Approach in teaching:</p> <p>Interactive Hours using whiteboards, Discussion, Tutorials, Reading assignments, Demonstration, Team teaching, Quiz.</p> <p>Learning activities for the students:</p> <p>Self learning assignments, Effective questions, Solving problems of unsolved questions, Problem based learning-cases, Group learning teamwork, Giving Tasks.</p>	<p>Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects</p>

CONTENT

Unit I	Risks in International Business and its Classification- Concept of Risk, Nature of Risk in International Business, Types of risks- political, Exchange risk, Credit Risk, Transport Risk, Market Risk and Cultural Risk.	12 hrs
Unit II	Measure of Risk in International Business: Expected Return, Standard Deviation, Mean-Variance Analysis, Value at Risk (VaR)	12 hrs
Unit III	Diversification and Risk: Techniques of Risk Management- Risk Reduction, Risk Control, Risk Avoidance, Risk Acceptance. Capital Asset Pricing Model, Arbitrage Pricing Models	12 hrs

Unit IV Risk Assessment in International Business: Risk Identification, Develop Assessment Criteria, Measure risks, Assess Risk Interactions, Prioritize risks & Respond to Risks

12 hrs

Unit V Managing Risk in International Business : Hedging currency and interest rate risk, Export credit insurance, Structured trade finance, Political Risk Insurance

12 hrs

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED-

- Rene M. Stulz, Risk Management & Derivatives, Cengage Learning, India Edition
- Kucuk Yilmaz, Ayse, Flouris, Triant G, Corporate Risk Management for International Business, Springer
- Ephraim Clark, Bernard Marois, Managing Risk in International Business: Techniques and Applications, Better World Books- West
- John Hampton, Fundamentals of Enterprise Risk Management: How Top Companies Assess Risk, Manage Exposure, and Seize Opportunity, Amacom
- Bhogal T.S., Trivedi A.K., International Trade and Inherent Risks. In: International Trade Finance. Finance and Capital Markets Series. Palgrave Macmillan
- Paul Hopkins, Fundamentals of Risk Management, Kogan Page.

**PAPER CODE – MIB 423
Export-Import Documentation & Procedure
(Theory)**

**Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60**

Course Objectives:

This course will enable the students to -

1. The objective of this paper is to acquaint the students with the basic understanding of procedures and documentation of export import in India.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			

MIB 423	Export-Import Documentation & Procedure	<p>CO 141: Describe the nature and significance of various types of export and import documents used in International Business and understand the concept of Aligned Documentation System.</p> <p>CO 142: Understand the Preliminaries for Export and Import for carrying out International Trade and what are the various methods of export payment available.</p> <p>CO 143: Acquainted with the steps involved in export procedure starting from pre shipment procedure to quality checking, role of clearing and forwarding agent, modes of export financing and custom clearance.</p> <p>CO 144: Understand the basic steps in import procedure including exchange control regulations concerning imports.</p> <p>CO 145: Illustrate the credit risk and cargo risk involved in International Business and what risk management tools (Export Credit Insurance & Cargo Insurance) can be used to combat the same.</p>	<p>Approach in teaching:</p> <p>Interactive Hours using whiteboards, Discussion, Tutorials, Reading assignments, Demonstration, Team teaching, Quiz.</p> <p>Learning activities for the students:</p> <p>Self learning assignments, Effective questions, Solving problems of unsolved questions, Problem based learning-cases, Group learning teamwork, Giving Tasks.</p>	Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects
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CONTENT

Unit I	Export Import Documentation: Aligned Documentation System(ADS), Rationale of Documentation, Export Documents: Commercial Invoice, Shipping Bill, Certificate of origin, Certificate of Inspection, Consular Invoice, Mate's Receipt, Bill of Lading, GR form, Bill of exchange, Letter of Credit, Import Documents: Bill of entry, Certification of Measurement, Freight Declaration	12 hrs
Unit II	<p>Preliminaries for Export: Registration Formalities for exports, IEC, RCMC, Export License, Selection of Export Products, FPS, FMS,</p> <p>Methods of Export Payment: Payment in Advance, Open Account, Consignment Stock Payment, Documentary Bills of Exchange</p> <p>Preliminaries for Import: Liberalization of imports, negative list of imports, Categories of importers, Special Schemes for importers</p>	12 hrs
Unit III	<p>Export Procedure: Steps in export procedure: Pre-shipment Procedure, Shipment Procedure, Post-shipment Procedure, Pre-shipment inspection and quality control, Role of clearing and forwarding agents, Export Financing- Pre-shipment & Post-shipment Finance (general concept). Shipment of export cargo: Central Excise Clearance & Custom Clearance- procedure and documentation.</p>	12 hrs

Unit IV**Import Procedure:**

Pre-Import Procedure, Legal dimensions of import procedure, retirement of import documents, custom clearance for imported goods, warehousing of imported goods, Exchange Control Regulations concerning imports.

12 hrs**Unit V****Risk Management (Credit Risk & Cargo Risk):**

Export Credit Insurance: Concept and importance, role of Export Credit Guarantee Corporation (ECGC), covers issued by ECGC, basic principles of ECGC operation, financial guarantees.

12 hrs

Cargo Insurance: Concept & significance, kinds of perils, types of losses- total loss & particular loss, types of policies- specific voyage policy, open cover, open policy, insurance claims- procedure and documentation.

***Case studies related to entire topics are to be taught**

BOOKS RECOMMENDED-

- Khushpat S. Jain, "Export Import Procedures & Documentation", Himalaya Publishing House, Mumbai..
- Chaudhary B K & Agarwal O P., "Foreign trade and Foreign exchange", Himalaya Publishing House, New Delhi.
- Francis Cherunillam, International Business, Himalaya Publishing House. New Delhi
- N.P. SubbaRao : International Business.
- Acharya & Jain., "Export Marketing", Himalaya Publishing House, New Delhi. 3rd edition
- Rathor B S & Rathor J S, "Export Marketing", Himalaya Publishing House, New Delhi 4th edition
- Export Import Procedure & Documentation, IGNOU IBO-04.
- Parasram "Export-What, Where and How". Anupam Publishers.
- Bhalla V K, "International Business Environment and Management". Anmol Publications, New Delhi
- TAS Balgopal : Export management , Himalaya Publishing , New Delhi.

PAPER CODE – MIB 424
International Human Resource Management
(Theory)

Credits: 4**Maximum marks: 100****Contact Hrs/Week: 4****Total Hrs: 60****Course Objectives:**

This course will enable the students to -

1. The objective of this paper is to acquaint the students with the basic understanding of procedures and documentation of export import in India.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			

MIB 424	International Human Resource Management	<p>CO 146: Understand the basic framework of international human resource management and basic organization structures in it</p> <p>CO 147: Evaluate various paradigms of international staffing</p> <p>CO 148: Understand the applied concepts of cross cultural training with the help of prominent training frameworks</p> <p>CO 149: Analyse the importance of performance and compensation in international perspective</p> <p>CO 150: Explore recent issues and trends in international human resource management</p>	<p>Approach in teaching:</p> <p>Interactive Hours using whiteboards, Discussion, Tutorials, Reading assignments, Demonstration, Team teaching, Quiz.</p> <p>Learning activities for the students:</p> <p>Self learning assignments, Effective questions, Solving problems of unsolved questions, Problem based learning-cases, Group learning teamwork, Giving Tasks.</p>	<p>Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects</p>
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CONTENT

Unit I International Context of HRM

Concept, Difference between IHRM and Domestic HRM

10 hrs

HR Organisation Structure in an MNC

IHRM Strategies : International, Multidomestic, Global, Transnational

Organisation Structures in IHRM : International Division Structure, Functional Structure, Geographic Area Structure, Product Structure, Matrix Structure

Unit II International Staffing

Selection strategies for overseas assignments

14 hrs

Obstacles and Benefits of a Global Staffing System

EPRG orientation in Staffing - Hiring HCNs, PCNs and TCNs

Management of Expatriate Hiring

Management of Expatriate Failure

Unit III Training and Development in International Perspective

Cross Cultural Training for expatriates – Advantages and Disadvantages

12 hrs

Stages in Cross Cultural Training : Training Objectives, Types of Global Assignments, Need Analysis, Development and Delivery of program, Evaluating the effectiveness of training

Framework for Cross Cultural Training : Tung's Framework, Mendenhall & Oddou's Framework, Black & Mendenhall Model

HCN Training

TCN Training

Unit IV Performance and Compensation Management in International Perspective

12 hrs

Global Performance Management System

Management of underperformance

Components of International Compensation

Factors influencing International Compensation

Methods of International Compensation

Unit V Issues and Trends in IHRM

12 hrs

Developing and Retaining Ace Players

Workforce Rationalising

Evolving Nature of International Employment

Gender Diversity

Building Service Oriented Models

Organisational Redesign

New HRM Initiatives

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:

- Aswathappa K., S. Dash, International Human Resource Management, Mc Graw Hill, New Delhi.
- Peter J. Dowling, Denise E. Welch, Randal S. Schulle, International Human Resource Management: Managing people in a multinational context, Bangalore, Thompson South Western.
- Mead R, " International Management, Cross Cultural Dimensions
- Ian Beardwell, Len Holden, 1995, Human Resource Management: A contemporary Perspective, New Delhi, Macmillan.
- Cross cultural marketing, Robert Rugimbana & Sonny Nwankwo, Thomson Asia Pte. Ltd, Singapore
- Ivancevich John, M. and Glueck William, R: Foundations of Personnel and Human Resources Management, Revised Edition, m 1983, Business Publications Inc.
- Gupta C B , " Human Resource Management". Sultan Chand & Sons, New Delhi

(Latest editions of the above books are to be referred)

PAPER CODE – MIB 425
International Supply Chain Management
(Theory)

Credits: 4
Maximum marks: 100
Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. Paper has been designed such that it acquaints the students with the key features of International Supply Chain Management and familiarizes the students with the components of International Supply Chain management.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIB 425	International Supply Chain Management	<p>CO 151: Develop an understanding about the role of supply chain and logistics in an organization and the significance of supply chain strategy in overall business.</p> <p>CO 152: Develop an appreciation about the need of sustainable supply chain.</p> <p>CO 153: Learn various mechanisms available to manage demand fluctuations and risk and uncertainty in a supply chain.</p> <p>CO 154: Understand the value of information sharing across entire supply chain for improved supply chain coordination to result in better operational efficiency of the supply chain.</p> <p>CO 155: Learn the framework of sourcing/out-sourcing decisions and different types of supply chain contracts.</p>	<p>Approach in teaching: Interactive Hours, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students: Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENT

Unit I International Supply Chain Management: Concept, Integrated Supply Chain/Value Chain, Supply Chain Strategies- Pull Based Supply Chain, Push Based Supply Chain, Push- **12 hrs**

Pull Based Supply Chain, Coordination in Supply chain, Bullwhip Effect, Drivers of Supply Chain Management, Sustainable Supply chain, reasons of sustainable Supply Chain, Triple Bottom Line

Unit II Supply Chain Planning and Implementation: Aggregated Planning in a Supply Chain, Aggregated Planning Strategies- Planning Supply Chain, Planning and Managing Inventories in a Supply Chain, Planning for optimal Level of product availability, sources and source management, Role of transportation on Supply Chain. **12 hrs**

Unit III Performance Measurement in Supply Chain: Concept, Measurement Systems, Supply Chain Performance Measurement Systems- (Supply Chain Balanced Scorecard, Hierarchy Based Measurement System, Function Based Measurement System, Perspectives Based Measurement System, Supply Chain Operations Reference Model, Dimension Based Measurement System, Interface Based Measurement), **12 hrs**

IT Enabled Supply Chain Management: Electronic Commerce, Electronic Data Interchange, Bar Coding and Scanning, Data Warehouse.

Unit IV Operational And Financial Performance Measurement: Measurement systems objectives, Operational Assessment- Functional Perspective, Measuring Customer Accommodation, Determining Appropriate metrics, Supply chain Comprehensive metrics, Benchmarking, Financial Assessment- Cost-revenue analysis, strategic profit model, Requirements for financial reporting. **12 hrs**

Unit V Emerging Trends in Supply Chain Management: Introduction, Collaborative Strategies, Vendor management Inventory, Third party Logistics, Fourth Party Logistics, Enterprise Resource Planning, Supply Chain Agents, Green Supply Chain, Reverse Logistics, and World Class Supply Chain. **12 hrs**

Supply Chain Risk Management

Supply Chain Risk Management/Risk Dimensions (Product Complexity risk, Regulatory Risk, Resource availability Risk, Security Risk.

***Case studies related to entire topics are to be taught**

BOOKS RECOMMENDED-

- Donald, David, Cooper Bixby M., Supply Chain Logistics Management, Mc Graw Hill International.
- Bhat Shridhara K., Logistics and Supply Chain Management, Himalaya Publishing House.
- Douglas, International Logistics: Global Supply Chain Management Springer- Verlag New York, LLC;2004
- Philippe-Pierre Dornier, Panos Kouvelis, Michel Fender Global Operations and Logistics: Text and Cases Wiley, John & Sons, Incorporated 1998
- Alan Branch Global Supply Chain Management in International Logistics Routledge 2007
- Kent N. Gourdin Global Logistics Management: A Competitive Advantage for the New Millennium Blackwell Publishing 2006

PAPER CODE – MIB 426 A1
Foreign Language – Fundamentals of French II
(Theory)

Credits: 2
Maximum marks: 100
Contact Hrs/Week: 2
Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. The objective of this subject is to acquaint the students with the working knowledge of the language to make use in international business.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIB 426 A1	Foreign Language (Theory) - Fundamentals of French-II	CO 156A: Analyze, master and possess all the elements of the machinery of basic grammar and apply them for generation of sentences according to the situation; compose texts on different topics; read texts on a variety of topics, comprehend & answer questions on them.	Approach in teaching: Interactive Hours, Group Discussion, Tutorials, Case Study	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENT

Unit I: Grammaire

06 hrs

L'impératif; prépositions de lieu; Les articles contractés; Le passé composé-II; Les nombres ordinaux; ne...plus/jamais; Adjs. Numéraux ordinaux; Faire
 Compréhension et composition : Hour et intelligence des textes

Unit II: Grammaire

06 hrs

En provenant de "de"; Qch/rien; Quelqu'un/personne; Il faut/devoir; Qui/que/où; Les pron.personnels indirects
 Compréhension et composition : Hour et intelligence des textes

Unit III: Grammaire

06 hrs

Position des adjectifs; Des de devant un adjective; Noms de pays; Prépositions devant les noms de villes /pays/continents; Tout/tous; Y, pronom complément; Les adjs.démonstratifs
 Compréhension et composition : Hour et intelligence des textes ; paragraphe : les saisons en Inde/ma ville

Unit IV: Grammaire

06 hrs

Les verbes pronominaux; A la pièce/au kilo; Un sachet de/un litre de; D'abord/puis; Peu/assez/trop; L'interrogn.par l'inversion; ; Partir
 Compréhension et composition : Hour et intelligence des textes

Unit V: Grammaire

06 hrs

L'imparfait; Choix entre le p.c. et l'imparfait; Description d'une personne; S'en aller, quitter, partir; Les indicateurs de temps; Le future simple; Le subjonctif present; Place des pronoms avec l'impératif
 Compréhension et composition : Hour et intelligence des textes; paragraphe : les monuments d'Inde

BOOKS RECOMMENDED:

- Latitudes-I (méthode de français)
- DVD accompanying the textbook
- Collins mini gem bilingual Dictionary
- Robert & Nathan :conjugation of verbs<> niveau debutant
- Grammaire Larousse
- Larousse compact dictionary

PAPER CODE – MIB 426 A2

Foreign Language (Oral) – Listening and Speaking Skills in French II (Practical)

Credits: 2

Maximum marks: 100

Contact Hrs/Week: 2

Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. The objective of this subject is to acquaint the students with the working knowledge of the language to make use in international business.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIB 426 A2	Foreign Language (Oral)- Listening and Speaking Skills in French-II	CO 157A: Understand the indications of directions and places, advice others, describe a place, describe a journey and plans of vacations, describe people, express opinion, exchanges on personal activities, advice others.	Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENT

Unit I: Listening and Speaking Skills

06 hrs

Activités : Comprendre des indications de direction et de lieu

Unit II: Listening and Speaking Skills **06 hrs**

Activités : Comprendre une chanson; Comprendre un court message qui exprime l'obligation/l'interdiction; Conseiller

Unit III: Listening and Speaking Skills: Activités **06 hrs**

Comprendre la description d'un lieu; Décrire une ville/région; Comprendre des indications sur la situation d'un lieu; Echanges sur ses activités personnelles et leur fréquence

Unit IV: Listening and Speaking Skills: Activités **06 hrs**

Comprendre le récit d'un voyage; Raconter ses actions quotidiennes; S'exprimer sur le style de vêtements; Reconnaître des personnes à partir de descriptions; Description de personnes; Accord et désaccord

Unit V: Listening and Speaking Skills **06 hrs**

Activités : Projets de vacances; Discuter de la soirée à venir; Adresser des souhaits à quelqu'un

BOOKS RECOMMENDED:

- Latitudes-I (méthode de français)
- DVD accompanying the textbook
- Collins mini gem bilingual Dictionary
- Robert & Nathan : conjugation of verbs <> niveau debutant
- Grammaire Larousse
- Larousse compact dictionary

PAPER CODE – MIB 426 B1
Foreign Language – Fundamentals of German II
(Theory)

Credits: 2

Maximum marks: 100

Contact Hrs/Week: 2

Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. The objective of this subject is to acquaint the students with the working knowledge of the language to make use in international business.

Course Outcomes (COs):

Course	Learning outcomes	Assessment
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PAPER CODE	Paper Title	(at course level)	Learning and teaching strategies	Strategies
MIB 426 B1	Foreign Language (Theory) - Fundamentals of German-II	CO 156B: To make further gains in their fundamental knowledge acquired in the third semester and be ready to understand and use the various nuances of language in reading and writing.	Approach in teaching: Interactive Hours, Group Discussion, Tutorials, Case Study	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENT

Unit Kapital-7 06 hrs

I Sprachhandlungen-Terminabsprechen | Anleitungenverstehen und geben | Briefeverstehen und beantworten | überSprachenlernensprechen | Informationen in Textenfinden | Gesprächssituationenerkennen, Gesprächeverstehen

Wortschatz-Büroalltag | Telefon | Briefstandards | Sprachenlernen

Grammatik-PräpositionenmitDativ | ArtikelimDativ | Possessivartikel: Akkusativ

Unit Kapital-8 06 hrs

II Sprachhandlungen-Wohnungsanzeigenverstehen | eineWohnungbeschreiben | die Wohnungseinrichtungplanen | eineEinladungsschriftlichbeantworten | übereineWohnungseinrichtungsprechen | Gefallen und Missfallenausdrücken | überWohnformensprechen | einen Text übereineWohnungschreiben

Wortschatz-Wohnung | Zimmer und Räume | Möbel und Geräte | Farben | Wohnformen

Grammatik-Adjektivmit sein (+ sehr/zu) | in mitAkk. | Wechselpräpositionenmit Dat.

Unit Kapital-9 06 hrs

III Sprachhandlungen-einenTagesablaufbeschreiben | überVergangenessprechen | Stellenanzeigenverstehen | Meinungüber Jobs äußern, Blogs über Jobs verstehen | einTelefongesprächvorbereiten, telefonieren und nachfragen | über Jobs sprechen

Wortschatz=Berufe und Arbeitsorte | Studium | Jobs

Grammatik-Perfekt | Partizip II: regelmäßige und unregelmäßigeVerben | Sätzeverbinden: und, oder, aber

Unit Kapital-10 06 hrs

IV Sprachhandlungen-überKleidungsprechen | Chat übereinenEinkaufverstehen | überVergangenesberichten |

**Gespräche beim Kleiderkauf führen | sich im Kaufhaus orientieren |
Informationen über Berlin verstehen und recherchieren**

**Wortschatz- Kleidung | Stockwerke und Waren im Kaufhaus |
Geschäfte und Läden**

**Grammatik- Welcher? Welches? Welche? | dieser, dieses, diese |
Partizip II: trennbare und nichttrennbare Verben |
Personalpronomen im Dativ.**

06 hrs

**Unit V
Kapital -11**

**Sprachhandlungen- persönliche Angaben machen |
Körperteile nennen | eine Sportübung verstehen und erklären |
Aufforderungen wiedergeben | Gespräche beim Arzt führen |
Anweisungen verstehen und geben | Gesundheitstipps verstehen
und geben | Wörter erschließen**

**Wortschatz- Körperteile | Körperpflege | Krankheiten |
Medikamente | Berufe**

**Grammatik- Imperativ | Aufforderungssätze | sollen, müssen,
nicht dürfen, dürfen**

Kapital-12

**Sprachhandlungen- Vorschläge für eine Stadttour verstehen |
einen Weg beschreiben | eine Postkarte schreiben | das Wetter
beschreiben | Reiseberichte verstehen | Probleme im Hotel
beschreiben | sich im Hotel beschweren | über Reiseziele sprechen**

**Wortschatz- Urlaubsarten und Reiseziele | Sehenswürdigkeiten |
Wetter**

**Grammatik- Pronomen: man | Fragewörter: Wer? Wen? Wem?
Was? ... | Zeitadverbien: zuerst, dann, später, zum Schluss**

BOOK RECOMMENDED:

- **Netzwerk A1 (Kapitel 6 -12)**

PAPER CODE – MIB 426 B2

**Foreign Language (Oral) – Listening and Speaking Skills in German II
(Practical)**

Credits: 2

Maximum marks: 100

Contact Hrs/Week: 2

Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. The objective of this subject is to acquaint the students with the working knowledge of the language to make use in international business.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIB 426 B2	Foreign Language (Oral)- Listening and Speaking Skills in German-II	CO 157B: to get accustomed to different conversational situations and contexts and accordingly respond to them e.g. accommodation, telephonic conversation, letter, shopping, invitation, problems in hotel, different kind of jobs etc.	Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENT

Unit I Termineabsprechen | Anleitungenverstehen und geben | Briefeverstehen und beantworten | überSprachenlernensprechen | Informationen in Textenfinden | Gesprächsituationenerkennen, Gesprächeverstehen

06 hrs

Aussprache-Langes und kurzes e

Landeskunde-SozialeNetzwerke in D-A-CH

Der Film-In der Firma | Wiefunktioniert das?

Unit II Wohnungsanzeigenverstehen | eineWohnungbeschreiben | die Woh-nungseinrichtungplanen | eineEinladungsschriftlichbeantworten | übereineWohnungseinrichtungsprechen | Gefallen und Missfallenausdrücken | überWohnformensprechen | einen Text übereineWohnungschreiben

06 hrs

Ausspraches und sch

Landeskunde-Wohnformen in D-A-CH

Der Film-MeineWohnung | Wie fi ndet man eineWohnung?

Unit III einenTagesablaufbeschreiben | überVergangenessprechen | Stellenan-zeigenverstehen | Meinungüber Jobs äußern, Blogs über Jobs verstehen | einTelefongesprächvorbereiten, telefonieren und nachfragen | über Jobs sprechen

06 hrs

Aussprache-h hören und sprechen

Landeskunde-Saisonjobs in D-A-CH

Der Film - Der Tag von Felix | Studentenjobs

Unit IV überKleidungsprechen | Chat übereinenEinkaufverstehen | 06 hrs
überVer-gangenesberichten | GesprächebeimKleiderkaufführen |
sichimKauf-hausorientieren | Informationenüber Berlin verstehen
und recherchieren

Aussprache-Betonung von VerbenmitPräfix

Landeskunde-Trendstadt Berlin

Der Film-KannichIhnenhelfen? | Das probiereich an.

Unit V persönlicheAngabenmachen | Körperteilenennen | 06 hrs
eineSportübungverstehen und erklären |
Aufforderungenwiedergeben | GesprächebeimArztführen |
Anweisungenverstehen und geben | Gesundheitstippsverstehen
und geben | Wörtererschließen

Aussprache-p und b, t und d, k und g

Landeskunde=HausmittelgegenKrankheiten

Der Film- Haarewaschen | Der Unfall

VorschlägefüreineStadttourverstehen | einenWegbeschreiben |
einePostkarteschreiben | das Wetter beschreiben |
Reiseberichteverstehen | Problemeim Hotel beschreiben | sichim
Hotel beschweren | überReise-zielesprechen

Aussprache/f/v/w

Landeskunde-BeliebtReiseziele in Deutschland

Der Film- Kofferpacken | Wie war's?

BOOK RECOMMENDED :

- Netzwerk A1 (Kapitel 6 -12)

PAPER CODE – MIB 426 C
International Trade Relations
(Theory)

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. Paper has been designed such that it acquaints the students with the knowledge of World Trade and its relation with India and familiarizes the students with the structure and business opportunities of different regions of the world.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIB 426C	International Trade Relations	CO 156: Develop an understanding about the World Trade and its patterns CO 157: Develop an awareness of trade relations of China & Japan CO 158: Learn various strategies to analyse trade relations with Australia CO 159: Understand the trade mechanism of USA and trade relation with India CO 160: Learn the framework of business and trade in EU	Approach in teaching: Interactive Hours, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENT

Unit I	World's Trade Review: An overview, World merchandise trade, World trade in commercial service, Trends In trade, Developing economies, Trade Facilitation agreement, Applied Tariffs, Aid for Trade, Trade Finance	12 hrs
Unit II	India- China Trade Relations: Overview, Political Relations , Trade & Investments, Sectorial Cooperation, Bilateral Dialogues,	12 hrs
Unit III	India- Australia Trade Relations: Recent Political Interactions, Bilateral Economic and Trade Relations, Civil Nuclear Cooperation, Defense Cooperation, Agriculture, Science & Technology, Resource and energy Security, Education Sports, Art & Culture.	12 hrs
Unit IV	India- USA Trade Relations: Overview, Political Relations, Major Exchanges, Strategic consultation, Civil & Nuclear Cooperation, Counter Terrorism, Trade & Economics, energy & climate changes, Education, Space, Science& Technology, Health Sector, Cultural Cooperation & Media.	12 hrs
Unit V	India- EU Trade Relations: Overview, Trade & Investments, Sectorial Cooperation, Bilateral Dialogues, India- EU summit.	12 hrs

***Case studies related to entire topics are to be taught**

BOOKS RECOMMENDED:

- WTO Trade Statistical Review
- PHD Research Bureau, PHD Chamber of Commerce

**PAPER CODE – MIB 427
Dissertation & Viva Voce
(Practical)**

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4
Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. The main objective of this paper is to culminate the academic experiences of the students in the form of a systematic research. The paper aims to enhance the research and professional proficiency of the students in their areas of specialization.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
MIB 427	Dissertation & Viva Voce	CO 161: Develop responses on the basis of the evaluation and undertake analysis. CO 162: Apply knowledge and understanding in relation to the chosen topic of research CO 163: Communicate in written form by integrating, analysing and applying key texts and practices.	Approach in teaching: Regular contact with Supervisor Learning activities for the students: Presentations, Review of Literature, SPSS practice in Lab	Viva, Presentation

CONTENT

Unit I	Data Compilation- Compiling data in excel, importing to SPSS, Data Cleaning and summarizing	15 hrs
	Data Analysis using SPSS	
Unit II	Report Writing- Preparation of Rough Draft and Final Draft	15 hrs

BOOKS RECOMMENDED:

- Peg Boyle, Demystifying Dissertation Writing, Stylus Publishing, LLC, 2009
- Carol M. Roberts, The Dissertation Journey: A Practical and Comprehensive Guide to Planning, writing and defending your dissertation, Sage Publications

PAPER CODE – LAD 420
Team Building and Stress Management
(Theory)

Credits: 2
Maximum marks: 100
Contact Hrs/Week: 2

Total Hrs: 30

Course Objectives:

This course will enable the students to -

1. This paper aims at helping students to work towards public speaking and mock interviews, a final preparation towards getting a job.

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
PAPER CODE	Paper Title			
LAD 420	Team Building and Stress Management	CO 164: Learn team building CO 165: Learn public speaking CO 166: Learn GD-PI techniques CO 167: Learn Stress Management techniques	Approach in teaching: Interactive Hours, Group Discussion Learning activities for the students: Presentations	Viva and Presentation

CONTENT

- | | |
|--|---|
| <p>Unit I Team Building
Activities, team building games, team processes. Laws of teamwork
Case study approach to team work, The law of the significance, the law of the big picture, the law of the niche. Work ethics Work ethic. Relationship management, receiving and giving positive and negative feedback, body language.</p> <p>Unit II Public speaking: Overcoming fears
Public Speaking Games, Personality Development Games, Extempore, Debate, Group Discussion, one-minute speech, storytelling, story creation, selling items, JAM sessions.</p> <p>Unit III Mock GD Sessions
Internal and external GD sessions and competitions to boost confidence and prepare content.</p> <p>Unit IV Mock PI Sessions
Internal and external PI sessions and competitions to boost confidence and prepare content.</p> <p>Unit V Seminar/Webinar and Industry expert session
These will be conducted by industry leaders as question answer session and experience sharing.</p> | <p>6 hrs</p> <p>6 hrs</p> <p>6 hrs</p> <p>6 hrs</p> <p>6 hrs</p> |
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BOOKS RECOMMENDED-

- Tonya Reiman (2007), The Power of Body Language: How to Succeed in Every Business and Social Encounter.
- John Adair (2007), Develop Your Leadership Skills
- Dale Carnegie, how to stop worrying and start living
- Kelly McGonigal (2015), The Upside of Stress: Why Stress Is Good for You, and How to Get Good at It.

Department of Management

Programme- MBA- Retail Management

OUTCOMES - Academic Year- 2020-21

MBA in Retail Management is two years post-graduation programme. It includes imparting required managerial, technical, communication, skills in students for managing Retail and digital business.

PROGRAMME OUTCOMES

PO1	To understand economic, legal, and social environment of Indian business and gain domain knowledge related to various functional areas of Management.
PO2	To develop skills for Critical thinking, Business Analysis, Problem Solving and finding innovative solutions.
PO3	To demonstrate a global outlook with the ability to identify aspects of the global business and Cross-Cultural Understanding.
PO4	To develop responsiveness to contextual social issues / problems and exploring solutions, understanding business ethics, and resolving ethical dilemmas.
PO5	To develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on).
PO6	To learn to collaborate and demonstrate Leadership skills.

Programme Specific Outcomes

PSO 1	To impart knowledge of functional areas of Retail Management and its application in current business environment to develop and broaden their managing, leadership and analytical skills.
PSO 2	To develop capabilities in students to select and apply appropriate tools for solving complex managerial and business problems.

PSO 3	To harness entrepreneurial approach and skill sets in setting up a retail organisation.
PSO 4	To develop analytical and critical thinking abilities for resolving issues and decision making in retail scenario.
PSO 5	To develop ability to understand and analyze global, economic, legal, social and ethical aspects of business and data science.
PSO 6	To familiarize the students with recent trends in all domains of Management and develop research acumen.
PSO 7	To develop ability to communicate effectively and function efficiently on multidisciplinary teams.
PSO 8	To produce industry ready students having highest regard for Social Responsibility, Teamwork and Continuous Learning.
PSO 9	To give students an in-depth knowledge of Retail Management to get them familiarized with retail sector.
PSO 10	To acquaint the students with managing a company's interactions with current and future customers.
PSO 11	To develop ability to coordinate the business activities as per customer requirements.
PSO 12	To nurture the students' understanding in merchandising, marketing, advertising, branding, digital marketing, sales, campaigning and market research.

COURSE ARTICULATION MATRIX: (MAPPING OF COS WITH PSOs)

Course	COs	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8	PSO 9	PSO 10	PSO 11	PSO 12
MRM 121	CO1	x											
	CO2	x											
	CO3	x											
	CO4	x											
	CO5				x								
MRM 122	CO6					x							
	CO7				x								
	CO8				x	X							
	CO9					X							
	CO10												
MRM 123	CO11		x		x								
	CO12		x		x								
	CO13		x		x								
	CO14		x		x								
	CO15						x						

MRM 124	CO16					X							
	CO17				x								
	CO18		x			X							
	CO19		x		x								
	CO20					X							
MRM 125	CO21	x											
	CO22		x										
	CO23		x										
	CO24		x		x								
	CO25					X							
MRM 126	CO26	x							X				
	CO27								X				
	CO28								x				
	CO29										X		
	CO30									X			
MRM 127	CO31								x				
	CO32								X				
	CO33								x				
	CO34									x			
	CO35					X			x				
MRM 128	CO36	x				X							
	CO37				x	X	X						
	CO38		x		x								
MRM 129	CO39					X							
	CO40		x										
	CO41							x					
LAD 120	CO42	x											
	CO43							x					
	CO44							x					
	CO45	x											
MRM 221	CO46	x											
	CO47							x					
	CO48								x				
	CO49								x				
	CO50										x		
MRM 222	CO51	x											
	CO52	x											
	CO53		x										
	CO54							x					
	CO55					X							
MRM 223	CO56	x											
	CO57								x		x		

	CO58									X			
	CO59									X			
	CO60											X	
MRM 224	CO61	x											
	CO62					X							
	CO63					X							
	CO64					X							
	CO65					X							
MRM 225	CO66	x	x										
	CO67	x	x										
	CO68	x	x										
	CO69												
	CO70	x											
MRM 226	CO71										X		
	CO72										x		
	CO73											X	
	CO74											X	
	CO75						X			X			
MRM 227	CO76												X
	CO77												X
	CO78									x			
	CO79											X	
	CO80										X		
MRM 228	CO81						X						
	CO82		x				X						
	CO83						X						
MRM 229	CO84					X							
	CO85		x										
	CO86					X							
LAD 220	CO87							x					
	CO88							x					
	CO89							x					
	CO90							x					
MRM 321	CO91			x									
	CO92			x									
	CO93			x									
	CO94			x									
	CO95			x		X							
MRM 322	CO96												x
	CO97											x	
	CO98											x	
	CO99				x					X			

	CO10 0									x			
MRM 323	CO10 1												X
	CO10 2					X	X					X	
	CO10 3											x	
	CO10 4												X
	CO10 5												X
MRM 324	CO10 6												X
	CO10 7												x
	CO10 8											x	
	CO10 9										X		
	CO11 0						X				X		
MRM 325	CO11 1									X			
	CO11 2									X			
	CO11 3										X		
	CO11 4												X
	CO11 5											X	
MRM 326	CO11 6											X	
	CO11 7									x			
	CO11 8											x	x
	CO11 9											X	
	CO12 0									x			
MRM 327	CO12 1							x	x				
	CO12 2							x					
	CO12 3						X						
MRM 328	CO12 4						X						
	CO12 5						X						
	CO12 6		x										
LAD 320	CO12 7							x					

MRM 426	CO15 6												x
	CO15 7											x	
	CO15 8											x	X
	CO15 9											X	x
	CO16 0												x
MRM 427	CO16 1		x				X						
	CO16 2		x				X						
	CO16 3		x				X						
LAD 420	CO16 4							x	x				
	CO16 5							x					
	CO16 6							x					
	CO16 7											x	

Department of Management

Program: MBA- Retail Management (2020-21)

COURSE OUTCOMES – Semester I

PAPER CODE- MRM 121

Fundamentals of Management

(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

This course has been designed to acquaint the students with

1. Basic management concepts of organization
2. Processes involved in an organization

Course Outcomes (COs):

Course		Learning Outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MRM 121	Fundamentals of Management	<p>The student wil be able to-</p> <p>CO1: Discuss the Functions and Principles of Management.</p> <p>CO2: Explain process and principles of Planning and Organizing.</p> <p>CO3: Classify theories of Motivation and Leadership.</p> <p>CO4: Identify steps and techniques of controlling.</p> <p>CO5: Apply the concepts of decision making in a business situation.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENTS:

Unit I Management 12 Hrs.

Concepts, Functions, Significance of management, Management and administration, Levels of management.
Principles of management-Henry Fayol and F.W Taylor, Approaches/schools of management thought – Classical , Neo-Classical and Modern.

Unit II Planning 12 Hrs.

Concept, Nature, Processes, Types, Significance of planning, Planning process, Management by Objectives
Organization-Concept, Importance, Process of organizing, Principles of Organization, Types-Formal and Informal.
Organization Structure-Types of Organization Structure-line, line and staff, functional, project, matrix and committee. Delegation and Decentralization of Authority(conceptual knowledge only)

Unit III Decision Making 12 Hrs.

Meaning, Significance, Types of decisions, Process of decision-making, Techniques of decision-making,
Controlling-Concepts, Features, Steps of controlling, Importance, Techniques-Traditional and Modern (Elementary knowledge only)

Unit IV Motivation 12 Hrs.

Meaning, Types of motivation, Importance, Theories of motivation-Maslow's need-hierarchy theory, McGregor's theory X and theory Y, Herzberg motivation-hygiene model, Victor-vroom expectancy model. William Ouchi's motivation theory,

Unit V Leadership 12 Hrs.

Definition, Importance, Difference between leadership and management, Functions of a leader, Styles of Leadership-autocratic, participative and free-rein, Theories of leadership-trait theory, behavioural theory- likert's system of management, Blake and Mouton's Managerial Grid, and Tannenbaum and Schimidt's Continuum of leadership style and situational theory- Fiedler's Contingency Model

BOOKS RECOMMENDED:

- Chhabra T.N "Principles and Practice of Management" DhanpatRai& Co. PvtLtd, New Delhi.
- Nolakha, R.L "Principles of Management" .RBD Publishers, Jaipur.2007
- Sudha G S., "Management", RBSA Publishers, Jaipur.2007
- Koontz, Herold and Weihrich, Heinz. "Management", McGraw Hill, New York.5th edition.
- Stoner, James A.F. and Freeman, R.Edward, "Management"., New Delhi. 6th edition

PAPER CODE - MRM 122

Managerial Economics

(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

This course has been designed to acquaint the students with

1. Acquaint the students with concepts and techniques used in Micro-Economic Theory
2. Enable them to apply this knowledge in business decision-making using both micro and macroeconomic principles. Emphasis is given to changes in the nature of business firms in the context of globalization.

Course Outcomes (COs):

Course		Learning Outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MRM 122	Managerial Economics	<p>The student will be able to-</p> <p>CO6: Describe the nature and scope of managerial economics, concept of utility & consumer's equilibrium from the perspective of organization.</p> <p>CO7: Explain how changes in demand and supply affects the Business</p> <p>CO8: Identify relationships between production output & costs and understand the relationship between revenue and costs.</p> <p>CO9: Identify key characteristics and consequences of different forms of markets.</p> <p>CO10: Apply the knowledge of Macroeconomic concepts in the business situations.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation</p>

CONTENTS:

Unit I Managerial Economics: Meaning, Nature and Scope of managerial economics. **12 Hrs.**

Constraints and Opportunity costs, Production Possibility Curve,

Consumer Behaviour: Utility and indifference curve approaches-meaning, law of diminishing, marginal rate of substitution, properties of indifference curve, price line, consumer's equilibrium-conditions of consumer equilibrium, income substitution and price effect.

Unit II Demand analysis: Demand and law of demand, Normal Goods, Substitute Goods, **12 Hrs.**

Veblen Effect, Bandwagon effect, Network Externality, Snob Effect, determinants of demand on demand function, change in demand, elasticity of demand-degrees, Measurement of price elasticity of demand-total expenditure method, proportionate method, point elasticity method. Demand forecasting- Meaning and techniques of demand forecasting, Law of supply (Conceptual)

Unit III Cost and Output Analysis: Cost Concepts and Cost Output Relationship **12 Hrs.**

Concepts of Revenue, Theory of Firm

Unit IV Production Function: Short Run and Long Run **12 Hrs.**

Markets: Meaning, characteristics, types of markets-perfect and imperfect markets, Price and output determination in perfect competition, monopoly and monopolistic market.

Unit V Macro Economic factors affecting Business- Business cycles, Inflation, National Income, Political stability, Financial markets-Stock Market, Currency Market and Commodity Markets **12 Hrs.**

BOOKS RECOMMENDED:

- Satya P Das, Micro Economics for Business, Sage Publications Pvt. Ltd.
- Perloff & Brander, Managerial Economics and Strategy, Pearson Education
- Mathur, Yadav, Vyas, Business Economics, RBSA, Jaipur
- Jain, Khanna & Tiwari, " Business Economics", V K India enterprises, New Delhi.
- Adhikary, M. *Business Economics*, New Delhi, Excel Books, 2000.
- Keat, Paul G & Philips K. Y. Young, *Managerial Economics*, Prentice Hall, New Jersey, 1996.

PAPER CODE - MRM 123

**Information Technology for Management
(Theory)**

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

This course has been designed to acquaint the students with

1. Introduce students to the applications of computers to manage different data management operations in organizations
2. Provides students an opportunity to study the data management for various managerial operations and handling data in corporate environment.

Course Outcomes (COs):

Course		Learning Outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MRM 123	Information Technology for Management	The student will be able to-	Approach in teaching:	Class test, Semester end examinations, Quiz,

		<p>CO11: Work on spreadsheets and employ basic functions to handle data.</p> <p>CO12: Work on advanced inbuilt functions available in spreadsheet software for data analysis</p> <p>CO13: Work on managerial and financial functions, create charts, perform statistical analysis through spreadsheet software</p> <p>CO14: Work on database management software to manage data for effective information management</p> <p>CO15: Describe current trends of e-commerce operations and online financial transactions</p>	<p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	<p>Assignments, Presentation</p>
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CONTENTS:

Unit I	Information Management: – Introduction, Classification of Information	12 Hrs.
	Spread Sheet: Introduction, operations on spreadsheet and workbooks, Filling series, sort, and Formatting worksheet. Basic Spread Sheet Functions: cell referencing (Relative, Absolute, Mixed). Inbuilt function (SUM, AVERAGE, COUNT, MAX, MIN, COUNTIF, CEILING, FLOOR, TRUNC, ABS, , INT, LOG, MOD, POWER, ROUND, EXP, IF, AND, OR), Date & Time functions (NOW, DATE, TIME, DAY, MONTH, YEAR, HOUR, MINUTE, SECOND) Protecting worksheets , Charts in Excel: types, create chart from adjacent data/ nonadjacent data, data series, editing and formatting ,printing chart	
Unit II	Sensitivity Analysis using Spread Sheet : Filter, Advance Filter, Goal Seek, Solver, Scenario Manager, Consolidate, Subtotal, V lookup, H Lookup, pivot table, pivot chart, Freeze Panes. Advance Spread Sheet Functions & tools: Logical Function, Date and time function,	12 Hrs.
Unit III	Financial function: FV, PMT, IPMT, NPER, NPV, PV, RATE, OLE (object linking and embedding). Database Management System: Introduction, Types of Database, System Decomposition, MS Access : database structure, Data types, Creating Tables, table fields, Primary keys and field validation and record validation rules	12 Hrs.
Unit IV	Multiple tables, relationships, Sort & Filter in table, select data with queries: Creating query by design & by wizard, Creating basic forms & Reports.	12 Hrs.
Unit V	E –Commerce & Recent Trends in IT- Introduction to E-commerce, E business model as B2B, B2C, C2C, C2B, G2C. Recent Trends in IT:- Wireless Access Technologies, Types of payments (Credit Card, debit card, online payments, e wallet, upi app based payments etc.) Bluetooth, wifi, RFID.	12 Hrs.

BOOKS RECOMMENDED:

- Martin, Hansen, Klingher & Beth, "Mastering Excel 2000", BPB Publications, 2013.
- Wayne L.Winston, "Excel Data Analysis and Business Modeling", 2010
- John Walkenbach, "Excel 2016 Bible", Wiley

- Chandan Sengupta, "Financial Analysis and Modeling using Excel and VBA", Wiley
- Michael Alexander, Richard Kusleika, "MS Access 2013 Bible", Wiley
- David Whiteley, "E-Commerce", Tata McGraw Hill
- PT Joseph, S.J., "E-commerce: An Indian Perspective", Third Edition, PHI
- Henry C. Lucas, Information Technology for Management, McGraw Hill, International Edition, July 2015.

PAPER CODE - MRM 124

Research for Management

(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

The objective of this course is to enable the students to

1. Identify problems for managerial decision making and design a research
2. Collect data, analyze it and write a report

Course Outcomes (COs):

Course		Learning Outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MRM 124	Research for Management	<p>The student will be able to-</p> <p>CO16: Discuss the various types of research and research design.</p> <p>CO17: Identify the steps of a research process and apply them to conduct a research study.</p> <p>CO18: Design a questionnaire and use it for data collection.</p> <p>CO19: Analyze the collected data using various descriptive and statistical tools and techniques.</p> <p>CO20: Write a research report</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation</p>

CONTENTS:

Unit I	Research: Definition, characteristics, Approaches-Deduction, Induction, Types of Research, Research Process. Research Design: Meaning, Features of a good research design. Types of Research Design-Exploratory, Descriptive and Experimental studies	12 Hrs.
Unit II	Measurement scales -Types of scales- Nominal, Ordinal, Interval and Ratio scales, Scaling Techniques: Comparative and Non-comparative scaling	12 Hrs.
Unit III	Data Collection: Primary and Secondary Data-Methods of collecting data Questionnaire design -Objectives, hierarchy of Questions, Process, Lay out, Pilot testing Sampling design -Meaning of sample and population, Sampling techniques, sample size calculation Preliminary data analysis - Descriptive statistics	12 Hrs.
Unit IV	Hypothesis testing - process, student's T test, Z test, Chi Square test, Kolmogorov Smirnov test Correlation and Regression - Meaning, difference, Assumptions of regression, Regression equation-interpretation and its application	12 Hrs.
Unit V	Analysis of Variance (ANOVA) - One-way and two-way classification. Report Writing: Importance, Process, qualities of a Research report, Report layout	12 Hrs.

BOOKS RECOMMENDED:

- Levin & Rubin, Statistics for Management, Pearson.
- H K Dangi, Shruti Dewen, Business Research Methods, Cengage Learning
- Naresh Malhotra, Marketing Research, Pearson Education.
- C.R.Kothari, Research Methodology, New Age Publication.
- G C Beri, Marketing Research, Tata McGraw Hill.
- Cooper & Schindler, Marketing Research, Tata McGraw Hill.
- Anderson, Statistics for Business and Economics, Sweeney and Williams
- William G Zikmund, Business Research Methods, Cengage learning
- Sancheti & Kapoor, Statistics: Theory, Methods and Application, Sultan Chand & Sons

PAPER CODE - MRM 125

Accounting for Managers

(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

The basic purpose of this paper is to

1. Give an insight of postulates, principles and techniques of accounting to the students
2. Equip students with basic managerial functions related to accounting.

Course Outcomes (COs):

Course		Learning Outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MRM 125	Accounting for Managers	<p>The student will be able to-</p> <p>CO21: Discuss basic Accounting concepts and principles.</p> <p>CO22: Write journal entries, make Trial Balance and prepare Final Accounts of a Company.</p> <p>CO23: Explain various tools and techniques of financial analysis used for decision making.</p> <p>CO24: Identify basic Cost Concepts and use techniques of CVP analysis for decision making.</p> <p>CO25: Become aware about various contemporary issues/concepts in Accounting</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation</p>

CONTENTS:

Unit I Introduction

12 Hrs.

Accounting-Meaning and definition, Nature, Need, objectives, Importance, Limitations, Users of accounting information, Branches of accounting, Accounting as an information system, Generally accepted accounting principles (GAAP)

Basics of Financial Accounting

Accounting equation, Systems of Book Keeping, Types of accounts and their Rules, Basics of Journal and ledger

Unit II Final Accounts

12 Hrs.

Trial Balance-meaning, preparation, errors; Final accounts-contents and their preparation with adjustments

Unit III	Financial Analysis	12 Hrs.
	Meaning, objectives and types of financial analysis, Tools or techniques of financial analysis-Ratio analysis(meaning, objectives, limitations, classification, preparation of financial statements from ratios),Comparative and common size financial statements, Fund Flow analysis and Cash Flow analysis-Meaning, difference and contents	
Unit IV	Cost concepts -Meaning, Objectives, Importance, Methods, Techniques and systems of costing; Basic Cost Concepts-Elements of cost, classification of costs; Cost sheet; Cost-Volume-Profit Analysis -Meaning, Assumptions, Significance, Break even analysis, Contribution and Marginal cost equation, Profit-Volume ratio, Margin of safety, key factor; Effect of change in the profit factors,	12 Hrs.
Unit V	Budgets -Functional budgets, Master Budget, Fixed and Flexible budgets Contemporary issues/concepts in accounting	12 Hrs.
	Convergence to International financial reporting standards (IFRS); Inflation Accounting, Green Accounting, Carbon Credit Accounting, Human Resources Accounting; Value Based Management; Cost reduction systems-kaizen costing system, Activity Based Costing, Life cycle costing; Zero Base Budgeting (ZBB), Performance Budgeting, Social Accounting.	

BOOKS RECOMMENDED:

- Maheshwari, Maheshwari, A text book of accounting for Management, Sultan Chand & Sons.
- M. Y Khan, P.K. Jain, Management Accounting : Text problem and Cases. Tata McGraw Hill.
- IM Pandey, Management accounting, Vikas Publishing House.
- M.N. Arora, Cost Accounting Principles & Practices, Eight edition, Vikas Publishing house.
- Horngren, Management Accounting, Pearson Education.
- Anthony Robert, Management Accounting Principles, R D. Irwin.
- Agarwal M R, Management Accounting-I, Garima Publications

PAPER CODE - MRM 126

Fundamentals of Retail Management

(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

The basic purpose of this course is:

1. Give students an in-depth knowledge of Retail Management
2. Get them familiarized with retail sector.

Course Outcomes (COs):

Course		Learning Outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MRM 126	Fundamentals of Retail Management	<p>The student will be able to-</p> <p>CO26: Understand the concept of retailing</p> <p>CO27: Understand the career opportunities available in the retail sector</p> <p>CO28: Understand different retail formats</p> <p>CO29: Develop decision making skills respect to customer relationship management.</p> <p>CO30: Understand the different factors that influences the buyers.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study, Demonstration.</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations, practical exercises</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation, Peer Review</p>

CONTENTS:

- Unit I Retailing:** Concept, Scope, Place of retailing in Distribution Channel, **12 Hrs.**
 Evolution of retailing in India, Development of retail sector in India,
 Factors behind the change of Indian retailing industry, Functions of retailer, social and economic significance of retailing
Theories of retail change: Theory of natural selection in retailing, Theory of wheel of retailing, Accordion theory, retail life cycle theory
- Unit II Retailer and retail formats:** Retailers' characteristics, Type of merchandise, Variety and assortment, Services offered, Price and cost of offering breadth and depth of merchandise and services **12 Hrs.**
 Retail institutions by ownership, Retail institutions by store-based strategy mix, web, non-store based and other forms of non-traditional retailing
- Unit III Retailing strategy:** Concept, Situation Analysis, Objectives, Control, Feedback. Building a sustainable competitive strategy- Customer Loyalty, Location, HRM, Distribution and Information Systems, Unique Merchandise, vendor relations, Customer Service. Strategic Retail Planning Process **12 Hrs.**

Unit IV Retail Marketing: Retail Marketing Mix, Retail Pricing, Retail Promotional Mix, STP Approach, Retail Communication Mix, Concept of Integrated Marketing Communication, Role of Branding in retail **12 Hrs.**

Unit V Store Location: Trading Area Analysis, Characteristics of Trading Area, Types of location, Location and Site Evaluation **12 Hrs.**

Store Layout, Design and Visual Merchandising: Store Design, Space Management, Visual Merchandising, Atmospherics, Significance of retail image

BOOKS RECOMMENDED:

- Levy Weitz, Retailing Management, Mc Graw Hill
- Barry Berman, Joel R. Evans, Retail Management, Pearson Education
- Chetan Bajaj, Rajnish Tuli, Nidhi V. Srivatava, Retail Management, Oxford University Press
- Swapna Pradhan, Retail Management, Tata McGraw Hill
- Gibson G. Vedmani, Retail Management, Jaico Publishing House

PAPER CODE - MRM 127

Mall Management

(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

The basic purpose of this course is:

1. To acquaint the students with the understanding of concept of malls, maintenance and management concepts.

Course Outcomes (COs):

Course			
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Paper Code	Paper Title	Learning Outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
MRM 127	Mall Management	<p>The student will be able to-</p> <p>CO31: Understand the different mall positioning strategies and the architectural importance of mall design</p> <p>CO32: Explicate the methodology for shopping mall management and understand the different areas of responsibility</p> <p>CO33: Understand the concept of tenant mix, leasing practices and administration, market communication and research</p> <p>CO34: Explain the meaning and importance of other aspects of mall management like Housekeeping, Fire safety and security services</p> <p>CO35: Identify features of organized retail sector</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study, Demonstration</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations, practical exercise</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation, Peer Review</p>

CONTENTS:

- Unit I Introduction to Mall Culture :** Concept of shopping mall, Types of Malls, types of retail formats- multiplexes, food courts, branded stores, specialty stores, hypermarkets, supermarkets, mall resource allocation , Retail Scenario in India, Growth of malls in India **12 Hrs.**
- Introduction to Mall Management:** Concept, Mall Space Supply& Demand
- Unit II Mall positioning:** Mall positioning strategies, strategic planning for malls **12 Hrs.**
- Mall Design :** Current Planning Framework, Design Issues, Feasibility Studies
- Unit III Shopping Mall Management:** Objectives, Scope, Strategic implementation, methodology, area of responsibility. maintenance and repairs, security and safety procedures and regulations, common area management **12 Hrs.**
- Unit IV Leasing and Administration in Mall Management:** Tenant mix, Leasing, Leasing tools, Best leasing practice, Lease administration, measuring mall performance. **12 Hrs.**
- Marketing:** Marketing management steps, marketing plan, budget, calendar, promotion, campaigning, marketing communication, Market research
- Unit V Aspects in Mall Management:** **12 Hrs.**
- Housekeeping Services:** Scope, Quality management, importance, personnel involved
- Fire Management:** Fire management, Fire fighting system and fire safety plan
- Security Management:** Security Management, Parking Management

BOOKS RECOMMENDED:

- Singh, Srinivasan, Mall management: Operating in Indian retail space, McGraw Hill
- Abhijit Das, Mall Management, Taxman Allied Services

PAPER CODE - MRM 128
Seminar on Contemporary Issues
(Practical)

Credits: 4**Maximum Marks: 100****Contact Hrs/ Week: 4****Total Hrs: 60****Course Objectives:**

This course has been designed to

1. Acquaints the students with the Contemporary issues in Management.
2. Create awareness in students about current trends, issues and researches related to various aspects of Management.

Course Outcomes (COs):

Course		Learning Outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MRM 128	Seminar on Contemporary Issues	The student will be able to- CO36: Acquaintance with the Contemporary issues in Management. CO37: Prepare a report based on Systematic review of Literature. CO38: Learn to apply Descriptive as well as statistical tools for data analysis using SPSS.	Approach in teaching: Lab class and regular interaction with supervisor	Viva and Presentation

			Learning activities for the students: SPSS exercises, Presentations	
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CONTENTS:

Unit I	<p>Systematic Review of Literature- Resource Discovery and Gathering of Information, how to review literature systematically</p> <p>SPSS Statistics Environment-Data Editor, Importing data, SPSS Viewer, SPSS output exporting, Syntax Editor, Saving Files, Retrieving files</p> <p>Exploring Data with Graphs- Histogram, Box Plots, Bar Charts, Scatter plots, Line Charts</p>	15 Hrs.
Unit II	<p>Bias- Assumptions, Outliers, Additivity & Linearity, Normality, Homoscedasticity, Spotting bias and Reducing Bias,</p> <p>Descriptive Analysis – Mean, Standard Deviation, Kurtosis, Skewness</p> <p>Parametric Tests- one sample t test, Independent sample t test, Chi square, One Way Anova</p> <p>Non Parametric Tests- Wilcoxon rank sum test, Mann-Whitney Test, Kriskal Wallis Test, Freidman’s ANOVA</p> <p>Correlation- Bivariate Correlation, Partial Correlation, Comparing Correlations, Effect size of correlation, reporting correlation coefficients</p>	15 Hrs.

Apart from the 30 hrs. lab sessions, students are required to devote 4 hrs. per week under the supervision of their respective supervisors on regular basis for guidance on report.

BOOKS RECOMMENDED:

- Andy Field, Discovering Statistics using IBM SPSS Statistics, Sage Publishers
- David Gough, Sandy Oliver and James Thomas, An Introduction to Systematic Reviews, Sage Publications
- Anthony J Onwuegbuzie & Rebecca Frels, Seven Steps to a Comprehensive Literature Review- A Multimodal and Cultural Approach, Sage Publications

PAPER CODE - MRM 129
Community Engagement Services
(Practical)

Credits: 2

Maximum Marks: 100

Contact Hrs/ Week: 2

Total Hrs: 30

Course Objectives:

This course has been designed to

1. Provide hands on experience to young students in delivering community service.
2. Enable students to work in collaboration with community organizations and also enable them to use and enhance skills, competencies and knowledge in a real world capacity, which leads to an enlarged and more fulfilling educational experience.

Course Outcomes (COs):

Course		Learning Outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MRM 129	Community Engagement Services	The student will be able to- CO39: Identify the needs and problems of the community in which they live and work. CO40: Utilize their knowledge in finding practical solutions to community problems. CO41: Create awareness about various issues facing society.	Approach in teaching: Interactive Lectures, Group Discussion, field visit Learning activities for the students: Presentations	Viva and Presentation

Methodology:

The students will undertake Community Engagement Services in the semester. Various guest lectures, field visits, campaigns, workshops and seminars will be organized to fulfill the objectives of this paper.

Students have to undertake a project related to the areas specified for the semester. At the end of each semester students will be evaluated on the basis of the project report related to the work done in the field of Community Engagement.

Various community engagement activities for the semester are as follows:

- **Community Welfare Drive:** Traffic Regulation, Road safety awareness program, Blood Donation, Organic Farming, Consumer awareness, Visit of special home.

- **Health, Hygiene & Sanitation Drive:** Food and Nutrition, Concept of Balance Diet, Safe drinking water, Water borne diseases, National Health Programme, Home Nursing and First Aid.

PAPER CODE - LAD 120
Communication Skills and Time Management
(Practical)

Credits: 2

Maximum Marks: 100

Contact Hrs/ Week: 2

Total Hrs: 30

Course Objectives:

The objective of this course is to

1. Acquaint the students with the communication skills, building reading, writing habits, and public speaking, and working on business etiquette
2. Enable the students to manage time productively

Course Outcomes (COs):

Course		Learning Outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
LAD 120	Communication Skills and Time Management	<p>The student will be able to-</p> <p>CO42: Learn to create and analyze personal SWOT, which will help them in goal setting.</p> <p>CO43: Develop verbal and nonverbal communication skills.</p> <p>CO44: Practice public speaking which will enhance their confidence, manage time more efficiently and effectively.</p> <p>CO45: Gain a new perspective through seminars/webinars and industry sessions</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	Viva and presentation

CONTENTS:

Unit I	Knowing self and Developing a Positive Attitude. Perceptual analysis, using mental models in problem solving, SWOT Analysis and Johari Window (Long term and short-term goals for upskilling).	6 Hrs.
Unit II	Listening, Verbal and Non-verbal communication skills, Public Speaking Asking the right questions, Voice modulations, listening habits, Building reading habit (Fiction and Non-Fiction). Extempore, Debate, JAM sessions	6 Hrs.
Unit III	Written communication, Assertiveness. Formal letter writing, e-mail writing, Netiquette, using e-mail elements, How and when to say No	6 Hrs.
Unit IV	Is time out of control; A war on stress Managing time effectively, 80/20 Rule, Pomodoro Technique, time management tips for managers. Procrastination; turning downtime into productive time The To-Do and Not To do list, Smart goals and career planning, getting organized, important vs. urgent, ways to avoid traps and time sinkers, creating a time management plan.	6 Hrs.
Unit V	Seminar/Webinar and Industry Expert Session These will be conducted by Industry leaders as question answer session and experience sharing.	6 Hrs.

BOOKS RECOMMENDED:

- David Riklan (2003), Self-Improvement the Top 101 Experts Who Help Us Improve Our Lives.
- Kelly McGonigal (2011), The Willpower Instinct: How Self-Control Works, Why It Matters, and What You Can Do to Get More of It.
- Mahadevan Ramesh and Gopalaswamy Ramesh (2010), The ACE of Soft Skills: Attitude, Communication and Etiquette for Success, Pearson publishers.

COURSE OUTCOMES – Semester II

PAPER CODE - MRM 221

Organizational Behaviour

(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

The objective of this course is to

1. Acquaint the students with the theories and concepts of the various organizational aspects
2. Provide knowledge to the students about various aspects and issues concerning conflicts, stress and organizational change

Course Outcomes (COs):

Course		Learning Outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MRM 221	Organizational Behaviour	<p>The student will be able to-</p> <p>CO46: Analyse the behaviour of individuals in organizations in terms of the key factors that influence organizational behaviour and will also gain understanding about various theories of personality.</p> <p>CO47: Discuss the factors influencing group behaviour and group cohesiveness along with the difference between team and group.</p> <p>CO48: Describe the meaning and characteristics of Organizational Power and politics.</p> <p>CO49: Identify the various aspects of conflicts and how to manage the conflicts.</p> <p>CO50: Explain various aspects and issues concerning stress and organizational change.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation</p>

CONTENTS:

Unit I Organizational Behaviour: Definition, Importance , Disciplines contributing to Organization Behaviour.

12 Hrs.

Foundations of Individual Behaviour: Perception-Meaning, characteristics, perceptual process Perceptual selectivity , Perceptual Organization

Personality-Meaning, theories of personality-psychoanalytical theory, socio-psychological theory, trait theory and self theory

Unit II Foundations of Group Behaviour: Meaning, Importance, Process of Group Formation, Types of Groups, Factors influencing group behaviour, Group cohesiveness, factors affecting group cohesiveness

12 Hrs.

Team: Meaning, difference between team and group, Types of teams, techniques of effective team building.

Unit III Organizational Power: Meaning, characteristics, classification of power, contingency approaches to power.

12 Hrs.

Politics: Meaning, Reasons of politics

Unit IV	Conflicts: Meaning, Reasons of conflict, types of conflict, Process of conflict, merits and demerits, management of conflict.	12 Hrs.
Unit V	Stress: Meaning, reasons of stress, types of stress, effect of stress, strategies for coping stress. Organizational Change; Meaning, reasons, types, process of change, résistance to change, management of change.	12 Hrs.

BOOKS RECOMMENDED:

- Stephen P. Robins, Organizational Behaviour, Prentice-Hall of Indian Pvt. Ltd., New Delhi.11th edition
- Mehta Anil & Chouhan Bhumija., "Organizational Behaviour", RBD Publications, Jaipur.
- Prasad L M., "Organization Behaviour", Sultan Chand and Sons, New Delhi.2nd edition
- John W. Newstrom and Kith Davis, Organisational Behaviour, (Human behaviour at work) Tata McGraw – Hill, New Delhi:9th edition
- Luthans, Fred, Organisational Behaviour McGraw-Hill Inc., New Delhi: 1992 9th edition
- Davies, Keth, Organisational Behaviour (Human Behaviour at work), Tata McGrawHill, New Delhi.

PAPER CODE - MRM 222

Marketing Management

(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

The objective of this course is to

1. Acquaint students with the basic concepts of marketing management and marketing strategies
2. Enable students to learn about competitive environment and different situations affecting marketing choices

Course Outcomes (COs):

Course			
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Paper Code	Paper Title	Learning Outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
MRM 222	Marketing Management	<p>The student will be able to-</p> <p>CO51: Describe fundamental marketing concepts, approaches, scope of market and consumer behaviour</p> <p>CO52: Explain market segmentation, target marketing, and market positioning</p> <p>CO53: Discuss how different situations in the competitive environment will affect choices in marketing</p> <p>CO54: Identify the roles of advertising, sales promotion, public relations, personal selling, and direct marketing in the promotion mix.</p> <p>CO55: Explore the role and importance of digital marketing in today's rapidly changing business environment.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation</p>

CONTENTS:

Unit I Marketing Management: An Introduction

Conceptual framework, Nature and Scope of Marketing, Approaches to Marketing. Marketing-Mix, Developing Marketing Strategies and Plans
Consumer behavior
Consumer Behaviour concepts, Buying Decision Process and factors influencing consumer behaviour

12 Hrs.

Unit II Segmentation and Positioning Strategy

Levels and Basis of Market Segmentation, Selecting Market Segments and Targeting, Developing and Communicating Positioning Strategy, Marketing Strategies
Developing Competitive Marketing Strategy
Identifying and Analyzing Competitors, Competitive Strategies for Market Leaders and Challengers, Offensive and Defensive Strategies

12 Hrs.

Unit III Product Planning and Pricing Policies

Product Characteristics and Classifications, Concept of Product-Mix, Product-Line Decisions, Packaging and Labelling, New Product Development Process, Pricing Methods, Factors, Policies and Strategies, Product Life-Cycle

12 Hrs.

Unit IV Marketing Communications and Distribution Channels

Introduction to Marketing Communications, Role of Marketing Channels, Channel-Design Decisions, Physical distribution types and functions

12 Hrs.

Unit V Sustainable Marketing Concepts

Green Marketing, Social Marketing
 Digital Marketing: Concept, process, digital marketing & Traditional marketing
 and digital marketing strategies, Social Media Marketing.

12 Hrs.

BOOKS RECOMMENDED:

- Philip Kotler, Kevin Keller, Abraham Koshy, Mithileshwar Jha: Marketing Management (Fourteenth Edition), A South Asian Perspective; Pearson, 2013.
- Ahuja Vandana, Digital Marketing, Oxford Higher Education
- Rajan Saxena, Marketing Management, Fourth Edition, Tata McGraw Hill, 2008.
- Michael J Evyl, Bruce J. Walker, William J. Stanton, Ajay Pandit, Marketing Tata Mc Graw Hill Education Pvt. Ltd 2010
- Rajiv Lal, John A. Quelch, V. Kastur Rangan, Marketing:Text and Cases, Tata Mc Graw Hill Education Pvt. Ltd.2009
- Paul Baines, Chris Fill, Kelly Page< marketing, Oxford university Press 2008

PAPER CODE - MRM 223

**Human Resource Management
 (Theory)**

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

This course has been designed to

1. Acquaint the students with the various facets of managing people
2. Create an understanding of the various policies and practices of human resource management

Course Outcomes (COs):

Course		Learning Outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MRM 223	Human Resource Management	<p>The student will be able to-</p> <p>CO56: Recognize the importance of managing human resources.</p> <p>CO57: Discuss the foundations of managing human resources in organizations, in terms of systems, strategies and practices</p> <p>CO58: Appreciate the need for well-designed HR policies that enhances employee motivation and performance</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation</p>

		<p>CO59: Identify tools and techniques of Training and development, Recruitment and selection</p> <p>CO60: Locate the dynamics of managing people from real world examples in Human resource field.</p>	<p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	
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CONTENTS:

Unit I Human Resource Management

Concept, Functions of HRM, Importance, Difference between HRM and personnel management. Human Resource Environment-Meaning, Importance, Types -Internal and external Environment that effect HRM Programmes

12 Hrs.

Unit II Human resources Planning

Concept, Importance Process of human resource planning, Quantitative and Qualitative aspect of human resource planning, Levels of HRP, Limitations of HRP.

12 Hrs.

Job Analysis -Meaning, Benefits of Job analysis ,Process, techniques of job analysis Job design-Meaning, approaches, methods of job design.-job rotation, job simplification, job enlargement and job enrichment

Unit III Recruitment

Concept, Importance of recruitment, Sources of recruitment –internal and external recruitment. HR recruitment practices in India. E –HRM recruitment techniques (e recruitment selection development training)

12 Hrs.

Selection-Meaning, Importance, Selection criteria ,Steps in selection process, Selection tools Placement and Induction (conceptual knowledge)

Unit IV Training & Development

Meaning, Importance, benefits, types, process, methods of executive development, Evaluation, Training need assessment.

12 Hrs.

Career Planning : Concept, Process of career planning, career counseling, limitations

Unit V Emerging issues in HRM

HRM strategies for the new millennium-Human capital,mentoring,360 degree appraisal technique, TQM and Top-Quality Circles, Kaizen (a brief knowledge), , Competency Management and Talent Management(Conceptual Knowledge), Succession Planning

12 Hrs.

Managing the Human Resources in 21st Century: Challenges for HRM, Changing roles of HR Practitioners.

BOOKS RECOMMENDED:

- Aswathappa K "Human Resource and Personnel Management". Tata Mc Graw Hill, New Delhi.3rd edition
- Gupta C B, "Human Resource Management". Sultan Chand and Sons, New Delhi.
- V S P Rao- "Human Resource Management-Text and Cases", Excel Publications,New Delhi.2nd edition

- Bhatia S K & Singh Nirmal, "Principles and Techniques of Personnel Management and Human Resource Management", Deep & Deep Publications, New Delhi.
Garry Dessler "Human Resource Management" Prentice Hall of India, New Delhi.7th edition

PAPER CODE - MRM 224

Business Environment

(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

This course helps students to

1. Understand the overall business environment covering economic, political, social and global scenarios
2. Learn and evaluate various components of business environment in business decision making with the understanding of concept of malls, maintenance and management concepts.

Course Outcomes (COs):

Course		Learning Outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MRM 224	Business Environment	<p>The student will be able to-</p> <p>CO61: Explain the concept of business environment.</p> <p>CO62: Identify types of political system.</p> <p>CO63: Analyze various aspects of economic environment and economic policies of the country.</p> <p>CO64: Describe the relevance of technological and societal environment in today's globalized world.</p> <p>CO65: Recognize the international business environment by identifying the role and functions of various international institutions.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation</p>

CONTENTS:

- Unit I Business Environment-** Concept, significance, Types of Business Environment: Internal and External Environment, Micro and Macro Environment, Porter's Five Forces Model of Competition. **12 Hrs.**
- Environment Analysis & Forecasting:** stages, approaches & techniques of environmental analysis.
- Unit II Political environment-** Functions of state, Types of political systems, Economic aspect of Indian constitution: Preamble, Directive principles, Fundamental rights, Centre State Relations **12 Hrs.**
- Legal Environment-** Foreign Exchange Management Act 1991, Consumer Protection Act 1986, Right to Information Act 2005, Competition Act 2002 (Amended Act 2007).
- Unit III Economic environment-** Types of economic systems-Market Allocation, Command Allocation, Mixed Allocation, Impact of Liberalization and Privatization on Indian economy. **12 Hrs.**
- Economic Policies in India-**New Industrial policy, 1991 and Industrial licensing, Monetary policy, Fiscal policy.
- Unit IV Technological Environment-** Technological leadership & Followership, Technology & Competitive Advantage, sources of technological dynamics, appropriate technology, technology adaption, transfer of technology, Intellectual Property Rights (IPR) (concepts of Patent, Copyright, Trademark). **12 Hrs.**
- Societal Environment-** Business and Society, Business Ethics, Business and Culture- Elements of culture, cultural adaptation, cultural shock, cultural transmission, cultural conformity, cultural lag.
- Unit V International Business Environment-** Nature, GATT-Objectives & Principles, WTO-main provisions & functions, Globalization-trends and challenges. **12 Hrs.**
- International Financial Institutions- International Monetary Fund (IMF), World Bank (IBRD), International Development Association (IDA), International Finance Corporation (IFC)-Objectives and Functions.**

BOOKS RECOMMENDED:

- Justin Paul, Business Environment, Tata McGraw Hill Publishing Co. Ltd., 2008
- Francis Cherunillam, Business Environment, Himalaya Publishing House.V.
- Shaikh Saleem, Business Environment, Pearson Education, 2009
- K. Chidambaram and V. Alagappan, Business Environment, Vikas Publication House Pvt Ltd, 2009
- Neelamegam, Business Environment

Financial Management
(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

The purpose of this course is to

1. Develop an insight in the field of Financial Management
2. Equip the student with basic knowledge required for financial decision making.

Course Outcomes (COs):

Course		Learning Outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MRM 225	Financial Management	<p>The student will be able to-</p> <p>CO66: Acquaint with the arena of Financial Management and apply concepts of discounting and compounding to solve practical problems.</p> <p>CO67: Discuss the concept of risk and return, Cash Management, Marketable Securities Management, Receivables Management and Inventory Management.</p> <p>CO68: Calculate working capital requirements and Cost of Capital of a Company.</p> <p>CO69: Apply Capital Budgeting techniques to evaluate a project proposal.</p> <p>CO70: Identify the significance of Leverage; basics of Capital Structure and Dividend policy.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation</p>

CONTENTS:

Unit I **Meaning**, Nature, Scope, Importance and Objectives of Financial Management; Functions of a chief financial officer; Sources of finance- Long term and Short term; Indian financial system-structure and functions.

12 Hrs.

Time value of money-Compounding and Discounting concept and its applications

Unit II	Risk and Return – Risk of a single asset, portfolio theory and risk diversification, Systematic and unsystematic risk, Capital Asset pricing model (CAPM)- Assumptions, CAPM equation, Security Market line (SML)	12 Hrs.
	Cash and Marketable securities management- Meaning and Principles of cash management;	
Unit III	Management of working capital- Meaning, Estimation of working capital requirements, Working capital financing by banks;	12 Hrs.
	Receivables management- Meaning and importance;	
	Inventory management- Meaning, objectives and techniques-Economic order quantity, Re-order point, Fixing stock levels.	
Unit IV	Cost of Capital- Meaning, Cost of Debt, Preference and Equity Capital, Weighted average cost of capital;	12 Hrs.
	Capital Budgeting: Concept, need and objectives; Methods of Capital budgeting –Average Rate of Return, Payback period, Net present value, Internal Rate of Return, Profitability Index.	
Unit V	Leverage: Meaning, types of leverages and their significance;	
	Capital Structure- Meaning, considerations in capital structure planning, value of firm and capital structure;	12 Hrs.
	Dividend Policy- Meaning, Factors affecting dividend decisions, Alternative forms of dividends, Types of dividend policies, Dividend policy models- Assumptions and criticism	

BOOKS RECOMMENDED:

- Brigham Houston, Fundamentals of Financial Management, Cengage Learning.
- I M Pandey "Financial Management", Vikas Publications
- Vyuptkesh Sharan, Fundamentals of Financial Management, Pearson
- Besley, Brigham, Parasuraman, Corporate Finance-A South Asian Perspective, Cengage Learning
- Sheeba kapil, Fundamentals of Financial Management, Pearson
- Chhandra Prassana, Financial Management, Tata McGraw Hill
- Khan & Jain, "Financial Management". Tata McGraw Hill, New Delhi
- Van Horne, Financial Management, PHI
- Rustagi R.P, Fundamentals of Financial Management, Taxmann

PAPER CODE - MRM 226

Consumer Behaviour

(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

The basic purpose of this course is:

1. To acquaints the students with the various stages that a consumer goes through before purchasing any product or service. concepts.

Course Outcomes (COs):

Course		Learning Outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MRM 226	Consumer Behaviour	The student will be able to- CO71: Understand consumer behaviour in an informed and systematic way. CO72: Analyse personal, socio-cultural, and environmental dimensions that influence consumer decisions making. CO73: Relate internal dynamics such as personality, perception, learning motivation and attitude to the choices consumers make. CO74: Establish the relevance of consumer behaviour models and concepts to marketing decisions CO75: Application of knowledge of consumer behaviour to retail sector.	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENTS:

- Unit I Introduction:** Conceptual Framework, Significance, Evolution of consumer behavior, concept of consumer research, qualitative and quantitative research, steps in consumer research process **12 Hrs.**
- Unit II Consumer buying process:** consumer decision making process, types of consumer buying behavior, environmental influences on consumer behavior-cultural influences- social class, reference groups and family influences- opinion leadership and personal influences, diffusion of innovations, adoption process **12 Hrs.**

Unit III	Individual determinants of consumer behavior: consumer perception, learning, attitudes, motivation and personality, psychographics, values and lifestyles	12 Hrs.
Unit IV	Models of consumer behavior: Nicosia, Howard and Sheth, Engel-Blackwell-Miniard	12 Hrs.
Unit V	Retailing and consumer behavior: Profile of Indian consumer, influence of situational variables on shopping behavior, consumer image of a retail store	12 Hrs.

BOOKS RECOMMENDED:

- Schiffman and Kanuck, Consumer Behaviour, PHI
- Loudon and Della Bitta, Consumer Behavior: Concepts and Applications, Tata Mc Graw Hill
- Suja R. Nair- Consumer Behaviour in Indian Perspective, Himalaya Publishing House
- Chunawalla, S.A. Commentary on Consumer Behaviour, Himalaya Publishing House

PAPER CODE - MRM 227
Merchandise Management
(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

The basic purpose of this course is:

1. To acquaint the students with the activities which contribute to the sale of merchandise to the consumers for their end use.

Course Outcomes (COs):

Course		Learning Outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MRM 227	Merchandise Management	The student will be able to- CO76: Discuss the concepts of merchandising.	Approach in teaching:	Class test, Semester end examinations, Quiz,

		<p>Ensure the product choice meets targeted consumer needs.</p> <p>CO77: Create an acceptable balance between the merchandise inventories and sales</p> <p>CO78: Use appropriate price setting strategy in order to successfully achieve business goals.</p> <p>CO79: Increase customer satisfaction.</p> <p>CO80: Improve sales and brand identity.</p>	<p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	<p>Assignments, Presentation</p>
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CONTENTS:

- Unit I Retail Merchandising:** Concept, Evolution, Merchandise Sourcing, Factors affecting the merchandising functions. **Merchandiser:** Role and responsibilities. **Suppliers:** Types of Suppliers, Criteria for the selection of Suppliers. **12 Hrs.**
- Unit II Merchandise Mix:** Concept, Merchandise Management Process, Developing assortment plan, **12 Hrs.**
- Category Management, Brand Alternatives.
- Merchandise Budgeting:** Merchandise Forecasting and Budgeting, Inventory Valuation.
- Unit III Merchandise Planning:** Concept of Merchandise Planning, Applications of Merchandise Planning, Staple Merchandise Management System, Fashion Merchandise Management System, Open-to-Buy System, Allocating merchandise to stores **12 Hrs.**
- Unit IV Pricing the Merchandise in Retail:** Pricing Objectives and Policies, Basic Mark-up Formulas, Markdown Management. **12 Hrs.**
- Merchandise Replenishment:** Retail Replenishment, Importance of Replenishment, Direct Store Delivery, Managing Retail Home Delivery, Measures of Retail Distribution and Replenishment, Role of It in Retail Distribution and Replenishment.
- Unit V Merchandise Displays and Space Management:** Concept of Merchandise Displays, Importance of Merchandise Displays, Concept of Space Management, Role of IT in Space Management, Concept of Planogram **12 Hrs.**
- Visual Merchandising:** Meaning, Objectives of Visual Merchandising, Growth of Visual Merchandising, Product positioning and Visual Merchandising

BOOKS RECOMMENDED:

- Levy Weitz, Retail Management, McGraw Hill
- Barry Berman, Joel R. Evans, Retail Management, Pearson Education

- Chetan Bajaj, Rajnish Tuli, Nidhi V. Srivatava, Retail Management, Oxford University Press
- Swapna Pradhan, Retail Management, Tata McGraw Hill
- Gibson G. Vedmani, Retail Management, Jaico Publishing House

Paper Code- MRM 228
Seminar Presentation and Viva voce
(Practical)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

The objective of this course is to

1. Create awareness in students about current trends, issues and researches
2. Expose students to case studies /capstone project and enable them to prepare a report based on primary/secondary data

Course Outcomes (COs):

Course		Learning Outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MRM 228	Seminar Presentation and Viva Voce	<p>The student will be able to-</p> <p>CO81: Awareness of current trends, issues and researches.</p> <p>CO82: Apply Descriptive statistics and machine learning using statistical tools SPSS/ Orange.</p> <p>CO83: Prepare a report based on primary or secondary data</p>	<p>Approach in teaching:</p> <p>Lab class, regular interaction with Supervisor</p> <p>Learning activities for the students:</p> <p>SPSS exercises, Orange exercises, Presentations</p>	Viva and Presentation

CONTENTS:

- Unit I Regression-** Simple Linear Model, Linear Model with several Predictors, Model estimation, Assessing Goodness of Fit, R and R square, Assessing individual Predictors **15 Hrs.**
- Bias in Regression Model-** Unusual cases, Generalizing the Model, Sample size in Regression, Assumptions, What if assumptions are violated
- Interpreting Regression Model –** Descriptives, Summary of Model, Model Parameters, Excluded variables, Assessing Multicollinearity,
- Logistic Regression Analysis**
- Unit II Moderation and mediation of variables**
- Exploratory Factor Analysis-** Discovering Factors, Running the analysis, Interpreting output from SPSS, Reliability Analysis, How to report Factor analysis. **15 Hrs.**

Apart from the 30 hrs. lab sessions, students are required to devote 4 hrs. per week under the supervision of their respective supervisors on regular basis for guidance on report.

BOOKS RECOMMENDED:

- IBM SPSS Statistics 20 Core System User's Guide
- IBM SPSS Modeler 18.0 User's Guide
- G N Prabhakara, Synopsis Dissertation And Research To Pg Students, Jaypee Brothers
- Medical Publishers; second edition (2016)

PAPER CODE - MRM 229

**Community Engagement Services
(Practical)**

Credits: 2

Maximum Marks: 100

Contact Hrs/ Week: 2

Total Hrs: 30

Course Objectives:

The basic purpose of this course is:

1. To acquaint the students with the understanding of concept of malls, maintenance and management concepts.

Course Outcomes (COs):

Course		Learning Outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MRM 229	Community Engagement Services	<p>The student will be able to-</p> <p>CO84: Discuss the needs and problems of the community in which they live and work.</p> <p>CO85: Utilize their knowledge in finding practical solutions to community problems.</p> <p>CO86: Create awareness about various issues facing society.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Field visit</p> <p>Learning activities for the students:</p> <p>Presentations</p>	Viva and Presentation

PAPER CODE - LAD 220

Resume Building and GD-PI and Business Etiquette

(Practical)

Credits: 2

Maximum Marks: 100

Contact Hrs/ Week: 2

Total Hrs: 30

Course Objectives:

The objective of this course is to

1. Introduce students to the elements of Resume building and components of GD-PI, which would help them to pass through their interviews
2. Aware students about Business Etiquette and mannerisms and help students to work on their social skills and grooming

Course Outcomes (COs):

Course			

Paper Code	Paper Title	Learning Outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
LAD 220	Resume Building , GD-PI and Business Etiquette	<p>The student will be able to-</p> <p>CO87: Create a powerful resume with action words and create a professional LinkedIn profile.</p> <p>CO88: Identify the elements of group discussion and apply them in mock practice sessions.</p> <p>CO89: Confidence in answering the interview questions.</p> <p>CO90: Identify the elements of group discussion and apply them in mock practice sessions.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion</p> <p>Learning activities for the students:</p> <p>Presentations</p>	Viva and Presentation

CONTENTS:

Unit I Understanding Resume making

Resume Rubric, know your industry, some key notes about LinkedIn, Using LinkedIn and Naukri and networking, preparing career statement. Resume writing Guidelines and formatting. Common Resume Mistakes, Cover letter- Key components and guidelines.

6 Hrs.

Unit II Group Discussion

Body language, Skills required, Importance, Types, Process of GD, Evaluation Criteria, Preparing for GD, Do's and Don'ts of GD, FAQs.
Mock GD

6 Hrs.

Unit III Personal Interview

Answering the most common Interview questions, Body Language, Document filing, Be the auto biographer, Grooming, Mirroring, FAQs.
Mock PI

6 Hrs.

Unit IV Body Language

Gestures, Posture, Greeting, Handshake, Eye contact, expressions, inborn responses, conveying and showing disapproval and rejection, shrugging signals. The right way to approach people, Importance of body language, Being comfortable in your own skin, Staying in contact with people, Personal space, Importance of reading on body language, The word "I", Being able to apologise

6 Hrs.

Unit V Seminar/Webinar and Industry Expert Session

These will be conducted by Industry leaders as question answer session and experience sharing.

6 Hrs.

BOOKS RECOMMENDED:

- Dr. K. Alex (2009), Soft skills know yourself and know the world, Sultan Chand & Sons.
- Mahadevan Ramesh and Gopalaswamy Ramesh (2010), The ACE of Soft Skills: Attitude, Communication and Etiquette for Success, Pearson publishers.

- Shital Kakkar Mehra (2012), Business etiquette – A Guide for the Indian Professional, Harper Collins Publishers.

COURSE OUTCOMES – Semester III

PAPER CODE - MRM 321

Innovation and Entrepreneurship

(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

The objective of this course is to

1. Equip students with knowledge of the basic principles and functionalities of Entrepreneurship
2. Provide knowledge to students about the entrepreneurial & managerial functions in the corporate arena

Course Outcomes (COs):

Course		Learning Outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MRM 321	Innovation and Entrepreneurship	<p>The student will be able to-</p> <p>CO91: Discuss the process of entrepreneurial action, entrepreneurial mindset and personality.</p> <p>CO92: Develop a business plan.</p> <p>CO93: Explain the role of creativity and innovation in entrepreneurship.</p> <p>CO94: Examine strategies for growth and identify the human resource challenges for managing growth.</p> <p>CO95: Identify how government policies can help in promoting an enterprise.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation</p>

CONTENTS:

Unit I	Entrepreneurship: Definition, features, concepts, nature, functions and significance. Entrepreneur: Concept, characteristics, types, functions, role and significance. Entrepreneur vs. Manager.	12 Hrs.
Unit II	Innovation: Definition, classification, Innovative models, Product, process, organizational and marketing innovation and their role in business development, Sources of innovation (push, pull, analogies), transfer of technology. Creativity: Creative Thinking, Barriers to creativity, Creative process, Techniques for improving creative process.	12 Hrs.
Unit III	Building The Business Plan: Designing a competitive business model and building a strategic plan, crafting a winning business plan, Forms of Business ownership.	12 Hrs.
Unit IV	Feasibility Planning: Concept of planning, Four stage growth model, conducting feasibility analysis. Sources of finance: Institutional finance to entrepreneurs.	12 Hrs.
Unit V	Product Protection: Patents, Trademarks and Copyrights: Patents, Types of patents, Disclosures, The patent process, Patents in perspective, Trademarks, copyrights, Intellectual Property rights. Government of India Schemes for Innovation and Entrepreneurship: Startup India, Make in India, AIM, STEP, Jan Dhan- Aadhaar- Mobile (JAM), Digital India, BIRAC, DST, TREAD, National Skill Development Mission.	12 Hrs.

BOOKS RECOMMENDED:

- Zimmerer W. Thomas, Scarborough M. Norman, Essentials of Entrepreneurship and small business management, PHI learning private limited, New Delhi, 2011.
- Holt D.H. Entrepreneurship new venture creation.
- S.S. Khanka, Entrepreneurship Development, S.Chand Publications, New Delhi.
- Vasant Desai, Fundamentals of Entrepreneurship and Small Business Management, Himalaya Publications
- E. Gordon & K. Natarajan, Entrepreneurship Development, Himalaya Publications.

PAPER CODE - MRM 322

Digital Marketing

(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

The basic purpose of this course is:

1. To acquaint the students with the digital marketing landscape
2. To acquire the concepts and tools to create, distribute, promote and price products and services digitally.

Course Outcomes (COs):

Course		Learning Outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MRM 322	Digital Marketing	The student will be able to- CO96: Understand how products fit into the digital marketing mix. CO97: Appreciate how digital tools are changing how products are developed and offered. CO98: Analyze how data mining helps in STP. CO99: Managing digital elements CO100: Learning emerging digital marketing trends	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENTS:

- Unit I Digital Marketing:** Introduction, Traditional Vs Digital Marketing, Evolution of Digital Marketing, Framework of Digital Marketing, need for Digital engagement, Digital Marketing Plan **12 Hrs.**
- Unit II Online Marketing Mix:** Market Segmentation, targeting and Positioning for E-products, E-Price, E-Promotion, Website Characteristics affecting Online Purchase Decision, Digitization and Implications to online Marketing Mix Decisions **12 Hrs.**
- Unit III Consumer Segmentation, Targeting and Positioning using Online tools:** Knowledge Discovery and Data mining, Consumer Segmentation, Consumer Segmentation in Virtual Page, Brand Pages, Consumer Psychographic Profiles and Segmentation, Benefits of Segmentation. **12 Hrs.**

Consumer Targeting: Online Targeting, Deterministic and non- deterministic Targeting, Predictive and Behavioural Targeting

Positioning: Concept, Brand Positioning Online.

Unit IV Digital Marketing Execution Elements: Managing Digital Marketing Revenue, Managing Service Delivery and Payment, Managing Digital Implementation Challenges. **12 Hrs.**

Unit V Digital Marketing Emerging Trends: Voice Search, Smarter Chat, Micro Moments, Augmented and Virtual Reality Marketing, Live Videos, AI and Machine Learning, Engagement Based E-mail Marketing, Rich Lead Profiling, Browser Push Notifications, Content Personalisation, Chatbots, Local Influencer Marketing. **12 Hrs.**

BOOKS RECOMMENDED:

- Vandana Ahuja, Digital Marketing, Oxford Higher Education
- Puneet Singh Bhatia, Fundamentals of Digital Marketing, Pearson
- Gay, Charlesworth, Esen, Online Marketing, Oxford
- Seema Gupta, Digital Marketing, Mc Graw Hill Education

PAPER CODE - MRM 323

Web Designing

(Practical)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 6

Total Hrs: 90

Course Objectives:

The basic purpose of this course is:

1. To equip students for developing an understanding of the formalistic (aesthetic) aspects of design and visual communication.

Course Outcomes (COs):

Course		Learning Outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MRM 323	Web Designing	The student will be able to- CO101: Understand the principles of creating an effective web page CO102: Develop skills in analyzing the usability of a web site CO103: Develop skills in digital imaging CO104: Be able to embed social media content into web pages CO105: Learn the language of the web- HTML	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENTS:

Unit I HTML Introduction: Introduction to HTML, HTML Versions, HTML web page structure, Heading, paragraphs, HTML Formatting, Quotations, comments, colors, images, tables, lists, block and inline elements, Iframes, HTML Links, The HTML5 DOCTYPE, migrating from HTML 4 to HTML5.

18 Hrs.

Tables: Semantic elements: <article>, <aside>, <figcaption>, <figure>, <footer>, <header>, <main>, <nav>, <section>, <summary>, <time>.

Unit II	<p>Introduction to HTML Forms: Form Object, Text element, Password element, Button element, Submit button, Reset button, Checkbox element, Radio element, Text area, Select and option element. New attributes for <input>: autofocus, formaction, formmethod, formnovalidate, height and width, list, min and max, multiple, pattern (regex), placeholder, required, step, input types, input attributes</p> <p>Cascading Style Sheets: Cascading Style Sheets: Understanding Style Sheets, CSS Syntax and Applying Style Sheets to HTML document, Developing Style Sheets: inline, internal and external. <DIV> tag, Using class and ID, Styling Backgrounds, Styling borders, Styling Text, Styling Fonts, Styling Links, Styling Lists, Styling Tables, Margin.</p>	18 Hrs.
Unit III	<p>Basic Concepts of Images: Digital Images and digital image representation format- TIFF, BMP, JPG/JPEG, GIF, PNG, PDF, PSD. Importance of file formats. Bitmap Images and Vector Graphics, Image Size and Resolution, Creating new Images, Scanning, Import & Export, Setting up resolution, size. File formats of images: Image preview, Bitmap, Gray Scale and color options.</p>	18 Hrs.
Unit IV	<p>Introduction to image editing software: Creating, Opening, Saving files. Presets for a new file, Workspace Overview, Layers: Create Layers, Adding a name to the layers, Dragging and Pasting selections on the layers, Dragging layers between files, Viewing and Hiding layers, Editing layers, Copying, Duplicating and Moving layers, Deleting layers, Merging layers, Preserving layers' transparency, Layer modes, Blending options, Using adjustment layers. Masks: Creating a quick mask, editing masks using quick mask mode.</p>	18 Hrs.
Unit V	<p>Toolbox: Selection Tools, Crop Tool, Slice Tool, Slice Select, Measuring Tools: Eyedropper, Color Sampler, Ruler, Note and Count. Retouching Tools, Brush Tools, Gradient and Paint Bucket. Palettes: History Palette, Action Palettes, Color, Swatches, Style, Adjustment Palette.</p> <p>Drawing and Type Tools, Custom Shape, Using Filters, Lens Correction, Liquify, Vanishing Point, Printing: Printing with Color Management in Photoshop. Web Graphics: Slicing web pages, Modifying slice layout, HTML options for slices, Save for Web & Devices.</p>	18 Hrs.

BOOKS RECOMMENDED:

- Dane Cameron, "HTML 5, Java Script and JQuery,Cisdal Publishing; 2nd edition
- Christopher Murphy, [Divya Manian](#), Richard Clark ,Beginning HTML5 and CSS3: The Web Evolved, Apress, 1st edition
- Kevin L. Moss' "Camera Raw with Photoshop® for Dummies", Wiley Publishing, Inc., Indianapolis, Indiana.
- Martin Evening' "Adobe Photoshop CC for Photographers: A professional image editor's guide to the creative use of Photoshop for the Macintosh and PC", Focal Press, First published 2014.
- Elaine Weinmann, Peter Lourekas' "Photoshop CS6: Visual Quick Start Guide", Kindle Edition, Peachpit Press, June 15, 2012.

PAPER CODE - MRM 324

Digital Advertising and Branding

(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

The basic purpose of this course is:

1. To learn how to start advertising on digital platforms.

Course Outcomes (COs):

Course		Learning Outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MRM 324	Digital Advertising and Branding	The student will be able to- CO106: Understand Digital advertising CO107: Learn different types of Digital advertising CO108: Developing advertising for social media platforms CO109: Develop digital Brand equity CO110: Position brands on digital platforms	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENTS:

- Unit I Introduction to Digital Advertising:** Digital advertising, Objectives and Functions **12 Hrs.**
- Unit II Types of Digital Advertising:** Types of Digital Advertising-Search Advertisements, Display Advertisements, Mobile Advertisements, Social Media advertisements, Email Advertisements and Video Advertisements **12 Hrs.**
- Unit III Advertising for social media:** Search Engine marketing, Content Management, Writing for the internet-Banners, Web Ads, Websites, Types of Internet Ads, Writing for Social Media-Instagram, LinkedIn and Facebook **12 Hrs.**

- Unit IV Digital Branding Concepts:** Introduction, Emergence of virtual organization - Internet, E-Commerce, and Mobile Commerce. **12 Hrs.**
- Building online brands, Building digital Brand experiences
- Challenges of digital branding
- Web Branding-Naming online brands, online brand Management.
- Unit V Positioning Digital Brands:** Brand positioning in Digital world, critical success factors for digital branding. **12 Hrs.**
- Challenges for managing digital brands, digital branding strategies, and value promises for digital brands.

BOOKS RECOMMENDED:

- Advertising Principles and Practices, Wells William, Burnett, John, Sandra, Pearson Education
- Marketing and Branding: Indian Scenario, Kumar, Ramesh S., Pearson
- Digital Marketing ,Vandana Ahuja, Oxford University Press, 2015
- Advertising Promotion, Delch George, Michael A, McGraw Hill
- Building Brand Value: 5 Steps To Building Powerful Brands, Parmeswara, M.G., Tata McGraw Hill
- Dutta Kirti, Brand Management – Principles and Practices, Oxford University Press
- Chandershekhar, K.S., Product Management- Text, Applications and Cases, Himalaya Publishing House

PAPER CODE - MRM 325
Social Media Management
(Theory)

Credits: 4
Maximum Marks: 100
Contact Hrs/ Week: 4
Total Hrs: 60

Course Objectives:

The basic purpose of this course is:

1. To lay the foundation for Social Media Marketing for identifying best fit social media channels for targeting audience.

Course Outcomes (COs):

Course			
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Paper Code	Paper Title	Learning Outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
MRM 325	Social Media Management	<p>The student will be able to-</p> <p>CO111: Understand traditional, digital, and social media marketing</p> <p>CO112: Understand the major social media platforms, their functioning and role in marketing</p> <p>CO113: Define target audience</p> <p>CO114: Establish an online presence, create posts, build,</p> <p>CO115: Able to follow and manage social media accounts</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation</p>

CONTENTS:

Unit I **Social Media Marketing:** Introduction and Significance

Facebook Marketing: Facebook for Business, Ad Campaign, Adverts- Placement, Bidding, Budget, Scheduling, Objective, Optimization, Delivery, Audience Insights, Page Insights, Facebook groups, Hashtags, Brand Post Popularity, Consumer Visit Schedules and Click Through rates **12 Hrs.**

Unit II **YouTube Marketing:** YouTube Channels, Ads, Types of Videos, Buying Models, Targeting and Optimisation

LinkedIn Marketing: LinkedIn Strategy, LinkedIn Groups, Leverage Paid Ads, Sponsored Updates, Sales Lead Generation, Content Strategy, LinkedIn Analytics, Targeting, Ad Campaign **12 Hrs.**

Unit III **Mobile Marketing:** Mobile Usage, Mobile Advertising Models, Paid and Owned Mobile Marketing, Proximity Marketing, QR Codes, Augmented Reality, Gamification, Campaign development process, Mobile Campaign Tracking. **12 Hrs.**

Unit IV **Instagram and Snapchat Marketing:** Objectives, Content Strategy, Style Guidelines, Hashtags, Videos, Sponsored Ads, Apps, Generation of Leads, Influencer Marketing, Blogger Relations **12 Hrs.**

Twitter Marketing: Content Strategy, Twitter Usage, Twitter Ads, Twitter Analytics, Tools for management and monitoring

Unit V **Email Marketing:** Introduction, Importance of Email Marketing, Popular Email Marketing Software, Introduction to Mail Chimp, Account setup and settings, Email marketing strategy, creating a Subscriber List, Import subscribers in list. Types of Email marketing campaigns, Creating an Email Campaign. Newsletter, Design Newsletter, Reports **12 Hrs.**

BOOKS RECOMMENDED:

- Tuten, Solomon, Social Media Marketing, Sage Publishing
- Puneet Singh Bhatia, Fundamentals of Digital Marketing, Pearson
- Gay, Charlesworth, Esen, Online Marketing, Oxford
- Seema Gupta, Digital Marketing, Mc Graw Hill Eductaion

PAPER CODE - MRM 326**E-Commerce and Online Security Mechanism****(Theory)****Credits: 4****Maximum Marks: 100****Contact Hrs/ Week: 4****Total Hrs: 60****Course Objectives:**

The basic purpose of this course is:

1. To acquaint the students with E-business management in retail industry.

Course Outcomes (COs):

Course		Learning Outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MRM 326	E-Commerce and Online Security Mechanism	The student will be able to- CO116: Understand the fundamentals of e-commerce in view to conduct business online. CO117: Know the scope, significance and growth in e-commerce business in retail sector. CO118: Learn the e-payment system CO119: Identify the security, legal and ethical issues in e-business	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

		CO120: Understand and utilize Blockchain technology in retail business	
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CONTENTS:

Unit I	Introduction to E-commerce: Scope of E-commerce, Advantages and disadvantages of E-commerce, E-commerce opportunities for industries, e-transition, challenges for Indian corporate. Business models for e-commerce: B2B, B2C, C2C, C2B. e-business models based on the relationship of transaction types: brokerage model, Aggregator model, info-mediary model, community model, value chain model, manufacture model, advertising model, subscription model, affiliate model	12 Hrs.
Unit II	Value chain: Supply chain, Porter's value chain model, competitive advantage, competitive strategy, porter's competitive forces model, first mover advantage, electronic data interchange(EDI), Definition, benefits, layered architecture, distinction between EDI and e-mail, EDI standards, EDI communication, EDI security	12 Hrs.
Unit III	E-Payment system: Types of electronic payment system, digital token based e-payment system, credit card, debit card, smart card, e-cash, digital currency, e-cheque, digital signature, secure e-payment process method SET.	11 Hrs.
Unit IV	Legal and ethical issues of e-commerce, e-security: Security on the internet, network and web security risks, network and website security ,e-business risk management issues, web linking and domain name disputes, encryption and decryption laws .The IT Act2000: highlights of the IT Act 2000, important concepts introduced in IT Act 2000, positive aspects for corporate sector, unresolved issues in IT Act 2000.	12 Hrs.
Unit V	Blockchain: Introduction, Ethereum, Trust Framework and Consensus Mechanisms, Public, Consortium, Private Blockchains, Blockchain Interoperability, Limitations and Misconceptions, Implications of Blockchain on Traditional Business. Blockchain Technology Implementation, Supply chain blockchain architecture, Supply chain traditional architecture, Integration of Blockchain with Supply Chain, Bitcoin, Costless verification, future of blockchain technology, Artificial intelligence, digital privacy. Benefits of Blockchain technology in retail- Provenance, Compliance, Transparency, Faster Payments, Reduced costs, Improved accuracy.	13 Hrs.

BOOKS RECOMMENDED:

- P.T. Joseph , "E-commerce: An Indian perspective", 3rd Edition, PHI Publication, 2008.
- David Whiteley , "e-commerce", TMH publications, 2001
- R. Kalakota, Andrew B.Whinston, "Frontiers of e-commerce", Pearson Education, 2005.
- T.N. Chabra, R.K.Suri, "E-commerce new vistas for business",Dhanpat Rai & Co.

PAPER CODE - MRM 327
Corporate Internship and Viva voce
(Practical)

Credits: 6

Maximum Marks: 100

Contact Hrs/ Week: 6

Total Hrs: 90

Course Objectives:

The basic purpose of this course is:

1. To give practical exposure of Corporate work Environment and Hands-on experience to students.

Course Outcomes (COs):

Course		Learning Outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MRM 327	Corporate Internship and Viva voce	<p>The student will be able to-</p> <p>CO121: Explore career opportunities prior to course completion and Build industry network</p> <p>CO122: Develop communication, interpersonal and other critical skills required in corporate world</p> <p>CO123: Prepare a project report on internship</p>	<p>Approach in teaching: Regular contact with Supervisor</p> <p>Learning activities for the students: Presentations, Review of Literature, SPSS/Analytical software practice in Lab</p>	Viva, Presentation

CONTENTS:

Unit I	Data Compilation- Compiling data in excel, importing to SPSS, Data Cleaning and summarizing	15 Hrs.
	Data Analysis using SPSS	
Unit II	Report Writing- Preparation of Rough Draft and Final Draft	15 Hrs.

BOOKS RECOMMENDED:

- Anil Mishra, Summer Internship Simplified , Wiley Publishers, 2008

PAPER CODE - MRM 328

Synopsis of Dissertation

(Practical)

Credits: 2

Maximum Marks: 100

Contact Hrs/ Week: 2

Total Hrs: 30

Course Objectives:

The basic purpose of this course is:

1. To make students learn to provide rationale for the research, the research objectives, the proposed methods for data collection and Tools for data analysis.
2. Carryout the dissertation work in semester IV.

Course Outcomes (COs):

Course		Learning Outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MRM 328	Synopsis of Dissertation	The student will be able to- CO124: Identify literature for review and critically analyze it. CO125: Define the research gaps and state research questions. CO126: Identify research methods and prepare synopsis of the research project.	Approach in teaching: Regular contact with Supervisor Learning activities for the students: Presentations, Review of Literature, SPSS/Analytical software practice in Lab	Viva, Presentation

BOOKS RECOMMENDED:

- David Gough, Sandy Oliver and James Thomas, An Introduction to Systematic Reviews, Sage Publications
- Anthony J Onwuegbuzie & Rebecca Frels, Seven Steps to a Comprehensive Literature Review- A Multimodal and Cultural Approach, Sage Publications

PAPER CODE - LAD 320

Social Media Networking and Presentation Skills

(Practical)

Credits: 2

Maximum Marks: 100

Contact Hrs/ Week: 2

Total Hrs: 30

Course Objectives:

The objective of this course is to

1. Give students in depth knowledge of the various aspects concerning Personal branding, creating online resume on various platforms, learning to work on writing online and offline content
2. Emphasis on public speaking, and working amongst different groups and with cultural diversity

Course Outcomes (COs):

Course		Learning Outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
LAD 320	Social Media Networking and Presentation Skills	<p>The student will be able to-</p> <p>CO127: Discuss the importance of personal branding by creating an online presence and blog.</p> <p>CO128: Show general etiquette and mannerisms, both professional and social.</p> <p>CO129: Create presentations and able to present them in front of a large audience.</p> <p>CO130: Combat stress through meditation and relaxation technique.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion</p> <p>Learning activities for the students:</p> <p>Presentations</p>	Viva and Presentation

CONTENTS:

Unit I Personal Branding: Converting hobby into passion

Introduction to personal branding, the art of authenticity, Choosing the best social media network, why scheduling is important, Brand maintenance, online identity, creating relationship with the professional network to create a professional personal brand.

**6
Hrs.**

Social networking sites: Blogging your passion

Self-discipline and trust building activities, what is blogging and blogging platforms, which platform to choose, setting up a blog, types of blog and blog writing, finding the right subject matter, following skill not passion, do's and don'ts of blogging.

Unit II	Etiquette Business Etiquette: Grooming, Positive impression, Communication, Social Imaging. E-Mail Etiquette: Professional Behaviour at work, Subject line, CC-BCC, professional e mail address and other basic do's and don'ts. Phone etiquette: Tone of voice, receiving and dialling, phone language, eliminating distraction, basic etiquette and do's and don'ts. Whatsapp/messaging etiquette, social etiquette, Business meeting etiquette, cubicle manners, dining etiquette, social media etiquette	6 Hrs.
Unit III	Pre presentation research and prep Pre-Presentation Prep, preparing slides and Yourself, Delivering the Presentation, Practical- Individual Presentations and Extempore, do's and don'ts in presentations, using graphics, images and videos, saving presentations, giving a boost start with a case study or a story, 6 by 6 slide rule. Types of presentations, taking presentations to SlideShare and LinkedIn, importance of research.	6 Hrs.
Unit IV	Stress Management: Knowing the reasons, living a relaxed life, Being Emotionally Wise, Inner self integration technique, Meditation, types and importance.	6 Hrs.
Unit V	Seminar/Webinar and Industry Expert Session These will be conducted by Industry leaders as question answer session and experience sharing.	6 Hrs.

BOOKS RECOMMENDED:

- Erik Deckers and Kyle Lacy (2010), Branding Yourself: How to Use Social Media to Invent or Reinvent Yourself.

COURSE OUTCOMES – Semester IV

PAPER CODE - MRM 421

Business Ethics and Corporate Governance

(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

This course aims to enable students to

1. Understand ethical issues in business and the role of Corporate Governance practices in maintaining transparency in business transactions.
2. Understand the importance of commitment to values and ethical conduct of business.

Course Outcomes (COs):

Course		Learning Outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MRM 421	Business Ethics and Corporate Governance	<p>The student will be able to-</p> <p>CO131: Describe the importance of ethics and corporate governance in the day-to-day working of organizations.</p> <p>CO132: Create a framework for effective corporate governance by understanding the role and responsibility of different stakeholders.</p> <p>CO133: Explain the scope of business ethics in Compliance, finance, Human resources, marketing, and production.</p> <p>CO134: Identify the importance of ethics and corporate governance in the day-to-day working of organizations.</p> <p>CO135: Discuss the issues involved in maintaining ethics/ corporate governance and how to deal with such situations.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation</p>

CONTENTS:

Unit I Introduction to Business Ethics: Meaning, Nature of Ethics, Ethical Concepts and Theories, Morals and Values, Importance and need of ethics in business, Kohlberg's six stages of moral development (CMD) **10 Hrs.**

Values – Importance, Sources of Value Systems, Types, Values across Cultures, Difference between values and ethics.

Unit II Managerial Ethics: Categories of management morality Ethical Problems-Dilemma at Work-Sources , Resolutions, Corporate Ethical Leadership Whistle Blowing **10 Hrs.**

Ethical Decisions: Concept, Ethical Decision Making, Ethical Dilemmas in Organization, Social Responsibility of Business.

Unit III	Ethical Issues In The Functional Area: Concept, Ethics in Marketing , Ethics in Finance, Ethics in HR and Ethics in Information Technology	12 Hrs.
	Environmental Ethics, Corruption And Gender Issues: Environmental Ethics, Corruption, Gender Ethics, Sexual Harassment and Discrimination.	
Unit IV	Corporate Governance: Meaning of Corporate Governance, Difference between Governance and Management, Purpose of Good Governance, Potential Consequence of poor CG, Governance risk and Financial Stability- The balancing of conflicting objectives.	14 Hrs.
	Indian and Global Scenario: Sarbanes Oxley Act of 2002, Overview of Anglo-American, Japanese, German, models of CG Reports and recommendations of Narayan Murthy and Ganguly Committees	
Unit V	Strengthening Corporate Governance: Role and composition of the board, remuneration of directors and senior executives, Rights and responsibilities of shareholders, Ownership of independent directors	14 Hrs.
	Corporate Social Responsibility (CSR): Introduction to CSR, Advantages and Scope, Indian Scenario, CG and CSR, Corporate governance rating	

BOOKS RECOMMENDED:

- S K Mandal (2011), Ethics in Business and Corporate Governance, Tata McGraw Hill Publishing Co. Ltd., New Delhi.
- A.C. Fernando(2009), Business Ethics: An Indian Perspective, Pearson Education India.
- David J.Fritsch(2004), Business Ethics; a Global and Managerial Perspective, McGraw-Hill Irwin, Singapore
- Riya Rupani (2015), Business Ethics and Corporate Governance, Himalaya Publishing
- Murthy C.S.V(2009), Business Ethics, Himalaya Publishing.
- Daniel Albuquerque(2010), Business Ethics: Principles and practice, Oxford Uni. Press

PAPER CODE - MRM 422

Project Management

(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

The objective of this paper is:

1. To acquaint students with various aspects of Project Management including formulation, feasibility, planning, control, evaluation and reporting.

Course Outcomes (COs):

Course		Learning Outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MRM 422	Project Management	<p>The student will be able to-</p> <p>CO136: Understand various aspects and steps of Project Management</p> <p>CO137: Understand various phases of Life Cycle of a project.</p> <p>CO138: Use Networking based techniques in project planning and scheduling</p> <p>CO139: Use various DCF techniques for evaluating a project proposal</p> <p>CO140: Prepare a project report</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation</p>

CONTENTS:

- Unit I** **Project Management:** Concept, Definition, Characteristics of a Project, Classification of Projects, Causes of project failure, Project Management Vs General Management, Steps in Project Management, Life cycle of a project, Roles and qualities of a Project manager **12 Hrs.**
- Project Formulation:** Introduction, sequential stages of Project formulation.
- Unit II** **Project Feasibility & Appraisal:** Meaning, Scope, Types (Technical, Market & Financial feasibility) **12 Hrs.**
- Social Cost Benefit Analysis:** Meaning, Approaches (UNIDO & L-M approach) and Shadow Pricing.
- Unit III** **Project planning & scheduling:** Introduction, Scheduling Techniques (Bar Chart, Network based scheduling-PERT & CPM) **12 Hrs.**
- Project Organization:** Functional, Task force & Matrix Organization structure
- Unit IV** **Project Control:** Information monitoring, internal & external project control, cost accounting systems for project control, control process, performance analysis, variance limits, and issues in project control. **12 Hrs.**
- Capital Budgeting-** Introduction, Discounted cash flow techniques: Net Present Value and IRR, Capital Rationing, Risk Evaluation Techniques.
- Unit V** **Project Management Information System:** Meaning, Benefits of computer based PMIS, features of PMIS **12 Hrs.**

Project Evaluation, Reporting & Termination: Project reviews & reporting, closing the contract.

BOOKS RECOMMENDED:

- Rajeev M Gupta, "Project Management", PHI
- Nagrajan .K Project management New Age International Publishers
- Vasant Desai "Project Management", Himalaya Publishing House.
- Mantel, Meredith, Shafer, Sutton, Gopalan, "Project Management", Core Text Book, Second Indian Edition, Wiley
- Prasanna Chandra "Project Planning, Implementation & Review" Tata McGraw-Hill, New Delhi
- Agarwal, Mishra, "Project Management", RBD, Jaipur
- Agarwal MR- "Project Management" Garima Publication, Jaipur
- Choudhary S, "Project Management", TMH, New Delhi

PAPER CODE - MRM 423

Logistics and Supply Chain Management

(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

The objective of this course is:

1. To acquaint the students with the techniques to manage the movement of raw materials into an organization.
2. To learn aspects of the internal processing of materials into finished goods, and then the movement of finished goods out of the organization toward the end-consumer.

Course Outcomes (COs):

Course		Learning Outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MRM 423	Logistics and Supply Chain Management	<p>The student will be able to-</p> <p>CO141: Understand the fundamental concepts of Logistics & Supply Chain Management.</p> <p>CO142: Apply knowledge to evaluate and manage an effective supply chain.</p> <p>CO143: Understand the foundational role of logistics</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation</p>

		<p>CO144: Understand the need of transportation and warehousing.</p> <p>CO145: Improve supply chain processes by use of Information Technology</p>	<p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	
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CONTENTS:

Unit I	Introduction to Logistics Management: Concept- Meaning, Definition, Objectives, Evolution, Nature, Scope, Significance, Integrated Logistics and Supply Chain Management, Pull and Push Logistics Strategy	12 Hrs.
Unit II	Functional areas of Logistics Management: Order Processing and fulfillment, Inventory Management, Transportation, Warehousing, Material Handling, Sourcing- Inhouse or Outsource- 3 PLs and 4 PLs	12 Hrs.
Unit III	Introduction to Supply Chain Management: Concept, Need, Evolution, Importance, Decision Phases in SCM, Porter's Value Chain Model, Types of Supply Chain, Coordination in SCM- Bullwhip effect	12 Hrs.
Unit IV	Distribution Channels: Meaning and nature of distribution channels, Function and types, Channel levels: Vertical, Marketing system, Horizontal Marketing system, Hybrid marketing systems, Distribution Center: Importance, Functions, Distribution network design in supply chain: Hub and spoke model, Cross Docking	12 Hrs.
Unit V	Information Technology in supply chain: Role of IT in SCM, Emerging technologies in SCM: Data warehousing Data mining, Expert systems, EDI. Concept of Artificial Intelligence, Robotics, E tracking in logistics	12 Hrs.

BOOKS RECOMMENDED:

- Sunil Chopra and Peter Meindi: Supply Chain Management, Pearson Education
- Coyle, Bardi, Longley, The Management of Business Logistics- A Supply Chain Perspective, Thomson Press
- G Raghuram and N Rangaraj: Logistics and Supply Chain Management, Macmillan Publication
- Martin Christopher, Logistics and Supply Chain Management, Pearson Publication

PAPER CODE - MRM 424

Customer Relationship Management

(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

The objective of this course is:

1. To acquaint the students with managing a company's interactions with current and future customers.

Course Outcomes (COs):

Course		Learning Outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MRM 424	Customer Relationship Management	The student will be able to- CO146: Identify the conceptual dimensions of CRM and its emergence CO147: Define that customer relationships are of first and foremost importance. CO148: Explain the customer care technologies and understanding their advantages CO149: Explore the relationship with other parties CO150: Manage service failures for customer retention	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENTS:

- Unit I Relationship Marketing:** Types of Relationships in Business, Stages of relationship, Issues in Business Relationship, Theories of relationship Marketing **12 Hrs.**
- Unit II CRM:** Concept, History and Development of CRM, CRM Cycle, Stakeholders in CRM, Significance of CRM, Customer Retention, Customer Retention Management, Customer Recall Management, Customer Experience Management, CRM Process **12 Hrs.**
- Unit III Customer Satisfaction:** Meaning, Components, Scales and Models for measuring Satisfaction- Customer Satisfaction Index (CSI), Common Measurement Tools (CMT), Kano Model. **12 Hrs.**
- Customer Loyalty and Involvement:** Ladder of Loyalty, Dimensions of Customer Loyalty, Categories of Customer Loyalty, Loyalty Programmes, Permission Marketing
- Service Quality:** A brief idea about Service Quality, SERVQUAL and SERVPERF, Retail Service Quality and Banking Service Quality Scales
- Unit IV Information Technology Dynamics:** e-CRM, nature of e-Relationships, Developing trust online, Managing online relationships, Database Management, Database Warehousing and Data Mining. Call Centre, Multimedia Contact centre, Electronic Point of Sale, Customer Service Help Desk, System Integration, Sales Force Automation. **12 Hrs.**

Unit V Service Recovery Management: Service Failure, Reasons, Measuring Service recovery effectiveness, Stages of Service Recovery Management, Types of Service Recovery Management. **12 Hrs.**

Managing other relationships: External– Government, Authorities, Lender and Financial Bodies, Public, Mass media, Alliance, Partners, Suppliers. **Internal Customers.**

BOOKS RECOMMENDED:

- Alok Kumar Rai, Customer Relationship Management, PHI Learning Pvt Ltd, New Delhi, 2nd Edition, 2014
- Mark Godson, Relationship Marketing, Oxford University Press, New Delhi, 2018
- Baran , Galka, Strunk, Customer Relationship Management, Cengage Learning, 2011
- Jill Dyche, The CRM Handbook, Pearson, 2011
- Peeru Mohammed, Sagadevan, Customer Relationship Management, Vikas Publishing House, 2010
- Ed Peelen, Customer Relationship Management, Pearson, 2013

PAPER CODE - MRM 425

Content Management System

(Practical)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 6

Total Hrs: 90

Course Objectives:

The objective of this paper is:

1. To provide practical experience on web development
2. To get a thorough understanding of web design issues to students.

Course Outcomes (COs):

Course		Learning Outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MRM 425	Content Management System	<p>The student will be able to-</p> <p>CO151: Understand what a Content Management System is and how it differs from traditional, flat websites</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation</p>

		<p>CO152: Successfully organize and present content in WordPress</p> <p>CO153: Select and integrate extra WordPress features</p> <p>CO154: Modify the appearance and layout of WordPress website</p> <p>CO155: Build, install, configure and customize retail store online with Opencart.</p>	<p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	
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CONTENTS:

Unit I	Website Planning and development: Types of websites, Understanding Domain and Webhosting, Building Website/Blog using CMS WordPress, Using WordPress Plug-ins, Creating website and performing functions. Introduction client-server technologies: comparison between client-side and server-side scripting.	18 Hrs.
Unit II	Introduction PHP and MySQL: Benefits of using PHP MySQL, Setup of PHP Environment, Testing the Page, Troubleshooting Installation Error. Embed PHP in HTML / HTML in PHP, PHP Data Types Variables in PHP, Super Global Variables, Operators in PHP, Conditional Statements, Loops (For, While, Do While, For each)	18 Hrs.
Unit III	PHP Functions: Using Functions in PHP, User defined Functions, Predefined Functions, Common Functions, String Functions, File Functions, Date Functions, Mail Function. Introduction to PHP Cookies and session Arrays and Array Functions: Why use Arrays, Types of Arrays, Creating Arrays, Accessing Arrays, Array Functions, Using Array Functions.	18 Hrs.
Unit IV	Working with PHP MyAdmin: Creating Databases, Types of Databases, Creating Tables in Database, Specifying Field Data Types, Selecting the Most Appropriate Data Type Adding, Field Modifiers and Keys, Selecting a Table Type Altering Tables, Altering Table and ,Field Names, Altering Field Properties, Adding and Removing Fields and Keys, Altering Table Types, Backing Up and Restoring Databases and Tables, Backing Up Databases and Tables, Restoring Databases and Tables from Backup, Dropping Databases and Tables, Viewing ,Database, Table, and Field Information.	18 Hrs.
Unit V	Opencart: Installation, Converting PSD into Opencart, Module installation, Setting Permalinks, Customizing contact form, use of payment integration and customization, Forum and Newsletter plugin, Working with Database, use of Tags, Opencart URL and menu structure, Adding products and category	18 Hrs.

BOOKS RECOMMENDED:

- The Definitive Guide to Getting Started with OpenCart 2.x For Beginners, iSense Labs
- Instant E-commerce with OpenCart: Build a Shop How-to Kindle Edition, Murat Yilmaz, Packt Publishing
- WordPress for Beginners 2020: A Visual Step-By-Step Guide to Mastering WordPress, Andy Williams,
- Learn to Design a Website for Your Business, Using WordPress for Beginners

- BEST Website Development Methods, for Building Advanced Sites EFFORTLESSLY to Full Optimization, Creating Content and More, Michael Nelson, David Ezeanaka, AC Publishing

PAPER CODE - MRM 426
Search Engine Optimisation
(Practical)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 6

Total Hrs: 90

Course Objectives:

The objective of this paper is:

1. To acquaint student about the core search engine optimisation techniques for any website, including keyword research, writing optimised content, getting web pages indexed by search engines and tracking the outcomes.

Course Outcomes (COs):

Course		Learning Outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MRM 426	Search Engine Optimisation	<p>The student will be able to-</p> <p>CO156: Describe the main search engine optimisation techniques for business websites</p> <p>CO157: Discuss the process of effective SEO, including keyword research</p> <p>CO158: Write optimised content, getting web pages indexed by search engines and tracking the outcomes</p> <p>CO159: Gain access to new online tools and resources to help implement successful SEO campaigns</p> <p>CO160: Learn 'link popularity' and understand why it is an important part of the optimisation process</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation</p>

CONTENTS:

Unit I	Basics of search engines , Major functions of a search engine, Components, keywords, SERP, keywords, Different types of keywords.	18 Hrs.
Unit II	SEO basics , SEO Keyword Planning, Meta Tags and Meta Description, Website Content Optimization, Back Link Strategies, Internal and External Links, Optimizing Site Structure, Keywords in Blog and Articles. Domain Authority and Page Authority	18 Hrs.
Unit III	On Page SEO: Google keyword planner tool, difference between keywords stuffing & KW placement, Domain Name selection, Robots, Keywords, Author, SEO Friendly Content Writing, Sitemap creation, Site Tracking Tools (Google Webmaster Tool, Google Analytics Tool), Alexa	18 Hrs.
Unit IV	Off Page SEO: Backlinks, Difference Between Do-Follow and No-Follow backlinks, Google Page Rank, Increasing Page Rank, Search Engine Submissions, Directory Submissions, Article Writing and submissions, Press Release writing and submissions, Blog Posting and comment writing, Classifieds posting, Forum Posting, Business Listing, Social Bookmarking, Social Networking, RSS Feeds.	18 Hrs.
Unit V	Local SEO, Mobile SEO, eCommerce SEO, Optimizing with Google Algorithms, Measuring SEO Effectiveness SEO Reporting: Website Position Analysis, Website Monthly Reports, Rank Monitoring Software. Content Marketing: Introduction, Benefits of content marketing, Content marketing strategy and responsibilities, Create content, optimize the content for SEO, Manage social media, Create unique and sharable content, Tutorial and events based content. Content spinning, Grammar checking tool Blog , article and content in image submission, key words based content	18 Hrs.

BOOKS RECOMMENDED:

- SEO 2020 Learn Search Engine Optimization With Smart Internet Marketing Strategies, Adam Clarke
- The Art of SEO, Eric Enge, Stephan Spencer, Rand Fishkin, Jessie Stricchiola, O'Reilly Media

PAPER CODE - MRM 427

Dissertation and Viva-Voce

(Practical)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

The main objective of this paper is to

1. Culminate the academic experiences of the students in the form of a systematic research.
2. Enhance the research and professional proficiency of the students in analytics.

Course Outcomes (COs):

Course		Learning Outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MRM 427	Dissertation and Viva-Voce	The student will be able to- CO161: Develop responses on the basis of the evaluation and undertake analysis. CO162: Apply knowledge and understanding in relation to the chosen topic of research CO163: Communicate in written form by integrating, analysing and applying key texts and practices.	Approach in teaching: Regular contact with Supervisor Learning activities for the students: Presentations, Review of Literature, SPSS/Analytical software practice in Lab	Viva, Presentation

CONTENTS:

Unit I	Data Compilation- Compiling data in excel, importing to SPSS, Data Cleaning and summarizing Data Analysis using SPSS	15 Hrs.
Unit II	Report Writing- Preparation of Rough Draft and Final Draft	15 Hrs.

BOOKS RECOMMENDED:

- Peg Boyle, Demystifying Dissertation Writing, Stylus Publishing, LLC, 2009
- Carol M. Roberts, The Dissertation Journey: A Practical and Comprehensive Guide to Planning, writing and defending your dissertation, Sage Publications

PAPER CODE- LAD 420
Team Building and Stress Management
(Practical)

Credits: 2

Maximum Marks: 100

Contact Hrs/ Week: 2

Total Hrs: 30

Course Objectives:

This course aims at helping students to

1. Work towards public speaking and mock interviews
2. Prepare towards getting a job.

Course Outcomes (COs):

Course		Learning Outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
LAD 420	Team Building and Stress Management	<p>The student will be able to-</p> <p>CO164: Build team. CO165: Show skills of public speaking. CO166: Discuss GD-PI techniques. CO167: Identify and apply Stress Management techniques</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion</p> <p>Learning activities for the students:</p> <p>Presentations</p>	Viva and Presentation

CONTENTS:

- | | | |
|----------------|--|---------------|
| Unit I | Team Building
Activities, team building games, team processes. Laws of teamwork
Case study approach to team work, The law of the significance, the law of the big picture, the law of the niche. Work ethics Work ethic. Relationship management, receiving and giving positive and negative feedback, body language. | 6 Hrs. |
| Unit II | Public speaking: Overcoming fears
Public Speaking Games, Personality Development Games, Extempore, Debate, Group Discussion, one-minute speech, storytelling, story creation, selling items, JAM sessions. | 6 Hrs. |

Unit III	Mock GD Sessions Internal and external GD sessions and competitions to boost confidence and prepare content.	6 Hrs.
Unit IV	Mock PI Sessions Internal and external PI sessions and competitions to boost confidence and prepare content.	6 Hrs.
Unit V	Seminar/Webinar and Industry expert session These will be conducted by industry leaders as question answer session and experience sharing.	6 Hrs.

BOOKS RECOMMENDED:

- Tonya Reiman (2007), The Power of Body Language: How to Succeed in Every Business and Social Encounter.
- John Adair (2007), Develop Your Leadership Skills
- Dale Carnegie, how to stop worrying and start living
- Kelly McGonigal (2015), The Upside of Stress: Why Stress Is Good for You, and How to Get Good at It.

Department- Tourism Management
Programme- Master of Travel and Tourism Management
OUTCOMES - Academic Year- 2020-21

PROGRAMME OUTCOMES

PO 1	To understand economic, legal, and social environment of Indian business and gain domain knowledge related to various functional areas of Management.
PO 2	To develop skills for Critical thinking, Business Analysis, Problem Solving and finding innovative solutions.
PO 3	To demonstrate a global outlook with the ability to identify aspects of the global business and Cross-Cultural Understanding.
PO 4	To develop responsiveness to contextual social issues / problems and exploring solutions, understanding business ethics, and resolving ethical dilemmas.
PO 5	To develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on).
PO 6	To learn to collaborate and demonstrate Leadership skills.

PROGRAMME SPECIFIC OUTCOMES

PSO 1	To impart knowledge of functional areas of Management and its application in current Business environment to develop and broaden their management and leadership skills.
PSO 2	To develop capabilities in students to select and apply appropriate tools for solving complex managerial problems.

PSO 3	To harness entrepreneurial approach and skill sets in Tourism related various industries and fields.
PSO 4	To develop analytical and critical thinking abilities for data-based decision making
PSO 5	To develop ability to understand and analyse global, economic, legal, social and ethical aspects of business.
PSO 6	To familiarize with recent trends in all domains of Management and develop research acumen.
PSO 7	To develop ability to communicate effectively and function efficiently on multidisciplinary teams.
PSO 8	To produce industry ready graduates having highest regard for Social Responsibility, Teamwork and Continuous Learning
PSO 9	To undergo overall development through academic excellence and professional competence, all revolving around the tourism and travel industry.
PSO 10	To demonstrate a very high level of maturity in using the knowledge gained through learning, and created through research for the betterment of the community through sound decision making.
PSO 11	To develop pure talent with the aptitude and attitude to succeed in the tourism and travel industry.
PSO 12	To use the knowledge about best practices in tourism to promote sustainability (economic, socio cultural , environmental) in the industry.

COURSE ARTICULATION MATRIX: (MAPPING OF CO WITH PO)

Course	Cos	PO1	PO2	PO3	PO4	PO5	PO6
MTM 121	CO1	X					
	CO2	X					
	CO3	X					
	CO4	X					
	CO5					X	
MTM 122	CO6					X	
	CO7				X		
	CO8				X	X	
	CO9					X	
	CO10					X	
MTM 123	CO11		X		X		
	CO12		X		X		

	CO13		X		X		
	CO14		X		X		
	CO15						X
MTM 124	CO16						X
	CO17				X		
	CO18		X				X
	CO19		X		X		
	CO20						X
MTM 125	CO21	X					
	CO22		X				
	CO23		X				
	CO24		X		X		
	CO25						X
MTM 126	CO26	X					
	CO27	X				X	
	CO28				X		
	CO29					x	
MTM 127	CO30				X		
	CO31			X			.
	CO32					x	
	CO33		X				
MTM 128	CO34	X					X
	CO35				X	X	X
	CO36		X		X		
MTM 129	CO37					X	
	CO38		X				
	CO39					x	
LAD 120	CO40	X					
	CO41	X					
	CO42	X					
	CO43	X					
MTM 221	CO44	X					
	CO45	X					
	CO46	X					
	CO47				X		
	CO48	X					
MTM 222	CO49	X					
	CO50	X					
	CO51		X				
	CO52						
	CO53						X
MTM 223	CO54	X					
	CO55	X					

	CO56					X	
	CO57		X				
	CO58	X				X	
MTM 224	CO59	X					
	CO60					X	
	CO61					X	
	CO62					X	
	CO63					X	
MTM 225	CO64	X	X				
	CO65	X	X				
	CO66	X	X				
	CO67				X		
	CO68	X					
MTM 226	CO69		X				
	CO70		X				
	CO71		X				
	CO72				X	.	
	CO73						X
MTM 227	CO74			X			
	CO75			X		X	
	CO76			X			
	CO77			X			
MTM 228	CO78						X
	CO79		X				X
	CO80						X
MTM 229	CO81					X	
	CO82		X				
	CO83					X	
LAD 220	CO84	X					
	CO85	X					
	CO86	X					
	CO87	X					
MTM 321	CO88			X			
	CO89			X			
	CO90			X			
	CO91			X			
	CO92			X		X	
MTM 322	CO93		X		X		
	CO94			X			
	CO95			X			
	CO96			X			
MTM 323	CO97				X		
	CO98				X	.	.

	CO99				X		
	CO100				X		
	CO101				X		
MTM 324	CO102						X
	CO103			x			
	CO104				X		
	CO105			x			
	CO106				x		.
MTM 325	CO107				X		
	CO108				X		
	CO109				X		
	CO110				X		
MTM 326	CO111						X
	CO112			X			
	CO113			X			
	CO114			X			
	CO115				X		
MTM 327	CO116				X		
	CO117			X			
	CO118			X			X
MTM 328	CO119				X		X
	CO120				X		X
	CO121		X		X		
LAD 320	CO122			X			
	CO123			X			
	CO124			X			
	CO125				x		
MTM 421	CO126					X	
	CO127					X	
	CO128					X	
	CO129					X	
	CO130				X	X	
MTM 422	CO131			X			
	CO132			X			
	CO133				X		
	CO134				X		
MTM 423	CO135	X		X			
	CO136	X					
	CO137	X					
	CO138	X					
	CO139			X			
MTM 424	CO140			X			
	CO141			X			

	CO142	X					
	CO143	X					
MTM 425	CO144	X					
	CO145		X				
	CO146		x				
	CO147		X				
	CO148		X				
MTM 426	CO149	X			X		
	CO150	X			X		.
	CO151				X		.
	CO152				X		
	CO153				X		
MTM 427	CO154		X				X
	CO155		X				X
	CO156		X				X
LAD 420	CO157			X			
	CO158			X			
	CO159			X			
	CO160				x		

COURSE ARTICULATION MATRIX: (MAPPING OF CO WITH PSO)

Course	COs	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10	PS11	PS12
MTM 121	CO1	X						X					
	CO2	X						X					
	CO3	X						X					
	CO4	X						X					
	CO5				X						X		
MTM 122	CO6					X						X	
	CO7				X						X		
	CO8				X	X					X	X	
	CO9					X						X	
	CO10				x						x		
MTM 123	CO11		X		X				X		X		
	CO12		X		X				X		X		
	CO13		X		X				X		X		
	CO14		X		X				X		X		
	CO15						X						X
MTM 124	CO16						X						X
	CO17				X						X		
	CO18		X				X		X				X
	CO19		X		X				X		X		
	CO20						X						X
MTM 125	CO21	X						X					
	CO22		X						X				
	CO23		X						X				
	CO24		X		X				X		X		
	CO25						X						X
MTM 126	CO26	X						X					
	CO27	X				X		X				X	
	CO28				X						X		
	CO29					x						x	
MTM 127	CO30				X						X		
	CO31			X			.			X			.
	CO32					x						x	
	CO33		X						X				
MTM 128	CO34	X					X	X					X
	CO35				X	X	X				X	X	X
	CO36		X		X				X		X		
MTM 129	CO37					X						X	
	CO38		X						X				
	CO39					x						x	
LAD 120	CO40	X						X					
	CO41	X						X					

LAD 220	CO85												
	CO86												
	CO87												
MTM 321	CO88			X						X			
	CO89			X						X			
	CO90			X						X			
	CO91			X						X			
	CO92			X		X				X		X	
MTM 322	CO93		X		X				X		X		
	CO94			X						X			
	CO95			X						X			
	CO96			X						X			
MTM 323	CO97				X						X		
	CO98				X						X		
	CO99				X						X		
	CO100				X						X		
	CO101				X						X		
MTM 324	CO102						X						X
	CO103			x						x			
	CO104				X						X		
	CO105			x						x			
	CO106				x						x		.
MTM 325	CO107				X						X		
	CO108				X						X		
	CO109				X						X		
	CO110				X						X		
MTM 326	CO111						X						X
	CO112			X						X			
	CO113			X						X			
	CO114			X						X			
	CO115				X						X		
MTM 327	CO116				X						X		
	CO117			X						X			
	CO118			X			X			X			X
MTM 328	CO119				X		X				X		X
	CO120				X		X				X		X
	CO121		X		X				X		X		
LAD 320	CO122			X						X			
	CO123			X						X			
	CO124			X						X			
	CO125				x						x		
MTM 421	CO126					X						X	
	CO127					X						X	

	CO128					X						X	
	CO129					X						X	
	CO130				X	X					X	X	
MTM 422	CO131			X						X			
	CO132			X						X			
	CO133				X						X		
	CO134				X						X		
MTM 423	CO135	X		X				X		X			
	CO136	X						X					
	CO137	x						x					
	CO138	X						X					
	CO139			X						X			
MTM 424	CO140			X						X			
	CO141			X						X			
	CO142	X						X					
	CO143	X						X					
MTM 425	CO144	X						X					
	CO145		X						X				
	CO146		x						X				
	CO147		X						X				
	CO148		X						X				
MTM 426	CO149	X			X			X			X		
	CO150	X			X			X			X		.
	CO151				X						X		.
	CO152				X						X		
	CO153				X						X		
MTM 427	CO154		X				X		X				X
	CO155		X				X		X				X
	CO156		X				X		X				X
LAD 420	CO157			X						X			
	CO158			X						X			
	CO159			X						X			
	CO160					x						x	

Department of Management
Program: MBA- Tourism and Travel Management (2020-21)

COURSE OUTCOMES – Semester I

PAPER CODE- MTM 121
Fundamentals of Management
(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to -

1. Basic management concepts of organization
2. Processes involved in an organization

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MTM 121	Fundamentals of Management	<p>CO 1 Discuss the Functions and Principles of Management.</p> <p>CO 2 Explain process and principles of Planning and Organizing.</p> <p>CO 3 Classify theories of Motivation and Leadership.</p> <p>CO 4 Identify steps and techniques of controlling.</p> <p>CO 5 Apply the concepts of decision making in a business situation.</p>	<p>Approach in teaching: Interactive Hours, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students: Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENT:

Unit I Management

12 Hours

Concepts, Functions, Significance of management, Management and administration, Levels of management.

Principles of management-Henry Fayol and F.W Taylor, Approaches/schools of management thought – Classical, Neo-Classical and Modern.

Unit II Planning

Concept, Nature, Processes, Types, Significance of planning, Planning process, Management by Objectives
Organization-Concept, Importance, Process of organizing, Principles of Organization, Types-Formal and Informal.
Organization Structure-Types of Organization Structure-line, line and staff, functional, project, matrix and committee. Delegation and Decentralization of Authority(conceptual knowledge only)

12 Hours

Unit III Decision Making

Meaning, Significance, Types of decisions, Process of decision-making, Techniques of decision-making,
Controlling-Concepts, Features, Steps of controlling, Importance, Techniques-Traditional and Modern (Elementary knowledge only)

12 Hours

UNIT IV Motivation

Meaning, Types of motivation, Importance, Theories of motivation-Maslow's need-hierarchy theory, McGregor's theory X and theory Y, Herzberg motivation-hygiene model, Victor-vroom expectancy model. William Ouchi's motivation theory,

12 Hours

UNIT V Leadership

Definition, Importance, Difference between leadership and management, Functions of a leader, Styles of Leadership-autocratic, participative and free-rein, Theories of leadership-trait theory, behavioural theory- likert's system of management, Blake and Mouton's Managerial Grid, and Tannenbaum and Schmidt's Continuum of leadership style and situational theory- Fiedler's Contingency Model

12 Hours

Books Recommended

- Chhabra T.N "Principles and Practice of Management" DhanpatRai& Co. PvtLtd, New Delhi.
- Nolakha, R.L "Principles of Management" .RBD Publishers, Jaipur.2007
- Sudha G S., "Management", RBSA Publishers, Jaipur.2007
- Koontz, Herold and Wehrich, Heinz. "Management", McGraw Hill, New York.5th edition.
- Stoner, James A.F. and Freeman, R.Edward, "Management"., New Delhi. 6th edition

**PAPER CODE- MTM 122
Managerial Economics
(Theory)**

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to –

1. Acquaint the students with concepts and techniques used in Micro-Economic Theory
2. Enable them to apply this knowledge in business decision-making using both micro and macroeconomic principles. Emphasis is given to changes in the nature of business firms in the context of globalization.

Course Outcomes:

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MTM 122	Managerial Economics	<p>CO 6 Describe the nature and scope of managerial economics, concept of utility & consumer's equilibrium from the perspective of organization.</p> <p>CO 7 Explain how changes in demand and supply affects the Business</p> <p>CO 8 Identify relationships between production output & costs and understand the relationship between revenue and costs.</p> <p>CO 9 Identify key characteristics and consequences of different forms of markets.</p> <p>CO 10 Apply the knowledge of Macroeconomic concepts in the business situations.</p>	<p>Approach in teaching: Interactive Hours, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students: Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENTS

Unit I Managerial Economics: Meaning, Nature and Scope of managerial economics.

Constraints and Opportunity costs, Production Possibility Curve,

12 Hours

Consumer Behaviour: Utility and indifference curve approaches-meaning, law of diminishing, marginal rate of substitution, properties of indifference curve, price line, consumer's equilibrium-conditions of consumer equilibrium, income substitution and price effect.

Unit II	Demand analysis: Demand and law of demand, Normal Goods, Substitute Goods, Veblen Effect, Bandwagon effect, Network Externality, Snob Effect, determinants of demand on demand function, change in demand, elasticity of demand-degrees, Measurement of price elasticity of demand-total expenditure method, proportionate method, point elasticity method. Demand forecasting- Meaning and techniques of demand forecasting, Law of supply (Conceptual)	12 Hours
Unit III	Cost and Output Analysis: Cost Concepts and Cost Output Relationship Concepts of Revenue, Theory of Firm	12 Hours
UNIT IV	Production Function: Short Run and Long Run Markets: Meaning, characteristics, types of markets-perfect and imperfect markets, Price and output determination in perfect competition, monopoly and monopolistic market.	12 Hours
UNIT V	Macro Economic factors affecting Business- Business cycles, Inflation, National Income, Political stability, Financial markets-Stock Market, Currency Market and Commodity Markets	12 Hours

***Case studies related to entire topics are to be taught.**

Books Recommended:

- Satya P Das, Micro Economics for Business, Sage Publications Pvt. Ltd.
- Perloff & Brander, Managerial Economics and Strategy, Pearson Education
- Mathur, Yadav, Vyas, Business Economics, RBSA, Jaipur
- Jain, Khanna & Tiwari, " Business Economics", V K India enterprises, New Delhi.
- Adhikary, M. *Business Economics*, New Delhi, Excel Books, 2000.
- Keat, Paul G & Philips K. Y. Young, *Managerial Economics*, Prentice Hall, New Jersey, 1996.

(Latest editions of the above books are to be referred)

PAPER CODE- MTM 123
Information Technology for Management
(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to –

1. Introduce students to the applications of computers to manage different data management operations in organizations

2. Provides students an opportunity to study the data management for various managerial operations and handling data in corporate environment.

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MTM 123	Information Technology for Management	<p>CO 11 Work on spread sheets and employ basic functions to handle data.</p> <p>CO 12 Work on advanced inbuilt functions available in spread sheet software for data analysis</p> <p>CO 13 Work on managerial and financial functions, create charts, perform statistical analysis through spread sheet software</p> <p>CO 14 Work on database management software to manage data for effective information management</p> <p>CO 15 Describe current trends of e commerce operations and online financial transactions</p>	<p>Approach in teaching:</p> <p>Interactive Hours, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENTS

Unit I	Information Management: – Introduction, Classification of Information	12 Hours
	Spread Sheet: Introduction, operations on spreadsheet and workbooks, Filling series, sort, and Formatting worksheet. Basic Spread Sheet Functions: cell referencing (Relative, Absolute, Mixed). Inbuilt function (SUM, AVERAGE, COUNT, MAX, MIN, COUNTIF, CEILING, FLOOR, TRUNC, ABS, , INT, LOG, MOD, POWER, ROUND, EXP, IF, AND, OR), Date & Time functions (NOW, DATE, TIME, DAY, MONTH, YEAR, HOUR, MINUTE, SECOND) Protecting worksheets , Charts in Excel: types, create chart from adjacent data/ nonadjacent data, data series, editing and formatting ,printing chart	
Unit II	Sensitivity Analysis using Spread Sheet : Filter, Advance Filter, Goal Seek, Solver, Scenario Manager, Consolidate, Subtotal, V lookup, H Lookup, pivot table, pivot chart, Freeze Panes. Advance Spread Sheet Functions & tools: Logical Function, Date and time function,	12 Hours
Unit III	Financial function: FV, PMT, IPMT, NPER, NPV, PV, RATE, OLE (object linking and embedding).	12 Hours

Database Management System: Introduction, Types of Database, System Decomposition, **MS Access** : database structure, Data types, Creating Tables, table fields, Primary keys and field validation and record validation rules

Unit IV Multiple tables, relationships, Sort & Filter in table, select data with queries: Creating query by design & by wizard, Creating basic forms & Reports. **12 Hours**

Unit V **E –Commerce & Recent Trends in IT-** Introduction to E-commerce, E business model as B2B, B2C, C2C, C2B, G2C. Recent Trends in IT:- Wireless Access Technologies, Types of payments (Credit Card, debit card, online payments, e wallet, UPI app based payments etc.) Bluetooth, wifi, RFID. **12 Hours**

Books Recommended:

- Martin, Hansen, Klingher & Beth, "Mastering Excel 2000", BPB Publications, 2013.
- Wayne L.Winston, "Excel Data Analysis and Business Modeling", 2010
- John Walkenbach, "Excel 2016 Bible", Wiley
- Chandan Sengupta, "Financial Analysis and Modeling using Excel and VBA", Wiley
- Michael Alexander, Richard Kusleika, "MS Access 2013 Bible", Wiley
- David Whiteley, "E-Commerce", Tata McGraw Hill
- PT Joseph, S.J., "E-commerce: An Indian Perspective", Third Edition, PHI
- Henry C. Lucas, Information Technology for Management, McGraw Hill, International Edition, July 2015.

PAPER CODE- MTM 124
Research for Management
(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to –

1. Identify problems for managerial decision making and design a research
2. Collect data, analyze it and write a report

Course Outcome:

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			

MTM 124	Research for Management	<p>CO 16 Discuss the various types of research and research design.</p> <p>CO 17 Identify the steps of a research process and apply them to conduct a research study.</p> <p>CO 18 Design a questionnaire and use it for data collection.</p> <p>CO 19 Analyze the collected data using various descriptive and statistical tools and techniques.</p> <p>CO 20 Write a research report.</p>	<p>Approach in teaching: Interactive Hours, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students: Self-learning assignments, presentations</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation</p>
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CONTENTS

Unit I	<p>Research: Definition, characteristics, Approaches-Deduction, Induction, Types of Research, Research Process.</p> <p>Research Design: Meaning, Features of a good research design. Types of Research Design-Exploratory, Descriptive and Experimental studies</p>	12 Hours
Unit II	<p>Measurement scales-Types of scales- Nominal, Ordinal, Interval and Ratio scales, Scaling Techniques: Comparative and Non-comparative scaling</p> <p>Data Collection: Primary and Secondary Data-Methods of collecting data</p>	12 Hours
Unit III	<p>Questionnaire design-Objectives, hierarchy of Questions, Process, Lay out, Pilot testing</p> <p>Sampling design-Meaning of sample and population, Sampling techniques, sample size calculation</p> <p>Preliminary data analysis- Descriptive statistics</p>	12 Hours
Unit IV	<p>Hypothesis testing- process, student's T test, Z test, Chi Square test, Kolmogorov Smirnov test</p> <p>Correlation and Regression- Meaning, difference, Assumptions of regression, Regression equation-interpretation and its application</p>	12 Hours
Unit V	<p>Analysis of Variance (ANOVA)- One-way and two-way classification.</p> <p>Report Writing: Importance, Process, qualities of a Research report, Report layout</p>	12 Hours

*** Case studies related to entire topics are to be taught**

Books Recommended:

- Levin & Rubin, Statistics for Management, Pearson.
- H K Dangi, Shruti Dewen, Business Research Methods, Cengage Learning
- Naresh Malhotra, Marketing Research, Pearson Education.
- C.R.Kothari, Research Methodology, New Age Publication.

- G C Beri, Marketing Research, Tata McGraw Hill.
- Cooper & Schindler, Marketing Research, Tata McGraw Hill.
- Anderson, Statistics for Business and Economics, Sweeney and Williams
- William G Zikmund, Business Research Methods, Cengage learning
- Sancheti & Kapoor, Statistics: Theory, Methods and Application, Sultan Chand & Sons.

PAPER CODE- MTM 125
Accounting for Managers
(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to –

1. Give an insight of postulates, principles and techniques of accounting to the students
2. Equip students with basic managerial functions related to accounting.

Course Outcomes:

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MTM 125	Research for Management	<p>CO 21 Discuss the various types of research and research design.</p> <p>CO 22 Identify the steps of a research process and apply them to conduct a research study.</p> <p>CO 23 Design a questionnaire and use it for data collection.</p> <p>CO 24 Analyze the collected data using various descriptive and statistical tools and techniques.</p> <p>CO 25 Write a research report.</p>	<p>Approach in teaching:</p> <p>Interactive Hours, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation</p>

CONTENTS

Unit I	Introduction	12 Hours
	Accounting-Meaning and definition, Nature, Need, objectives, Importance, Limitations, Users of accounting information, Branches of accounting, Accounting as an information system, Generally accepted accounting principles (GAAP)	
	Basics of Financial Accounting	
	Accounting equation, Systems of Book Keeping, Types of accounts and their Rules, Basics of Journal and ledger	
Unit II	Final Accounts	12 Hours
	Trial Balance-meaning, preparation, errors; Final accounts-contents and their preparation with adjustments	
Unit III	Financial Analysis	12 Hours
	Meaning, objectives and types of financial analysis, Tools or techniques of financial analysis-Ratio analysis(meaning, objectives, limitations, classification, preparation of financial statements from ratios),Comparative and common size financial statements, Fund Flow analysis and Cash Flow analysis-Meaning, difference and contents	
Unit IV	Cost concepts -Meaning, Objectives, Importance, Methods, Techniques and systems of costing; Basic Cost Concepts-Elements of cost, classification of costs; Cost sheet; Cost-Volume-Profit Analysis -Meaning, Assumptions, Significance, Break even analysis, Contribution and Marginal cost equation, Profit-Volume ratio, Margin of safety, key factor; Effect of change in the profit factors,	12 Hours
Unit V	Budgets -Functional budgets, Master Budget, Fixed and Flexible budgets Contemporary issues/concepts in accounting	12 Hours
	Convergence to International financial reporting standards (IFRS); Inflation Accounting, Green Accounting, Carbon Credit Accounting, Human Resources Accounting; Value Based Management; Cost reduction systems-kaizen costing system, Activity Based Costing, Life cycle costing; Zero Base Budgeting (ZBB), Performance Budgeting, Social Accounting.	

***Case studies related to entire topics are to be taught**

Books Recommended:

- Maheshwari, Maheshwari, A text book of accounting for Management, Sultan Chand & Sons.
- M. Y Khan, P.K. Jain, Management Accounting : Text problem and Cases. Tata McGraw Hill.
- IM Pandey, Management accounting, Vikas Publishing House.
- M.N. Arora, Cost Accounting Principles & Practices, Eight edition, Vikas Publishing house.
- Horngren, Management Accounting, Pearson Education.
- Anthony Robert, Management Accounting Principles, R D. Irwin.
- Agarwal M R, Management Accounting-I, Garima Publications

PAPER CODE- MTM 126
Basic of tourism
(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to –

1. To introduce learner to tourism phenomenon. It also highlights the role of tourism as an economic intervention and its significance in economy

Course outcomes:

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MTM 126	Basics of Tourism	CO 26 To know about different types of tourist and forms of tourism. CO 27 To know about tourism demand and supply and their components. CO 28 To know about various and popular tourism destination and their significant importance. CO 29 To know about tourism industry demand and supply and their exchange.	Approach in teaching: Discussion, Demonstration, Action Research, Project, Field Trip Learning activities for the students: Field activities, Simulation, Presentation, Giving tasks Field practical	Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects

CONTENTS

Unit I

Concepts, definitions and historical development of tourism & leisure in India; types of tourist- tourist, traveler, excursionist; forms of tourism-inbound, outbound, domestic and international; tourism system- nature, characteristic

**10
Hours**

Unit II

Introduction to tourism demand, determinants of tourism demand; motivation- Motivators of modern day tourism and tourism demand; measuring the tourism demand; tourism statistics (national and international); emerging trends and new thrust areas of Indian tourism.

**14
Hours**

Unit III	Introduction to tourism supply- Hospitality, F & B, Entertainment and shopping, Elements of tourist destination, influences of elements on tourist flows and patterns of tourist destination views.	12 Hours
Unit IV	Components of Tourism- The basic or Primary components that formulate Tourism – Transportation- Air, Water, Land, Road. Accommodation- Hotel, Motel, Resort, Caravans, Youth hostels etc . Attraction- Monuments, Theme Parks, Wildlife, Museums, Art Galleries, Cultural centers. Tourism Infrastructure and Superstructure. Secondary components. Peters inventory of Tourist attraction : Cultural, Traditions, Scenic, Entertainment, Others.	11 Hours
Unit V	International Tourism: Top 10 destinations of the World in terms of receipts , Tourist in-flow. India’s position in the World. Objectives and role of WTO, IATA, PATA – An Introduction	12 Hours

Books Recommended:

- Holloway, J. C. (1994), The Business of tourism, Pitman Publishing, London.
- Medlik, S. (1997), Understanding tourism, Butterworth Hinemann, Oxford.
- Annual Report (2006-07), Ministry of Tourism, Government of India, New Delhi.
WTO Barometer

**PAPER CODE- MTM 127
Tourism Resources and Product
(Theory)**

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to –

1. To impart knowledge on various products offered by India.

Course Outcomes:

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			

MTM 127	Tourism Resources and Products	<p>CO 30 To know about cultural tourism products and their importance.</p> <p>CO 31 To know architectural aspects of various heritage sites and</p> <p>CO 32 To know about cultural aspects taking in account various museums, fair and festivals and their importance.</p> <p>CO 33 Students will be able to justify their existence and their relative importance from tourist point of view.</p>	<p>Approach in teaching:</p> <p>Discussion, Demonstration, Action Research, Project, Field Trip</p> <p>Learning activities for the students:</p> <p>Field activities, Simulation, Presentation, Giving tasks Field practical</p>	<p>Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects</p>
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CONTENTS

Unit I	<p>Tourism Products: Definition, Concept , Characteristics and Classification. Cultural Heritage of India — Stages of evolution, continuity Heritage - Meaning, Types of Heritage Tourism, Heritage Management Organizations .</p>	10 Hours
Unit II	<p>Architectural Heritage of India: glimpses on the prominent architecture style - Hindu, Buddhist and Islamic.</p> <p>Popular Religious shrines of Hindu, Buddhist, Jain, Sikh, Muslim and Christian religions .World Heritage Sites in India.</p>	14 Hours
Unit III	<p>Important Museum, Art Galleries and Libraries of India ,Performing art of India: classical dances, folk dances and folk culture Handicrafts and textiles : important handicraft objects and centers, craft, melas, souvenir industry</p>	12 Hours
Unit IV	<p>Fairs and Festivals : Social, religious and commercial fairs of tourist significance. Indian cuisine (gastronomy), regional variation.</p> <p>Wildlife Sanctuaries, National Parks and Natural Reserves in India (Jim Corbett Tiger Reserve, Bharatpur Bird Sanctuary, Valley of Flowers, Kanha, Kaziranga, Dachigam, Ranthambhore and Keoladeo Ghana)</p>	11 Hours
Unit V	<p>Hill Stations: Study of Hill Station attractions and their environs with case studies of Mussoorie, Nainital and Ooty.</p> <p>Beaches and Islands:</p>	13 Hours

BOOKS RECOMMENDED:

- Tourism Products of India : Dixit Manoj & Charu Sheela,,New Royal Publishers (2006) Lucknow
- A Cultural History of India : A.L. Basham
- The Wonder that was India : A.L. Basham
- Cultural Tourism in India : S.P. Gupta, Krishna Lai and Mahua Bhattacharya
- Travellers Indian : H.K. Kaul
- Museums of India : S. Punja
- The Art of Ancient India : S. Huntington
- Indian Architecture : Percy Brown

PAPER CODE- MTM 128
Seminar on Contemporary Issues
(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to –

1. Acquaints the students with the Contemporary issues in Management.
2. Create awareness in students about current trends, issues and researches related to various aspects of Management.

Course Outcomes:

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MTM 128	Seminar on Contemporary Issues	<p>CO 34 Acquaintance with the Contemporary issues in Management.</p> <p>CO 35 Prepare a report based on Systematic review of Literature.</p> <p>CO 36 Learn to apply Descriptive as well as statistical tools for data analysis using SPSS.</p>	<p>Approach in teaching: Lab class and regular interaction with supervisor</p> <p>Learning activities for the students: SPSS exercises, Presentations</p>	Viva and Presentation

CONTENTS

<p>Unit I Systematic Review of Literature- Resource Discovery and Gathering of Information, how to review literature systematically</p> <p>SPSS Statistics Environment-Data Editor, Importing data, SPSS Viewer, SPSS output exporting, Syntax Editor, Saving Files, Retrieving files</p> <p>Exploring Data with Graphs- Histogram, Box Plots, Bar Charts, Scatter plots, Line Charts</p>	15 Hours
<p>Unit II Bias- Assumptions, Outliers, Additivity & Linearity, Normality, Homoscedasticity, Spotting bias and Reducing Bias,</p> <p>Descriptive Analysis – Mean, Standard Deviation, Kurtosis, Skewness</p> <p>Parametric Tests- one sample t test, Independent sample t test, Chi square, One Way Anova</p> <p>Non Parametric Tests- Wilcoxon rank sum test, Mann-Whitney Test, Kriskal Wallis Test, Freidman’s ANOVA</p> <p>Correlation- Bivariate Correlation, Partial Correlation, Comparing Correlations, Effect size of correlation, reporting correlation coffecients</p>	15 Hours

Apart from the 30 hrs. lab sessions, students are required to devote 2 hrs. per week under the supervision of their respective supervisors on regular basis for guidance on report.

Books Recommended-

- Andy Field, Discovering Statistics using IBM SPSS Statistics, Sage Publishers
- David Gough, Sandy Oliver and James Thomas, An Introduction to Systematic Reviews, Sage Publications
- Anthony J Onwuegbuzie & Rebecca Frels, Seven Steps to a Comprehensive Literature Review- A Multimodal and Cultural Approach, Sage Publications

PAPER CODE- MTM 129
CommUnity Engagement Services
(Theory)

Credits: 2

Maximum Marks: 100

Contact Hrs/ Week: 2

Total Hrs: 30

Course Objectives:

This course will enable the students to –

1. Provide hands on experience to young students in delivering commUnity service.
2. Enable students to work in collaboration with commUnity organizations and also enable them to use and enhance skills, competencies and knowledge in a real world capacity, which leads to an enlarged and more fulfilling educational experience.

Course Outcomes:

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MTM 129	CommUnity Engagement Services	<p>CO 37 Identify the needs and problems of the commUnity in which they live and work.</p> <p>CO 38 Utilize their knowledge in finding practical solutions to commUnity problems.</p> <p>CO 39 Create awareness about various issues facing society.</p>	<p>Approach in teaching:</p> <p>Interactive Hours, Group Discussion, field visit</p> <p>Learning activities for the students:</p> <p>Presentations</p>	Viva and Presentation

CONTENT:

The students will undertake CommUnity Engagement Services in the semester. Various guest Hours, field visits, campaigns, workshops and seminars will be organized to fulfill the objectives of this paper.

Students have to undertake a project related to the areas specified for the semester. At the end of each semester students will be evaluated on the basis of the project report related to the work done in the field of CommUnity Engagement.

Various commUnity engagement activities for the semester are as follows:

- **CommUnity Welfare Drive:** Traffic Regulation, Road safety awareness program, Blood Donation, Organic Farming, Consumer awareness, Visit of special home.
- **Health, Hygiene & Sanitation Drive:** Food and Nutrition, Concept of Balance Diet, Safe drinking water, Water borne diseases, National Health Programme, Home Nursing and First Aid.

PAPER CODE- LAD 120
Communication Skills and Time Management
(Theory)

Credits: 2

Maximum Marks: 100

Contact Hrs/ Week: 2

Total Hrs: 30

Course Objectives:

This course will enable the students to –

1. Acquaint the students with the communication skills, building reading, writing habits, and public speaking, and working on business etiquette
2. Enable the students to manage time productively

Course Outcome:

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
LAD 120	Communication Skills and Time Management	<p>CO 40 Learn to create and analyze personal SWOT, which will help them in goal setting.</p> <p>CO 41 Develop verbal and nonverbal communication skills.</p> <p>CO 42 Practice public speaking which will enhance their confidence, manage time more</p>	<p>Approach in teaching: Interactive Hours, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students: Self-learning assignments, presentations</p>	Viva and presentation

		efficiently and effectively. CO 43 Gain a new perspective through seminars/webinars and industry sessions		
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CONTENTS

Unit I	Knowing self and Developing a Positive Attitude. Perceptual analysis, using mental models in problem solving, SWOT Analysis and Johari Window (Long term and short-term goals for upskilling).	6 Hours
Unit II	Listening, Verbal and Non-verbal communication skills, Public Speaking Asking the right questions, Voice modulations, listening habits, Building reading habit (Fiction and Non-Fiction). Extempore, Debate, JAM sessions	6 Hours
Unit III	Written communication, Assertiveness. Formal letter writing, e-mail writing, Netiquette, using e-mail elements, How and when to say No	6 Hours
Unit IV	Is time out of control; A war on stress Managing time effectively, 80/20 Rule, Pomodoro Technique, time management tips for managers.	6 Hours
Unit V	Procrastination; turning downtime into productive time The To-Do and Not To do list, Smart goals and career planning, getting organized, important vs. urgent, ways to avoid traps and time sinkers, creating a time management plan. Seminar/Webinar and Industry Expert Session These will be conducted by Industry leaders as question answer session and experience sharing.	6 Hours

Books Recommended:

- David Riklan (2003), Self-Improvement the Top 101 Experts Who Help Us Improve Our Lives.
- Kelly McGonigal (2011), The Willpower Instinct: How Self-Control Works, Why It Matters, and What You Can Do to Get More of It.
- Mahadevan Ramesh and Gopalswamy Ramesh (2010), The ACE of Soft Skills: Attitude, Communication and Etiquette for Success, Pearson publishers.

COURSE OUTCOMES – Semester II

PAPER CODE- MTM 221 Organizational Behaviour (Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:**This course will enable the students to –**

1. Acquaint the students with the theories and concepts of the various organizational aspects
2. Provide knowledge to the students about various aspects and issues concerning conflicts, stress and organizational change

Course Outcomes:

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MTM 221	Organizational Behaviour	<p>CO 44 Analyse the behaviour of individuals in organizations in terms of the key factors that influence organizational behaviour and will also gain understanding about various theories of personality.</p> <p>CO 45 Discuss the factors influencing group behaviour and group cohesiveness along with the difference between team and group.</p> <p>CO 46 Describe the meaning and characteristics of Organizational Power and politics.</p> <p>CO 47 Identify the various aspects of conflicts and how to manage the conflicts.</p> <p>CO 48 Explain various aspects and issues concerning stress</p>	<p>Approach in teaching: Interactive Hours, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students: Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation

		and organizational change.		
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CONTENTS

Unit I	Organizational Behaviour: Definition, Importance, Disciplines contributing to Organization Behaviour.	12 Hours
	Foundations of Individual Behaviour: Perception-Meaning, characteristics, perceptual process Perceptual selectivity ,Perceptual Organization	
	Personality -Meaning, theories of personality-psychoanalytical theory, socio-psychological theory, trait theory and self theory	
Unit II	Foundations of Group Behaviour: Meaning, Importance, Process of Group Formation, Types of Groups, Factors influencing group behaviour, Group cohesiveness, factors affecting group cohesiveness	12 Hours
	Team: Meaning, difference between team and group, Types of teams, techniques of effective team building.	
Unit III	Organizational Power: Meaning, characteristics, classification of power, contingency approaches to power.	12 Hours
	Politics: Meaning, Reasons of politics	
Unit IV	Conflicts: Meaning, Reasons of conflict, types of conflict, Process of conflict, merits and demerits, management of conflict.	12 Hours
Unit V	Stress: Meaning, reasons of stress, types of stress, effect of stress, strategies for coping stress.	12 Hours
	Organizational Change; Meaning, reasons, types, process of change, résistance to change, management of change.	

***Case studies related to entire topics are to be taught.**

Books Recommended:

- Stephen P. Robins, Organizational Behaviour, Prentice-Hall of Indian Pvt. Ltd., New Delhi.11th edition
- Mehta Anil &ChouhanBhumija., "Organizational Behaviour", RBD Publications, Jaipur.
- Prasad L M., "Organization Behaviour", Sultan Chand and Sons, New Delhi.2nd edition
- John W. Newstrom and Kilth Davis, OrganisationalBehaviour, (Human behaviour at work) Tata McGraw – Hill, New Delhi:9th edition
- Luthans, Fred, OrganisationalBehaviour McGraw-Hill Inc., New Delhi: 1992 9th edition
- Davies, Keth, OrganisationalBehaviour (Human Behaviour at work), Tata McGrawHill, NewDelhi.

PAPER CODE- MTM 222
Marketing Management
(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to –

1. Acquaint students with the basic concepts of marketing management and marketing strategies
2. Enable students to learn about competitive environment and different situations affecting marketing choices

Course Outcomes:

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MTM 222	Marketing Management	<p>CO 49 Describe fundamental marketing concepts, approaches, scope of market and consumer behaviour</p> <p>CO 50 Explain market segmentation, target marketing, and market positioning</p> <p>CO 51 Discuss how different situations in the competitive environment will affect choices in marketing</p> <p>CO 52 Identify the roles of advertising, sales promotion, public relations, personal selling, and direct marketing in the promotion mix</p>	<p>Approach in teaching:</p> <p>Interactive Hours, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation

		CO 53 Explore the role and importance of digital marketing in today's rapidly changing business environment.		
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CONTENTS

Unit I	Marketing Management : An Introduction Conceptual framework, Nature and Scope of Marketing, Approaches to Marketing. Marketing-Mix, Developing Marketing Strategies and Plans Consumer behavior Consumer Behaviour concepts, Buying Decision Process and factors influencing consumer behaviour	12 Hours
Unit II	Segmentation and Positioning Strategy Levels and Basis of Market Segmentation, Selecting Market Segments and Targeting, Developing and Communicating Positioning Strategy, Marketing Strategies Developing Competitive Marketing Strategy Identifying and Analyzing Competitors, Competitive Strategies for Market Leaders and Challengers, Offensive and Defensive Strategies	12 Hours
Unit III	Product Planning and Pricing Policies Product Characteristics and Classifications, Concept of Product-Mix, Product-Line Decisions, Packaging and Labelling, New Product Development Process, Pricing Methods, Factors, Policies and Strategies, Product Life-Cycle	12 Hours
Unit IV	Marketing Communications and Distribution Channels Introduction to Marketing Communications, Role of Marketing Channels, Channel-Design Decisions, Physical distribution types and functions	12 Hours
Unit V	Sustainable Marketing Concepts Green Marketing, Social Marketing Digital Marketing: Concept, process, digital marketing & Traditional marketing and digital marketing strategies, Social Media Marketing.	12 Hours

***Case studies related to entire topics are to be taught.**

Books Recommended:

- Philip Kotler, Kevin Keller, Abraham Koshy, Mithileshwar Jha: Marketing Management (Fourteenth Edition), A South Asian Perspective; Pearson, 2013.
- Ahuja Vandana, Digital Marketing, Oxford Higher Education
- Rajan Saxena, Marketing Management, Fourth Edition, Tata McGraw Hill, 2008.
- Michael J Evyl, Bruce J. Walker, William J. Stanton, Ajay Pandit, Marketing Tata Mc Graw Hill Education Pvt. Ltd 2010
- Rajiv Lal, John A. Quelch, V. Kastur Rangan, Marketing:Text and Cases, Tata Mc Graw Hill Education Pvt. Ltd.2009
- Paul Baines, Chris Fill, Kelly Page< marketing, Oxford university Press 2008

PAPER CODE- MTM 223
Human Resource Management
(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to –

1. Acquaint the students with the various facets of managing people
2. Create an understanding of the various policies and practices of human resource management

Course Outcomes:

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MTM 223	Human Resource Management	<p>CO 54 Recognize the importance of managing human resources.</p> <p>CO 55 Discuss the foundations of managing human resources in organizations, in terms of systems, strategies and practices</p> <p>CO 56 Appreciate the need for well-designed HR policies that enhances employee motivation and performance</p> <p>CO 57 Identify tools and techniques of Training and development, Recruitment and selection</p> <p>CO 58 Locate the dynamics of managing people from real world</p>	<p>Approach in teaching:</p> <p>Interactive Hours, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation

		examples in Human resource field.		
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CONTENTS

Unit I	Human Resource Management Concept, Functions of HRM, Importance, Difference between HRM and personnel management. Human Resource Environment-Meaning, Importance, Types -Internal and external Environment that effect HRM Programmes	12 Hours
Unit II	Human resources Planning Concept, Importance Process of human resource planning, Quantitative and Qualitative aspect of human resource planning, Levels of HRP, Limitations of HRP. Job Analysis -Meaning, Benefits of Job analysis ,Process, techniques of job analysis Job design-Meaning, approaches, methods of job design.-job rotation, job simplification, job enlargement and job enrichment	12 Hours
Unit III	Recruitment Concept, Importance of recruitment, Sources of recruitment –internal and external recruitment. HR recruitment practices in India. E –HRM recruitment techniques (e recruitment selection development training) Selection -Meaning, Importance, Selection criteria ,Steps in selection process, Selection tools Placement and Induction (conceptual knowledge)	12 Hours
Unit IV	Training & Development Meaning, Importance, benefits, types, process, methods of executive development, Evaluation, Training need assessment. Career Planning : Concept, Process of career planning, career counselling, limitations	12 Hours
Unit V	Emerging issues in HRM HRM strategies for the new millennium-Human capital, mentoring, 360 degree appraisal technique, TQM and Top-Quality Circles, Kaizen (a brief knowledge), , Competency Management and Talent Management(Conceptual Knowledge), Succession Planning Managing the Human Resources in 21st Century: Challenges for HRM, Changing roles of HR Practitioners.	12 Hours

***Case studies related to entire topics are to be taught.**

Books Recommended:

- Aswathappa K "Human Resource and Personnel Management". Tata Mc Graw Hill, New Delhi.3rd edition
- Gupta C B, "Human Resource Management". Sultan Chand and Sons, New Delhi.
- V S P Rao- "Human Resource Management-Text and Cases"., Excel Publications,New Delhi.2nd edition
- Bhatia S K & Singh Nirmal, "Principles and Techniques of Personnel Management and Human Resource Management", Deep & Deep Publications, New Delhi.
Garry Dessler "Human Resource Management" Prentice Hall of India, New Delhi.7th edition

(Latest editions of the above books are to be referred)

PAPER CODE- MTM 224
Business Environment
(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to –

1. Understand the overall business environment covering economic, political, social and global scenarios
2. Learn and evaluate various components of business environment in business decision making

Course Outcomes:

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MTM 224	Business Environment	<p>CO 59 Explain the concept of business environment.</p> <p>CO 60 Identify types of political system.</p> <p>CO 61 Analyse various aspects of economic environment and economic policies of the country.</p> <p>CO 62 Describe the relevance of technological and societal environment in today's globalized world.</p> <p>CO 63 Recognize the international business</p>	<p>Approach in teaching:</p> <p>Interactive Hours, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation

		environment by identifying the role and functions of various international institutions.	
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CONTENTS

Unit I	Business Environment- Concept, significance, Types of Business Environment: Internal and External Environment, Micro and Macro Environment, Porter’s Five Forces Model of Competition. Environment Analysis & Forecasting: stages, approaches & techniques of environmental analysis.	12 Hours
Unit II	Political environment- Functions of state, Types of political systems, Economic aspect of Indian constitution: Preamble ,Directive principles, Fundamental rights, Centre State Relations Legal Environment- Foreign Exchange Management Act 1991 , Consumer Protection Act 1986, Right to Information Act 2005, Competition Act 2002 (Amended Act 2007).	12 Hours
Unit III	Economic environment- Types of economic systems-Market Allocation, Command Allocation, Mixed Allocation, Impact of Liberalization and Privatization on Indian economy. Economic Policies in India- New Industrial policy, 1991 and Industrial licensing, Monetary policy, Fiscal policy.	12 Hours
Unit IV	Technological Environment- Technological leadership & Followership, Technology & Competitive Advantage, sources of technological dynamics, appropriate technology, technology adaption, transfer of technology, Intellectual Property Rights (IPR) (concepts of Patent, Copyright, Trademark). Societal Environment- Business and Society, Business Ethics, Business and Culture- Elements of culture, cultural adaptation, cultural shock, cultural transmission, cultural conformity, cultural lag.	12 Hours
Unit V	International Business Environment- Nature, GATT-Objectives & Principles, WTO-main provisions & functions, Globalization-trends and challenges. International Financial Institutions- International Monetary Fund (IMF), World Bank(IBRD), International Development Association (IDA), International Finance Corporation (IFC)-Objectives and Functions.	12 Hours

*** Case studies related to entire topics are to be taught.**

Books Recommended:

- Justin Paul, Business Environment, Tata McGraw Hill Publishing Co. Ltd., 2008
- Francis Cherunillam, Business Environment, Himalaya Publishing House.V.
- Shaikh Saleem, Business Environment, Pearson Education, 2009
- K. Chidambaram and V. Alagappan, Business Environment, Vikas Publication House Pvt Ltd, 2009

- V. Neelamegam, Business Environment, Vrinda Publication (P) Ltd, 2012

PAPER CODE- MTM 225
Financial Management
(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to –

1. Develop an insight in the field of Financial Management
2. Equip the student with basic knowledge required for financial decision making.

Course Outcomes:

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MTM 225	Financial Management	<p>CO 64 Acquaint with the arena of Financial Management and apply concepts of discounting and compounding to solve practical problems.</p> <p>CO 65 Discuss the concept of risk and return, Cash Management, Marketable Securities Management, Receivables Management and Inventory Management.</p> <p>CO 66 Calculate working capital</p>	<p>Approach in teaching:</p> <p>Interactive Hours, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation

		<p>requirements and Cost of Capital of a Company.</p> <p>CO 67 Apply Capital Budgeting techniques to evaluate a project proposal.</p> <p>CO 68 Identify the significance of Leverage; basics of Capital Structure and Dividend policy.</p>	
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CONTENTS

- Unit I** **Meaning,** Nature, Scope, Importance and Objectives of Financial Management; Functions of a chief financial officer; Sources of finance- Long term and Short term; Indian financial system-structure and functions. **12 Hours**
- Time value of money**-Compounding and Discounting concept and its applications
- Unit II** **Risk and Return** – Risk of a single asset, portfolio theory and risk diversification, Systematic and unsystematic risk, Capital Asset pricing model (CAPM)- Assumptions, CAPM equation, Security Market line (SML) **12 Hours**
- Cash and Marketable securities management**- Meaning and Principles of cash management;
- Unit III** **Management of working capital**- Meaning, Estimation of working capital requirements, Working capital financing by banks; **12 Hours**
- Receivables management**- Meaning and importance;
- Inventory management**- Meaning, objectives and techniques-Economic order quantity, Re-order point, Fixing stock levels.
- Unit IV** **Cost of Capital**- Meaning, Cost of Debt, Preference and Equity Capital, Weighted average cost of capital; **12 Hours**
- Capital Budgeting:** Concept, need and objectives; Methods of Capital budgeting –Average Rate of Return, Payback period, Net present value, Internal Rate of Return, Profitability Index.
- Unit V** **Leverage:** Meaning, types of leverages and their significance; **12 Hours**
- Capital Structure**-Meaning, considerations in capital structure planning, value of firm and capital structure;

Dividend Policy- Meaning, Factors affecting dividend decisions, Alternative forms of dividends, Types of dividend policies, Dividend policy models- Assumptions and criticism

***Case studies related to entire topics are to be taught.**

Books Recommended:

- Brigham Houston, Fundamentals of Financial Management, Cengage Learning.
- I M Pandey "Financial Management", Vikas Publications
- Vyuptkesh Sharan, Fundamentals of Financial Management, Pearson
- Besley, Brigham, Parasuraman, Corporate Finance-A South Asian Perspective, Cengage Learning
- Sheeba kapil, Fundamentals of Financial Management, Pearson
- Chhandra Prassana, Financial Management, Tata McGraw Hill
- Khan & Jain, "Financial Management". Tata McGraw Hill, New Delhi
- Van Horne, Financial Management, PHI
- Rustagi R.P, Fundamentals of Financial Management, Taxmann

**PAPER CODE- MTM 226
Travel Agency Management
(Theory)**

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to –

1. Travel Agency Mgt. is the basis for understanding the modus operandi of a travel company.

Course Outcomes:

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			

MTM 226	Travel Agency Management	<p>CO 69 To get knowledge about the various active organizations involved in the active development of the travel and tour operations across the globe</p> <p>CO 70 To learn various skills on the operations and management of tour and travel segments of tourism industry including trends and contemporary issues in the travel industry.</p> <p>CO 71 Understand the various factors influencing the tour operator industry including setting up of travel agencies and legal aspects in travel and tour operations.</p> <p>CO 72 Knowledge and skills of tour operator's products which includes travel, transfer and accommodation planning.</p> <p>CO 73 Equip them with skills of how to manage tour and travel related procedures and activities enabling them to become effective managers.</p>	<p>Approach in teaching:</p> <p>Discussion, Demonstration, Action Research, Project, Field Trip</p> <p>Learning activities for the students:</p> <p>Field activities, Simulation, Presentation, Giving tasks Field practical</p>	<p>Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects</p>
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CONTENTS

Unit I	History and growth of travel agency business, emergence of Thomas Cook and American Express, Emergence of Travel Intermediaries, Indian travel agents and tour operators - an overview.	10 Hours
Unit II	Definition of travel agent and tour operator, differentiation, interrelationship of TA/TO and principles of present business trends and future prospects, problems and issues. How to set up Travel agency / Tour operation business	14

	<ul style="list-style-type: none"> a. Market research, sources of funding b. Comparative study of various types of organization proprietorship, partnership c. Govt. rules for getting approval d. IATA rules, regulation for accreditation e. Documentation 	
Unit III	Functions of a Travel Agency: Understanding the functions of a travel agency -travel information and counseling to the tourists, Itinerary preparation, reservation, ticketing, preparation and marketing of Tour packages, handling business/corporate clients including conference and conventions. Sources of income: Commission, Service Charges, Incentives.	12 Hours
Unit IV	Public and Private sector in Travel Agency Business and Tour Operation Business: Organizational Structure and various Departments of a Travel Agency. Case study of Kuoni travels, Cox & Kings and Thomas Cook.	11 Hours
Unit V	The Indian Travel Agents and Tour Operators - an overview. National Trade Associations: IATO and TAAI. Concept of e-travel portals and their functions.	13 Hours

Books Recommended:

- Travel Agency and Tour Operation, Concepts
- Principles— J.M.S.Negi
- Travel Agency Mgt.-Mohinder Chand
- Professional Travel Agency Management - Chunk, James, Dexter & Boberg
- The Business of Travel Agency Operations and Management — D.L. Foster

PAPER CODE- MTM 227
Tourist Transport management (new paper)
(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to –

1. Travel Agency Mgt. is the basis for understanding the modus operandi of a travel company.

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			

MTM 227 New Paper	Tourist Transport Management	CO 74 Identify different modes of Transport and learn their stages of development CO 75 Visualise the extent of infrastructure and capital required for tourist transport business CO 76 Understand the concepts and components of costing in Tourist transportations CO 77 To understand transport operations, customer care and complaint handling	Approach in teaching: Discussion, Demonstration, Action Research, Project, Field Trip Learning activities for the students: Field activities, Simulation, Presentation, Giving tasks Field practical	Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects
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PAPER CODE- MTM 228
Seminar Presentation and Viva voce
(Practical)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to –

1. Create awareness in students about current trends, issues and researches
2. Expose students to case studies /capstone project and enable them to prepare a report based on primary/secondary data

Course Outcomes:

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MTM 228	Seminar Presentation and Viva Voce	CO 78 Awareness of current trends, issues and researches. CO 79 Apply Descriptive statistics and machine learning	Approach in teaching: Lab class, regular interaction with Supervisor	Viva and Presentation

		using statistical tools SPSS/Orange. CO 80 Prepare a report based on primary or secondary data.	Learning activities for the students: SPSS exercises, Orange exercises, Presentations	
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CONTENTS

Unit I Regression- Simple Linear Model, Linear Model with several Predictors, Model estimation, Assessing Goodness of Fit, R and R square, Assessing individual Predictors **15 Hours**

Bias in Regression Model- Unusual cases, Generalizing the Model, Sample size in Regression, Assumptions, What if assumptions are violated

Interpreting Regression Model – Descriptives, Summary of Model, Model Parameters, Excluded variables, Assessing Multicollinearity,

Logistic Regression Analysis

Unit II Moderation and mediation of variables

Exploratory Factor Analysis- Discovering Factors, Running the analysis, Interpreting output from SPSS, Reliability Analysis, How to report Factor analysis. **15 Hours**

Apart from the 30 hrs. lab sessions, students are required to devote 4 hrs. per week under the supervision of their respective supervisors on regular basis for guidance on report.

Books Recommended:

- IBM SPSS Statistics 20 Core System User's Guide
- IBM SPSS Modeler 18.0 User's Guide
- G N Prabhakara, Synopsis Dissertation And Research To Pg Students, Jaypee Brothers Medical Publishers; second edition (2016)

PAPER CODE- MTM 229

Community Engagement Services

(Practical)

Credits: 2

Maximum Marks: 100

Contact Hrs/ Week: 2

Total Hrs: 30

Course Objectives:

This course will enable the students to –

1. Provide hands on experience to students in delivering community service.
2. Enable students to work in collaboration with community organizations and also enable them to use and enhance skills, competencies and knowledge in a real world capacity.

Course Outcomes:

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MTM 229	Community Engagement Services	CO 81 Discuss the needs and problems of the community in which they live and work. CO 82 Utilize their knowledge in finding practical solutions to community problems. CO 83 Create awareness about various issues facing society.	Approach in teaching: Interactive Hours, Group Discussion, Field visit Learning activities for the students: Presentations	Viva and Presentation

CONTENT

The students will undertake CommUnity Engagement Services in the semester. Various guest Hours, field visits, campaigns, workshops and seminars will be organized to fulfill the objectives of this paper.

Students have to undertake a project related to the areas specified for the semester. At the end of each semester students will be evaluated on the basis of the project report related to the work done in the field of CommUnity Engagement.

Various commUnity engagement activities for the semester are as follows:

- **Women Empowerment Drive:** Self defense training, Vocational Training, Role of financial and support service Institutions, Women Entrepreneurship, Family Planning, and Self Employment Programs.
- **Cleanliness Drive:** Volunteering in Swatch Bharat Abhiyan, awareness program, rallies, shramdan.

PAPER CODE- LAD 220

**Resume Building and GD-PI and business Etiquette
(Theory)**

Credits: 2

Maximum Marks: 100

Contact Hrs/ Week: 2

Total Hrs: 30

Course Objectives:

This course will enable the students to –

1. Introduce students to the elements of Resume building and components of GD-PI, which would help them to pass through their interviews
2. Aware students about Business Etiquette and mannerisms and help students to work on their social skills and grooming

Course Outcomes:

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
LAD 220	Resume Building , GD-PI and Business Etiquette	<p>CO 84 Create a powerful resume with action words and create a professional LinkedIn profile.</p> <p>CO 85 Identify the elements of group discussion and apply them in mock practice sessions.</p> <p>CO 86 Confidence in answering the interview questions.</p> <p>CO 87 Improve their body language and first impression.</p>	<p>Approach in teaching: Interactive Hours, Group Discussion</p> <p>Learning activities for the students: Presentations</p>	Viva and Presentation

CONTENTS

Unit I Understanding Resume making

6 Hours

	Resume Rubric, know your industry, some key notes about LinkedIn, Using LinkedIn and Naukri and networking, preparing career statement. Resume writing Guidelines and formatting. Common Resume Mistakes, Cover letter- Key components and guidelines.	
Unit II	Group Discussion Body language, Skills required, Importance, Types, Process of GD, Evaluation Criteria, Preparing for GD, Do's and Don'ts of GD, FAQs.	6 Hours
Unit III	Mock GD Personal Interview Answering the most common Interview questions, Body Language, Document filing, Be the auto biographer, Grooming, Mirroring, FAQs.	6 Hours
Unit IV	Mock PI Body Language Gestures, Posture, Greeting, Handshake, Eye contact, expressions, inborn responses, conveying and showing disapproval and rejection, shrugging signals. The right way to approach people, Importance of body language, Being comfortable in your own skin, Staying in contact with people, Personal space, Importance of reading on body language, The word "I", Being able to apologise	6 Hours
Unit V	Seminar/Webinar and Industry Expert Session These will be conducted by Industry leaders as question answer session and experience sharing.	6 Hours

Books Recommended:

- Dr. K. Alex (2009), Soft skills know yourself and know the world, Sultan Chand & Sons.
- Mahadevan Ramesh and Gopalswamy Ramesh (2010), The ACE of Soft Skills: Attitude, Communication and Etiquette for Success, Pearson publishers.
- Shital Kakkar Mehra (2012), Business etiquette – A Guide for the Indian Professional, Harper Collins Publishers.

PAPER CODE- MTM 321

Innovation and Entrepreneurship

(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to –

1. Equip students with knowledge of the basic principles and functionalities of Entrepreneurship
2. Provide knowledge to students about the entrepreneurial & managerial functions in the corporate arena

Course Outcomes:

Course			
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Paper Code	Paper Title	Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
MTM 321	Innovation and Entrepreneurship	<p>CO 88 Discuss the process of entrepreneurial action, entrepreneurial mind-set and personality.</p> <p>CO 89 Develop a business plan.</p> <p>CO 90 Explain the role of creativity and innovation in entrepreneurship.</p> <p>CO 91 Examine strategies for growth and identify the human resource challenges for managing growth.</p> <p>CO 92 Identify how government policies can help in promoting an enterprise.</p>	<p>Approach in teaching: Interactive Hours, Group Discussion, Tutorials, Case Study.</p> <p>Learning activities for the students: Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENTS

- Unit I Entrepreneurship/ Entrepreneur – Definition, features, types, Qualities, Entrepreneur vs. Manager. Creativity and innovation – Stimulating creativity, organizational actions that enhance/hinder creativity, managerial responsibilities, sources of innovation in business. 12 Hours**
- Unit II Starting the New Venture - Generating Business Idea, Sources of New Idea, Methods of generating Ideas, creative problem solving, opportunity recognition, environment scanning, competitor and Industry analysis. The Four stages of Growth model- pre start-up-stage, Start-up Stage, Early Growth Stage, Later Growth Stage. 12 Hours**
- Unit III Product Protection: Patents, Trademarks and Copyrights- Patents, Types of patents, Disclosures, The patent process, Patents in perspective, Trademarks, copyrights, Intellectual Property rights. International Markets- Changing International Environment, Exporting, Importing, Establishing International Ventures, The foreign Environment Business, Sources of Information. 12 Hours**
- Unit IV Entrepreneurial Team and Business Formation- Matching Human Resource needs and skills, The board of directors, Networking, Legal forms of business in perspective, sole proprietorship, partnership, corporations. Business Acquisitions and Franchising- Rationale for acquiring a Business, Evaluating acquisition opportunities, Methods of valuation, structuring the Acquisition, Franchising. 12 Hours**
- Unit V Government of India Schemes for Innovation and Entrepreneurship- Start up India, Make in India, Atal Innovation Mission (AIM), Support to Training and Employment Programme for Women (STEP), Jan Dhan-Aadhaar- Mobile (JAM), Digital India, Biotechnology Industry Research 12 Hours**

Assistance Council (BIRAC), Department of Science and Technology (DST), Trade related Entrepreneurship Assistance and Development (TREAD), Pradhan Mantri Kaushal Vikas Yojana (PMKVY), National Skill Development Mission, **Science for Equity Empowerment and Development (SEED) Business Plan - Concept, Characteristics, Preparation of business plan.**

***Case studies related to entire topics are to be taught**

Books Recommended:

- Holt, D.H. Entrepreneurship new venture creation.
- G.S.Sudha, Fundamentals of entrepreneurship, RBD, Jaipur.
- S.S. Khanka, Entrepreneurship Development, S.Chand Publications, New Delhi.
- Nafees A. Khan, Fundamentals of entrepreneurship, Anmol Publications, New Delhi.
- E. Gordon & K. Natarajan, Entrepreneurship Development, Himalaya Publications.
- .Vasant Desai, Fundamentals of Entrepreneurship and Small Business Management, Himalaya Publications

PAPER CODE- MTM 322

Tourism Operation New paper

(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to –

1. To understand internal & external operations of various tourism related organization

Course Outcomes:

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			

<p>MTM 322 New Paper</p>	<p>Tourism Operations</p>	<p>CO 93 Understand internal & external operations of various tourism related organization.</p> <p>CO 94 understand various procedure to be followed while providing services to the clients or an organization.</p> <p>CO 95 To know about set of plans, organizing of various resources, direction while providing services to client.</p> <p>CO 96 To know about ethics and responsibility to be discharged while managing various services.</p>	<p>Approach in teaching: Discussion, Demonstration, Action Research, Project, Field Trip</p> <p>Learning activities for the students: Field activities, Simulation, Presentation, Giving tasks Field practical</p>	<p>Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects</p>
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**PAPER CODE- MTM 323
Sustainable Tourism Management
(Theory)**

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to –

1. It Covers both issues and methods in planning for tourism development from the perspective of sustainable development

Course Outcomes:

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MTM 323	Sustainable Tourism Management	<p>CO 97 Create a business plan for a new tourism-related business or product; apply business law principles; create a marketing strategy for a tourism-related business or product; create and/or interpret financial statements;</p> <p>CO 98 Deal with approaches of sustainable tourism and their critical aspects from destination point of view.</p> <p>CO 99 Demonstrate their knowledge using tools and techniques of sustainability in term of destination.</p> <p>CO 100 Deal with various challenges of sustainable tourism development affecting economic, social and cultural environment.</p> <p>CO 101 Understand Various campaign and promotion tools to maintain the destination environment.</p>	<p>Approach in teaching:</p> <p>Discussion, Demonstration, Action Research, Project, Field Trip</p> <p>Learning activities for the students:</p> <p>Field activities, Simulation, Presentation, Giving tasks Field practical</p>	<p>Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects</p>

CONTENTS

Unit I	Concepts, Principles and Theories of Sustainable Development (SD). Sustainability as a development and management approach Earth summit -1 and II	10 Hours
Unit II	Perspectives on Mass and Alternative Tourism. Community tourism- Rural tourism and Village tourism. Urban tourism; Eco-tourism; Nature tourism; Volunteer tourism. Cultural tourism and its forms. Conflicts and synergies between promotion and conservation of destinations.	14 Hours
Unit III	Challenges of Sustainable Tourism Development. Economic, socio-cultural and physical impacts, social and economic Sustainability of tourist regions. Major indicators, tools and techniques for sustainable development.	12 Hours
Unit IV	Sustainable tourism Enterprise. Investment opportunities, Role of the government and private sectors in sustainable tourism development.	11 Hours
Unit V	Codes of conduct for tourism (UNWTO); Human rights Issues in tourism and the role of NGO's, Successful case studies of Eco-tourism. (Kerala, Sikkim & Bhutan)	13 Hours

Books Recommended:

- Sustainable Tourism - A Marketing Perspective, Victor T.C.
- Middleton and Rebecca Hawkins. Sustainable Tourism, Salah Wahab and John J. Pigram, Sustainable Development - Economic and Policy, P.K. Rao Tourism Planning: An Integrated and Sustainable Development Approach, Edward Inskeep. Tourism and Sustainability - New Tourism in Third World- Martin Mowforth, Lan Munt.
- Eco-Tourism a Sustainable Option, Erlet Cater and Crwen Lowman.

PAPER CODE- MTM 324
Destination marketing
(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to –

- 1.** To give an insight into marketing of a destination.

Course Outcomes:

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MTM 324	Destination Marketing	<p>CO 102 Identify how motivations for engaging in destination marketing are influenced by wider trends and issues;</p> <p>CO 103 Evaluate the role of the DMO in overseeing destination marketing strategy;</p> <p>CO 104 Critically analyze destination marketing material that is produced by a range of destinations;</p> <p>CO 105 Formulate an original destination marketing campaign showing creative application of the principles of segmentation, targeting and positioning.</p> <p>CO 106 Understand planning and development of destination, resources requirements and environment analysis. Marketing Strategy formulation and implementation</p>	<p>Approach in teaching:</p> <p>Discussion, Demonstration, Action Research, Project, Field Trip</p> <p>Learning activities for the students:</p> <p>Field activities, Simulation, Presentation, Giving tasks Field practical</p>	<p>Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects</p>

CONTENTS

Unit I	Tourism Attraction (destination) : Definition, Characteristics, typology, Criteria for tourist attractiveness, development and design of tourist attractions. Destination life cycle.	10 Hours
Unit II	Tourism Destination Planning, Environmental analysis, resource analysis, Regional Environmental analysis and scanning, marketing analysis, competitor analysis	14 Hours
Unit III	Components of destination marketing mix. Product Strategy- Nature and Characteristics Managing existing tourism products. New product development in Regional Tourism. Pricing Strategies- tourist perception of price	12 Hours
Unit IV	Regional Goal Formation: Strategy formation, product portfolio strategies. Tourism portfolio model, analysis of portfolio approaches. Market segmentation in the regional context- Bases, steps and categories, Target Marketing- targeting options, positioning strategies.	11 Hours
Unit V	The Tourism Distribution Strategy- Choice of distribution channel. Developing a destination promotional strategy. Evaluation and control of the promotional programme. Tourism organization- Role in destination development and promotion.	13 Hours

Books Recommended:

- Marketing Tourism Destinations: Ernie Heath and Geoffrey wall, John Wiley and Sons, Inc. Marketing for hospitality and tourism- Philip Kotler, Jon Bower.
- Tourism Marketing: Lumsdon
- Marketing for Tourism- J. Christopheo Holloway and Chris Robinson

PAPER CODE- MTM 325

Adventure Tourism Concepts & Management

(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to –

- 1.** To impart knowledge on the various aspects of Adventure Tourism.

Course Outcomes:

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MTM 325	Adventure Tourism Concepts and Management	<p>CO 107 To demonstrate knowledge about various types of adventure activities from tourism perspective.</p> <p>CO 108 Understanding the resource potential for adventure tourism in India and the existing popular destinations and activities. Impart knowledge on various aspects of Adventure Tourism.</p> <p>CO 109 Economic benefits of adventure tourism to nations and their significant important from destination specific point of view.</p> <p>CO 110 Management of different adventure based activities and their legal requirements.</p>	<p>Approach in teaching: Discussion, Demonstration, Action Research, Project, Field Trip</p> <p>Learning activities for the students: Field activities, Simulation, Presentation, Giving tasks Field practical</p>	<p>Class test, Semester end examinations , Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects</p>

CONTENTS

Unit I

Concept of adventure and its classification. Adventure and tourism industry — nature, relationship and scope, land base, air base & water base. Geographic & Topographic features -Weather a, climate, vegetation belts.

10 Hours

Unit II

Land based Adventure tourism - Concept , Natural & manmade resources required , Planning required ,Equipment and clothing requirements , Types , Places where available in India , do's and do'nts.

14 Hours

Unit III

Water based Adventure tourism - Concept , Natural & manmade resources required , Planning required ,Equipment and clothing requirements , Types , Places where available in India, do's and do'nts..

12 Hours

Unit IV

Air based Adventure tourism - Concept , Natural & manmade resources required , Planning required ,Equipment and clothing requirements , Types , Places where available in India, do's and don'ts..

11 Hours

Unit V Impact of adventure tourism: environmental, socio-cultural and economic. Management strategies and actions: site management, visitor management, legal and regulatory actions, community management. Case study on land, air and water based tourism.

**13
Hours**

Books Recommended:

- Buckley, Ralf, CAB International 2006, Adventure Tourisms.
- Malik, S.S., 1997, Adventure Tourism, Rahul Publishing, New Delhi.
- Negi, J. 2001, Adventure Tourism and Sports - Part- I & II, Kanishka Publishers, New Delhi.
- New Som, D., Moore, S.A., Dowling, R.K. (2004),
- Natural Area Tourism, Viva Books, New Delhi.

PAPER CODE- MTM 326

Foreign Language-Fundamentals of French & German-1

(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to –

1. The objective of this subject is to acquaint the students with the working knowledge of the language to make use in international business.

Course Outcomes:

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MTM 326	<p>A1. Foreign Language (Theory) - Fundamentals of French-I</p> <p>A2. Foreign Language(Oral)- Listening and Speaking Skills in French-I</p> <p>B1. Foreign Language (Theory) - Fundamentals of German-I</p>	<p>CO 111 To demonstrate knowledge and communication ability while dealing with international tourism</p> <p>CO 112 Students can demonstrate critical thinking and collaborative problem-solving through advanced task-based language activities.</p>	<p>Approach in teaching: Discussion, Demonstration, Action Research, Project, Field Trip</p> <p>Learning activities for the students: Field activities, Simulation, Presentation, Giving tasks Field practical</p>	<p>Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects</p>

	<p>B1. Foreign Language (Theory) - Fundamentals of German-I</p>	<p>CO 113 To demonstrate knowledge and skills to show an emerging ability to understand complex discourse.</p> <p>CO 114 Students can compare and contrast cultural practices as they relate to French and American culture and are able to generalize about the importance of understanding cultural differences.</p> <p>CO 115 To demonstrate knowledge and communication ability while dealing with international tourism.</p>		
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CONTENTS - FRENCH

<p>Unit I</p>	<p>Personal Pronoun ,Verb Conjugation</p> <p>General greetings</p> <p>Pronouns-er,es,sie(he, it,she)</p> <p>The Article-definite,indefinite</p> <p>Verb-regular,irregular,separable</p> <p>Name(name)</p> <p>Land (country)</p> <p>Wohnort (nativeplace)</p> <p>(Reihe 1)</p>	<p>12 Hours</p>
<p>Unit II</p>	<p>Noun-singular, plural</p> <p>Opposites</p> <p>Possessive pronoun</p> <p>Negation-kein, nicht</p> <p>Yes-no-ofcourse (ja,nein,doch)</p> <p>Studium (study)</p> <p>Beruf (occupations)</p>	<p>12 Hours</p>

	(Reihe 2)	
Unit III	Imperative	12 Hours
	Construction of sentence	
	Numbers 1-1000, calculation	
	Time (by watch)	
	Familie (family)	
	Geschwister (siblings)	
	Alter (age)	
	(Reihe 3)	
Unit IV	Demonstrative pronoun	10 Hours
	Day-month-year	
	Occupations	
	Introduction-I ,YOU,WE	
	Tagesablauf (daily routine)	
	Termine (appointments)	
	(Reihe 4)	
Unit V	Interrogative pronouns	14 Hours
	Making questions	
	Conjunction-aber,denn,und,sondern	
	Einladung (invitation)	
	(Reihe 5)	

Book recommended:

- Em Neu Bruckenkurs – Published by Hueber Verlag
- Themen Aktuell 1
- Unser zweites Deutschbuch by Rajeev Devsthali
- Deutsch fuer Anfaenger – CD-ROM made by Hueber
- Deutsche Sprachlehre fuer Auslaender - Dora Schulz & Heinz Griesbach
- Lernziel Deutsch –1 . Max Hueber Verlag
- Pons German – Travelers Guide
- Pons Starting German / Anfaenger Deutsch
- Cassels Language Guides : German – A Handbook of Grammar, Current usage and word power
- Teste dein Deutsch – Stufe I & II
- Langenscheidt' s or Collin' s German – English / English – German Dictionary
- Deutsch als Fremdsprache – I A & B
- Mein Erstes Deutschbuch by Maharashtra State Bureau of Textbook Production and Curriculum Research
- Unser zweites Deutschbuch by Rajeev Devsthali
- Eidruecke – Einblicke : Lehr und Arbeitbuch
- Deutsche Sprachlehre fuer Auslaender - Dora Schulz & Heinz Griesbach

CONTENTS - GERMAN

Unit I	Grammar: greetings; indefinite articles; definite articles; the partitive article; two forms of the contracted article ("a" & "de" forms)	10 Hours
	Comprehension and paragraph writing: reading of the stories in chapter 1 of the book	
	Listening and Speaking Skills: activities: making acquaintances	
Unit II	Grammar: introduction to French verb system (present conjugations of the regular 1 st group verbs and of the irregular be, have & go verbs)	13 Hours
	Comprehension and paragraph writing reading of the stories in chapter 1 and 2 of the book	
	Listening and Speaking Skills inviting and replying to an invitation	
Unit III	Grammar: verb system (some major verbs of the regular 2 nd group & the irregular 3 rd group); demonstrative, qualifying & possessive adjectives; interrogation; negation;	13 Hours
	Comprehension and paragraph writing reading of the stories in chapter 1 and 2 of the book	
	Listening and Speaking Skills activities : describing people; requesting & giving orders	
Unit IV	Grammar contracted articles ("a" & "de" forms), prepositions & adverbs of space and quantity; gender & number of nouns and adjectives; position of adjectives	12 Hours
	Comprehension and paragraph writing reading of the stories in chapter 2 and 3 of the book	
	Listening and Speaking Skills: evaluating & appreciating; thanking & congratulating	
Unit V	Grammar: imperative mood; emphatic pronouns; pronominal verbs;	12 Hours
	Comprehension and paragraph writing reading of the stories in chapter 2 and of the book	
	Listening and Speaking Skills activities: explaining; justifying; complaining;	

Books Recommended:

- **Le nouveau sans frontières level- I (methode de francais – published by CLE international Paris, 1998, Indian edition.**
- **Le nouveau sans frontières – workbook vol-1**
 - **3) Four audiocassettes accompanying the written material**
 - **1) Larousse compact dictionary : Fre->Eng./Eng.->Fre**
- **Conjugaison – Le Robert & Nathan**
- **Larousse grammaire française**
- **Grammaire collection "Le Nouvel Entraînez-Vous", level debutant.**

PAPER CODE- MTM 327
Corporate Internship and Viva voce
(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to –

1. Explore career opportunities prior to course completion and Build industry network

Course Outcomes:

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MTM 327	Corporate Internship & Viva Voce	<p>CO 116 Explore career opportunities prior to course completion and Build industry network</p> <p>CO 117 Develop communication, interpersonal and other critical skills required in corporate world</p> <p>CO 118 Prepare a project report on internship</p>	<p>Approach in teaching:</p> <p>Discussion, Demonstration, Action Research, Project, Field Trip</p> <p>Learning activities for the students:</p> <p>Field activities, Simulation, Presentation, Giving tasks Field practical</p>	<p>Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects</p>

CONTENT

30 hours Lab sessions will be available to the students for completion of their report. Students are expected to finalize the project title and complete the data collection process in consultation with their supervisor during their summer internship. At the beginning of semester III Lab sessions will be available to the students under the supervision of a faculty for the following-

- Unit I** Data Compilation- Compiling data in excel, importing to SPSS/Analytical tool,
 Data Cleaning and summarizing
 Data Analysis using SPSS/Analytical tool

**15
Hours**

Unit II Report Writing- Preparation of Rough Draft and Final Draft**15
Hours**

Simultaneously, students are required to meet their supervisors for guidance on regular basis.

Books Recommended:

- Anil Mishra, Summer Internship Simplified, Wiley Publishers, 2008

**PAPER CODE- MTM 328
Synopsis of Dissertation
(Practical)**

Credits: 2**Maximum Marks: 100****Contact Hrs/ Week: 2****Total Hrs: 30****Course Objectives:****This course will enable the students to –**

1. Explore career opportunities prior to course completion and Build industry network

Course Outcomes:

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MTM 328	Synopsis of Dissertation	CO 119 Identify literature for review and critically analyse it. CO 120 Define the research gaps and state research questions. CO 121 Identify research methods and prepare synopsis of the research project.	Approach in teaching: Interactive Hours, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation

Course Guidelines:

The students are required to identify the research area under the broad field of International Business in consultation with their respective supervisors, and prepare a synopsis. Evaluation will be done on the basis of the synopsis submitted along with a PowerPoint presentation by the student by a panel of examiners.

Books Recommended:

- David Gough, Sandy Oliver and James Thomas, An Introduction to Systematic Reviews, Sage Publications
- Anthony J Onwuegbuzie & Rebecca Frels, Seven Steps to a Comprehensive Literature Review- A Multimodal and Cultural Approach, Sage Publications

PAPER CODE- LAD 320

Social Media Networking and Presentation Skills

(Theory)

Credits: 2

Maximum Marks: 100

Contact Hrs/ Week: 2

Total Hrs: 30

Course Objectives:

This course will enable the students to –

1. Give students in depth knowledge of the various aspects concerning Personal branding, creating online resume on various platforms, learning to work on writing online and offline content
2. Emphasis on public speaking, and working amongst different groups and with cultural diversity

Course Outcomes:

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
LAD 320	Social Media Networking & Presentation Skills	<p>CO 122 Discuss the importance of personal branding by creating an online presence and blog.</p> <p>CO 123 Show general etiquette and mannerisms, both professional and social.</p> <p>CO 124 Create presentations and able to present them in front of a large audience.</p> <p>CO 125 Combat stress through meditation and relaxation technique.</p>	<p>Approach in teaching:</p> <p>Interactive Hours, Group Discussion</p> <p>Learning activities for the students:</p> <p>Presentations</p>	Viva and Presentation

CONTENTS

Unit I	Personal Branding: Converting hobby into passion Introduction to personal branding, the art of authenticity, Choosing the best social media network, why scheduling is important, Brand maintenance, online identity, creating relationship with the professional network to create a professional personal brand. Social networking sites: Blogging your passion Self-discipline and trust building activities, what is blogging and blogging platforms, which platform to choose, setting up a blog, types of blog and blog writing, finding the right subject matter, following skill not passion, do's and don'ts of blogging.	6 Hours
Unit II	Etiquette Business Etiquette: Grooming, Positive impression, Communication, Social Imaging. E-Mail Etiquette: Professional Behaviour at work, Subject line, CC-BCC, professional e mail address and other basic do's and don'ts. Phone etiquette: Tone of voice, receiving and dialling, phone language, eliminating distraction, basic etiquette and do's and don'ts. Whatsapp/messaging etiquette, social etiquette, Business meeting etiquette, cubicle manners, dining etiquette, social media etiquette	6 Hours
Unit III	Pre presentation research and prep Pre-Presentation Prep, preparing slides and Yourself, Delivering the Presentation, Practical- Individual Presentations and Extempore, do's and don'ts in presentations, using graphics, images and videos, saving presentations, giving a boost start with a case study or a story, 6 by 6 slide rule. Types of presentations, taking presentations to SlideShare and LinkedIn, importance of research.	6 Hours
Unit IV	Stress Management: Knowing the reasons, living a relaxed life, Being Emotionally Wise, Inner self integration technique, Meditation, types and importance.	6 Hours
Unit V	Seminar/Webinar and Industry Expert Session These will be conducted by Industry leaders as question answer session and experience sharing.	6 Hours

Books Recommended:

- Erik Deckers and Kyle Lacy (2010), Branding Yourself: How to Use Social Media to Invent or Reinvent Yourself.

PAPER CODE- MTM 421
Business Ethics & Corporate Governance
(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to –

1. Understand ethical issues in business and the role of Corporate Governance practices in maintaining transparency in business transactions.
2. Understand the importance of commitment to values and ethical conduct of business.

Course Outcomes:

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MTM 421	Business Ethics & Corporate Governance	<p>CO 126 Describe the importance of ethics and corporate governance in the day-to-day working of organizations .</p> <p>CO 127 Create a framework for effective corporate governance by understanding the role and responsibility of different stakeholders.</p> <p>CO 128 Explain the scope of business ethics in Compliance, finance, Human resources, marketing, and production.</p> <p>CO 129 Identify the importance of ethics and corporate governance in the day-to-day working of organizations.</p> <p>CO 130 Discuss the issues involved in maintaining ethics/ corporate governance and how to deal with such situations.</p>	<p>Approach in teaching: Interactive Hours, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students: Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation

CONTENTS

Unit I	Introduction to Business Ethics: Meaning, Nature of Ethics, Ethical Concepts and Theories, Morals and Values, Importance and need of ethics in business, Kohlberg's six stages of moral development (CMD) Values – Importance, Sources of Value Systems, Types, Values across Cultures, Difference between values and ethics.	10 Hours
Unit II	Managerial Ethics: Categories of management morality Ethical Problems-Dilemma at Work-Sources , Resolutions, Corporate Ethical Leadership Whistle Blowing Ethical Decisions: Concept, Ethical Decision Making, Ethical Dilemmas in Organization, Social Responsibility of Business.	10 Hours
Unit III	Ethical Issues In The Functional Area: Concept, Ethics in Marketing , Ethics in Finance, Ethics in HR and Ethics in Information Technology Environmental Ethics, Corruption And Gender Issues: Environmental Ethics, Corruption, Gender Ethics, Sexual Harassment and Discrimination.	12 Hours
Unit IV	Corporate Governance: Meaning of Corporate Governance, Difference between Governance and Management, Purpose of Good Governance, Potential Consequence of poor CG, Governance risk and Financial Stability- The balancing of conflicting objectives. Indian and Global Scenario: Sarbanes Oxley Act of 2002, Overview of Anglo-American, Japanese, German, models of CG Reports and recommendations of Narayan Murthy and Ganguly Committees	14 Hours
Unit V	Strengthening Corporate Governance: Role and composition of the board, remuneration of directors and senior executives, Rights and responsibilities of shareholders, Ownership of independent directors Corporate Social Responsibility (CSR): Introduction to CSR, Advantages and Scope, Indian Scenario, CG and CSR, Corporate governance rating	14 Hours

***Case studies related to entire topics are to be taught.**

Books Recommended:

- S K Mandal (2011), Ethics in Business and Corporate Governance, Tata McGraw Hill Publishing Co. Ltd., New Delhi.
 - A.C. Fernando (2009), Business Ethics: An Indian Perspective, Pearson Education India.
 - David J.Fritzsch(2004), Business Ethics; a Global and Managerial Perspective, McGraw-Hill Irwin, Singapore
 - Riya Rupani (2015), Business Ethics and Corporate Governance, Himalaya Publishing
 - Murthy C.S.V(2009), Business Ethics, Himalaya Publishing.
 - Daniel Albuquerque(2010), Business Ethics: Principles and practice, Oxford Uni. Press
- (Latest editions of the above books are to be referred)**

PAPER CODE- MTM 422

**Tourism Planning & Development (New paper)
(Theory)**

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to –

- To know about meaning of tourism planning, level of planning and its significance.

Course Outcomes:

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MTM 422 (New paper)	Tourism Planning & Development	<p>CO 131 To know about meaning of tourism planning, level of planning and its significance.</p> <p>CO 132 To know about Requirement of various social and economic infrastructures for tourism planning.</p> <p>CO 133 To know about Various approaches to tourism planning</p> <p>CO 134 To know about various level of planning and their strategic and tactical perspective.</p>	<p>Approach in teaching: Discussion, Demonstration, Action Research, Project, Field Trip</p> <p>Learning activities for the students: Field activities, Simulation, Presentation, Giving tasks Field practical</p>	<p>Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects</p>

PAPER CODE- MTM 423

Air Cargo Operations and Management

(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to –

1. To impart knowledge on basic cargo handling.

Course Outcomes:

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MTM 423	Air Cargo Operation and Management	CO 135 To know the World geographical location, their area, sub- areas, IATA designated Airports & their codes CO 136 To apply Cargo booking procedures , Cargo scanning, Document automation, CO 137 handling of various types of goods. CO 138 To understand various Air Cargo Laws. CO 139 To know about Various international of organization and their roles	Approach in teaching: Discussion, Demonstration, Action Research, Project, Field Trip Learning activities for the students: Field activities, Simulation, Presentation, Giving tasks Field practical	Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects

CONTENTS

Unit I Growth and development of air transport industry and freight industry. Relevance and importance of cargo industry.

Freedoms of air, Bermuda convention, Chicago convention, Warsaw Convention

Roles and functions of DGCA, IATA, and ICAO

10 Hours

Unit II	World Geography, IATA3 letter codes, time differences, calculations of transportation time/flying time. IATA airline codes, country codes, city codes, currency codes etc. OAG Air cargo guides, TACT rates and rules.	14 Hours
Unit III	Air craft cargo configuration, capacity familiarization, limitations of weight and special loads.	12 Hours
Unit IV	Packaging, marking and labeling of consignment, acceptance of cargo, introduction of airway bill.	11 Hours
Unit V	Introduction to G.C.R, S.C.R, C.C.R, ADD ON and LCP rate structures. Dangerous Goods and Animals	13 Hours

Books Recommended:

- Travel Industry- Chunk, James and Dexter.
- TACT Rule Book
- OAG and the Air Cargo Tariff both Red and Green
- Travel Information Manual

PAPER CODE- MTM 424

**Tour Package Operation & Management
(Theory)**

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to –

1. This paper gives an insight in to the tour operations like itinerary preparation, costing, tour packaging, tour escorting, travel agency operations & documentation.

Course Outcomes:

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			

MTM 424	Tour Package Operation and Management	<p>CO 140 Define a Tour operator and scope of tour operator business.</p> <p>CO 141 To know how to Design Package for FIT, GIT and FAM tour & to know Various types of tour packages and their design.</p> <p>CO 142 To learn how to Design a special interest tour like MICE tour, yoga and a meditation tour.</p> <p>CO 143 Design an Itinerary and its costing for various types of tours , prepare documents</p>	<p>Approach in teaching: Discussion, Demonstration, Action Research, Project, Field Trip</p> <p>Learning activities for the students: Field activities, Simulation, Presentation, Giving tasks Field practical</p>	<p>Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects</p>
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CONTENTS

Unit I	<p>Tour Operator: Definition, & concept of tour operation, Scope in a tour operation business. Concept of FIT & GIT. Linkages of tour operation business with principal suppliers and other agencies</p> <p>Itinerary preparation: Domestic and International (Concept), Do's and don't of itinerary preparation, Limitation and constraints.</p>	10 Hours
Unit II	<p>Tour Packaging: Definition of tour package, Types of package tours, Components of a package tour, Selling package tours: Merits, demerits of package tour to the supplier and buyer, Special requirements for out bound packages Costing, Quotation, Commission, mark up, services charges and other remuneration for tour operation., Incentives and concessions applicable to tour operators in India.</p>	14 Hours
Unit III	<p>Product Oriented package tours: Nature cure, health tourism, yoga and meditation, Beach holidays, pilgrimage tours.</p> <p>Special Interest Tours: Tailor made tour packages, Advantages and limitations, Yoga & meditation tours, botanical tours, mice tour, wildlife & ethnic tours and architectural tour.</p>	12 Hours
Unit IV	<p>Itinerary Preparation & Costing – Domestic(itineraries for Wildlife tourism, Cultural Tourism ,Desert Tourism , Rural tourism), International – Itineraries for Europe and Far East</p>	11 Hours
Unit V	<p>Tour Operation Documentation: Passport, Visa .Voucher - Hotel and Airline and exchange order, Pax docket, status chart, rooming list, AGT statements, Tour Escort File . Designing a brochure and presentation skills.</p>	13 Hours

Books Recommended:

- Travel Agency & Tour Operations: Concepts & Principles-J.M.S Negi
- Travel Agency Management-Mohinder Chand
- The business of travel Agency Operation & Administration-D.L Foster
- The Business of tourism-Roy. A. Cook vi. Travel Agency Management -Gwenda Swarat

PAPER CODE- MTM 425

**Meetings Incentives Conferences Exhibitions
(Theory)**

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to –

1. To introduce the concept of MICE

Course Outcomes:

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MTM 425	Meetings Incentives Conferences Exhibitions	<p>CO 144 To understand the Mice industry (meeting, incentive, conferences & conventions) and its development over the period of time</p> <p>CO 145 Describe the role of travel agent, tour operator, ground operator in Mice Market</p> <p>CO 146 Analyze the factors affecting the operation and management of MICE in practice</p> <p>CO 147 Understand the significance of the MICE industry as part of the overall event sector;</p> <p>CO 148 evaluate the status of MICE in India</p>	<p>Approach in teaching: Discussion, Demonstration, Action Research, Project, Field Trip</p> <p>Learning activities for the students: Field activities, Simulation, Presentation, Giving tasks Field practical</p>	<p>Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects</p>

CONTENTS

Unit I	Introduction to MICE, Evolution of MICE industry: Components of MICE: Economic and social significance of MICE. Introduction to professional meeting planning: Definition, types and roles- associate, corporate, independent, TA's and TO's, convention visitor bureaus- functions, structure and funding sources..	10 Hours
Unit II	MICE market: association and corporate meeting, its characteristics and difference. Process of meeting management- premeeting, during the meeting and post meeting. Role of travel agency in management of conferences, pre and post conference tours and spousal programmes. Evaluation of events and its importance.	14 Hours
Unit III	Conference Venues: Concept, facility check in and check out procedures, requirements, room lay outs, F&B planning for conference. Convention Manager, inter-related venues, project planning and development. Introduction to conference facilities in India. Role and functions of ICPB and ICCA.	12 Hours
Unit IV	Trade shows and exhibitions/expositions: types of shows, benefits of exhibitions, participation decision making process. Contract negotiations- principles, negotiation with hotels, airlines and ground handlers. Development of events sales and marketing plans.	11 Hours
Unit V	Latest meeting technologies- video conferencing and information communication technology(ICT). Factors including ICT affecting future of MICE. Human resource requirement for conferences. Incentive tour and special requirements for its organization.	13 Hours

Books Recommended:

- B. Monotgomery, R.J. 1994, "meeting, conventions and expositions: VNR, New York".
- Hoyle, L.H., TJA Jones(1995)" Managing Conventions and Group business", Educational Institute of AM & MA
- International Society of Meeting Planner (1997), The Complete Book of International Meeting"
- Todd publishing, Arizona.
- Cotterrel, P (1992) "Exhibitions", Holder and Staughton

PAPER CODE- MTM 426
Foreign Language-Fundamentals of French & German-II
(Theory)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to –

1. The objective of this subject is to acquaint the students with the working knowledge of the language to make use in international business.

Course Outcomes:

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MTM 426	A1. Foreign Language (Theory) - Fundamentals of French-II	CO 149 To demonstrate knowledge and communication ability while dealing with international tourism	Approach in teaching: Discussion, Demonstration, Action Research, Project, Field Trip Learning activities for the students: Field activities, Simulation, Presentation, Giving tasks Field practical	Class test, Semester end examinations, Quiz, Solving problems in tutorials, Assignments, Presentation, Individual and group projects
	A2. Foreign Language(Oral)- Listening and Speaking Skills in French-II	CO 150 Students can demonstrate critical thinking and collaborative problem-solving through advanced task-based language activities.		
	B1. Foreign Language (Theory) - Fundamentals of German-II	CO 151 To demonstrate knowledge and skills to show an emerging ability to understand complex discourse.		
	B1. Foreign Language (Theory) - Fundamentals of German-II	CO 152 Students can compare and contrast cultural practices as they relate to French and American culture and are able to generalize about the importance of understanding cultural differences.		
		CO 153 To demonstrate knowledge and communication ability while dealing with international tourism		

CONTENTS - FRENCH

Unit I	Modal verbs Akkusativ case+verbs Dativ case+Verbs Prepositions with Akkusativ, Dativ Stellensuche (jobsearch) Berufswahl (occupation choice) (Reihe 6)	10 Hours
Unit II	Personal Pronoun-Akkusativ ,Dativ Reflexiv –Akkusativ, Dativ	13 Hours

question pronoun-welch

Einkaufen (shopping)

(Reihe 7)

Unit III Adjective endings

Place and Direction

13 Hours

Perfect with Sein/haben

Geschenke

Auf der Post

(Reihe 8)

Unit IV Past tense

wenn,weil/denn(if,because)

Sentences

12 Hours

Genitive case

Preposition with Genetiv

Auskunft –Fest

(Reihe 9)

Unit V To write and speak on different themes i.e.-

1) ich,du,er/sie(I,you,he/she)

12 Hours

2) my Freund

3) my brother/sister

4) my Germanclass

5) my father/mother

6) my Family

7) my hause

8) an Indian festival

9) my favourite food

10) one week in Germany.

Heirat

Kinder(Reihe 10)

Books Recommended:

- Em Neu Bruckenkurs – Published by Hueber Verlag
- Themen Aktuell 1
- Unser zweites Deutschbuch by Rajeev Devsthal
- Deutsch fuer Anfaenger – CD-ROM made by Hueber
- Deutsche Sprachlehre fuer Auslaender - Dora Schulz & Heinz Griesbach
- Lernziel Deutsch –1 . Max Hueber Verlag
- Pons Starting German / Anfaenger Deutsch
- Cassels Language Guides : German – A Handbook of Grammar, Current usage and word power
- Teste dein Deutsch – Stufe I & II
- Langenscheidt' s or Collin' s German – English / English – German Dictionary
- Deutsch als Fremdsprache – I A & B

- Mein Erstes Deutschbuch by Maharashtra State Bureau of Textbook Production and Curriculum Research
- Unser zweites Deutschbuch by Rajeev Devsthal
- Eidruecke – Einblicke : Lehr und Arbeitbuch
- Deutsche Sprachlehre fuer Auslaender - Dora Schulz & Heinz Griesbach

CONTENTS - GERMAN

Unit I	Grammar personal pronouns (indirect, direct, adverbial) : choice, order & place in the sentence; indefinite adjectives & pronouns	10 Hours
	Comprehension and paragraph writing reading of the stories in chapters 3+4 of the book	
	Listening and Speaking Skills activities: reprimanding; giving opinion	
Unit II	Grammar: near future; past perfect and imperfect tenses	
	Comprehension and paragraph writing reading of the stories in chapters 3+4 of the book	13 Hours
	Listening and Speaking Skills relating events using the past tenses	
Unit III	Grammar: formation and usages; simple relative pronouns	
	Comprehension and paragraph writing reading of the stories in chapter 4 of the book	13 Hours
	Listening and Speaking Skills activities : relating events using the past tenses	
Unit IV	Grammar reported speech; possessive pronouns	
	Comprehension and paragraph writing reading of the stories in chapter 4 of the book	
	Listening and Speaking Skills: reporting conversation using reported speech; allowing and prohibiting;	12 Hours
Unit V	Grammar comparatives and superlatives; simple future; recent past; present continuous	
	Comprehension and paragraph writing reading of the stories in chapter 4 of the book	12 Hours
	Listening and Speaking Skills making plans; discussing & debating an issue	

Books Recommended.

- **Le nouveau sans frontieres level- I (methode de francais – published by CLE international Paris, 1998, Indian edition.**
- **Le nouveau sans frontieres – workbook vol-1**
- **3)Four audiocassettes accompanying the written material**
- **1)Larousse compact dictionary : Fre->Eng./Eng.->Fre**
- **2) Conjugaison – Le Robert & Nathan**
- **3) Larousse grammaire francaise**
- **4) Grammaire collection “Le Nouvel Entraînez-Vous”, level debutant.**

PAPER CODE- MTM 427

Dissertation & Viva Voce

(Practical)

Credits: 4

Maximum Marks: 100

Contact Hrs/ Week: 4

Total Hrs: 60

Course Objectives:

This course will enable the students to –

1. Culminate the academic experiences of the students in the form of a systematic research.
2. Enhance the research and professional proficiency of the students in analytics.

Course Outcomes:

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
MTM 427	Dissertation & Viva Voce	CO 154 Develop responses on the basis of the evaluation and undertake analysis. CO 155 Apply knowledge and understanding in relation to the chosen topic of research CO 156 Communicate in written form by integrating, analysing and applying key texts and practices.	Approach in teaching: Regular contact with Supervisor Learning activities for the students: Presentations, Review of Literature, SPSS/Analytical software practice in Lab	Viva, Presentation

CONTENTS:

The Dissertation work enables participants to develop knowledge and understanding of a specialist area within the broad field of Human Resource Management. Each student will carry forward the research work on the synopsis prepared in semester III and complete the dissertation work under the supervision of a dissertation guide.

Students are required to meet their supervisors for guidance and devote 4 hours per week other than Lab sessions provided to them on regular basis.

After the data collection process is over, 30 hours Lab sessions will be available to the students for completion of their report under the supervision of a faculty to complete the following-

Unit I	Data Compilation- Compiling data in excel, importing to SPSS, Data Cleaning and summarizing	15 Hours
	Data Analysis using SPSS	
Unit II	Report Writing- Preparation of Rough Draft and Final Draft	15 Hours

Books Recommended:

- Peg Boyle, Demystifying Dissertation Writing, Stylus Publishing, LLC, 2009
- Carol M. Roberts, The Dissertation Journey: A Practical and Comprehensive Guide to Planning, writing and defending your dissertation, Sage Publications

PAPER CODE- LAD 420

**Team Building and Stress Management
(Theory)**

Credits: 2

Maximum Marks: 100

Contact Hrs/ Week: 2

Total Hrs: 30

Course Objectives:

This course will enable the students to –

1. Work towards public speaking and mock interviews
2. Prepare towards getting a job.

Course Outcomes:

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title			
LAD 420	Team Building and Stress Management	CO 157 Build team. CO 158 Show skills of public speaking. CO 159 Discuss GD-PI techniques. CO 160 Identify and apply Stress Management techniques.	Approach in teaching: Interactive Hours, Group Discussion Learning activities for the students: Presentations	Viva and Presentation

CONTENTS

Unit I Team Building

Activities, team building games, team processes. **Laws of teamwork** Case study approach to team work, The law of the significance, the law of the big picture, the law of the niche. **Work ethics** Work ethic. Relationship management, receiving and giving positive and negative feedback, body language.

6 Hours

Unit II	Public speaking: Overcoming fears Public Speaking Games, Personality Development Games, Extempore, Debate, Group Discussion, one-minute speech, storytelling, story creation, selling items, JAM sessions.	6 Hours
Unit III	Mock GD Sessions Internal and external GD sessions and competitions to boost confidence and prepare content.	6 Hours
Unit IV	Mock PI Sessions Internal and external PI sessions and competitions to boost confidence and prepare content.	6 Hours
Unit V	Seminar/Webinar and Industry expert session These will be conducted by industry leaders as question answer session and experience sharing.	6 Hours

Books Recommended:

- Tonya Reiman (2007), The Power of Body Language: How to Succeed in Every Business and Social Encounter.
- John Adair (2007), Develop Your Leadership Skills
- Dale Carnegie, how to stop worrying and start living
- Kelly McGonigal (2015), The Upside of Stress: Why Stress Is Good for You, and How to Get Good at It.

Department - Management

Programme- MBA- Advertising and Brand Management (2020-21)

OUTCOMES - Academic Year- 2020-21

PROGRAMME OUTCOMES

PO1	To understand economic, legal, and social environment of Indian business and gain domain knowledge related to various functional areas of Management
PO2	To develop skills for Critical thinking, Business Analysis, Problem Solving and finding innovative solutions
PO3	To demonstrate a global outlook with the ability to identify aspects of the global business and Cross-Cultural Understanding
PO4	To develop responsiveness to contextual social issues / problems and exploring solutions, understanding business ethics, and resolving ethical dilemmas
PO5	To develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on)
PO6	To learn to collaborate and demonstrate Leadership skills

PROGRAMME SPECIFIC OUTCOMES

PSO 1	To impart knowledge of functional areas of Management and its application in current Business environment to develop and broaden their management and leadership skills.
PSO 2	To develop capabilities in students to select and apply appropriate tools for solving complex managerial problems.
PSO 3	To harness entrepreneurial approach and skill sets
PSO 4	To develop analytical and critical thinking abilities for data-based decision making
PSO 5	To develop ability to understand and analyze global, economic, legal, social and ethical aspects of business.
PSO 6	To familiarize with recent trends in all domains of Management and develop research acumen.

PSO 7	To develop ability to communicate effectively and function efficiently on multidisciplinary teams.
PSO 8	To produce industry ready graduates having highest regard for Social Responsibility, Teamwork and Continuous Learning
PSO 9	To enhance and learn evolution of brand management, identify and evaluation.
PSO 10	To be able to synthesize, and utilise design processes with the various softwares' like Illustrator, Adobe Photoshop.
PSO 11	To develop know-how of the various concepts related to marketing, advertising, media and media planning, creative advertisement and various aspects of advertising communication.
PSO 12	To impart knowledge of various branding and advertising, developing identity and nitty-gritty of advertising world.

COURSE ARTICULATION MATRIX: (MAPPING OF COS WITH POS)

Course	COs	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7	PS O8	PS O9	PSO 10	PSO 11	PSO 12
MAM1 21	CO1	✓											
	CO2	✓											
	CO3	✓											
	CO4	✓											
	CO5					✓							
MAM1 22	CO6						✓						
	CO7					✓							
	CO8					✓	✓						
	CO9						✓						
	CO10												
MAM1 23	CO11		✓			✓							
	CO12		✓			✓							
	CO13		✓			✓							
	CO14		✓			✓							

	CO1 5						✓						
MAM1 24	CO1 6						✓						
	CO1 7				✓								
	CO1 8		✓				✓						
	CO1 9		✓		✓								
	CO2 0						✓						
	CO2 1	✓											
MAM1 25	CO2 2		✓										
	CO2 3		✓										
	CO2 4		✓		✓								
	CO2 5						✓						
	CO2 6										✓	✓	
MAM1 26	CO2 7										✓	✓	
	CO2 8										✓	✓	
	CO2 9										✓	✓	
	CO3 0										✓	✓	
	CO3 1							✓			✓	✓	
MAM1 27	CO3 2							✓					
	CO3 3							✓					
	CO3 4							✓					
	CO3 5							✓					
	CO3 6	✓						✓					
MAM1 28	CO3 7				✓	✓	✓						

MAM2 24	CO6 1	✓											
	CO6 2					✓							
	CO6 3					✓							
	CO6 4					✓							
	CO6 5					✓							
MAM2 25	CO6 6	✓	✓										
	CO6 7	✓	✓										
	CO6 8	✓	✓										
	CO6 9												
	CO7 0	□											
MAM2 26	CO7 1											✓	
	CO7 2											✓	
	CO7 3											✓	
	CO7 4											✓	
	CO7 5											✓	
MAM2 27	CO7 6											✓	
	CO7 7								✓				
	CO7 8								✓				
	CO7 9								✓				
	CO8 0								✓				
MAM2 28	CO8 1							✓					
	CO8 2		✓					✓					
	CO8 3							✓					

	CO1 07											✓	✓
	CO1 08											✓	✓
	CO1 09											✓	✓
	CO1 10											✓	✓
MAM3 25	CO1 11								✓				✓
	CO1 12								✓				✓
	CO1 13								✓				✓
	CO1 14								✓				✓
	CO1 15								✓				✓
MAM3 26	CO1 16										✓		
	CO1 17										✓		
	CO1 18										✓		
	CO1 19										✓		
	CO1 20										✓		
MAM3 27	CO1 21						✓	✓					
	CO1 22						✓						
	CO1 23						✓						
MAM3 28	CO1 24					✓							
	CO1 25					✓							
	CO1 26		✓										
LAD 320	CO1 27						✓						
	CO1 28						✓						
	CO1 29						✓						

	CO1 30							✓					
MAM4 21	CO1 31					✓							
	CO1 32					✓							
	CO1 33					✓							
	CO1 34					✓							
	CO1 35				✓								
MAM4 22	CO1 36		✓										
	CO1 37		✓					✓					
	CO1 38		✓										
	CO1 39		✓										
	CO1 40		✓										
MAM4 23	CO1 41									✓			
	CO1 42									✓			
	CO1 43									✓			
	CO1 44									✓			
	CO1 45									✓			
MAM4 24	CO1 46							✓					
	CO1 47							✓					
	CO1 48							✓					
	CO1 49							✓					
	CO1 50							✓					
MAM4 25	CO1 51									✓			
	CO1 52									✓			

	CO1 53									✓			
	CO1 54									✓			
	CO1 55									✓			
MAM4 26	CO1 56										✓		
	CO1 57										✓		
	CO1 58										✓		
	CO1 59										✓		
	CO1 60										✓		
MAM4 27	CO1 61		✓				✓						
	CO1 62		✓				✓						
	CO1 63		✓				✓						
LAD 420	CO1 64							✓	✓				
	CO1 65							✓					
	CO1 66							✓					
	CO1 67											✓	✓

**COURSE OUTCOMES – Semester I
PAPER CODE- MAM 121**

Fundamentals of Management

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:

1. Basic management concepts of organization
2. Processes involved in an organization.

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	<p>CLO 1. Discuss the Functions and Principles of Management.</p> <p>CLO 2. Explain process and principles of Planning and Organizing.</p> <p>CLO 3. Classify theories of Motivation and Leadership.</p> <p>CLO 4. Identify steps and techniques of controlling.</p> <p>CLO 5. Apply the concepts of decision making in a business situation.</p>	<p>Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students: Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation
MBB 121	Fundamentals of Management			

Contents:

Unit Management I	Concepts, Functions, Significance of management, Management and administration, Levels of management. Principles of management-Henry Fayol and F.W Taylor, Approaches/schools of management thought – Classical, Neo-Classical and Modern.	12 hrs
Unit Planning II	Concept, Nature, Processes, Types, Significance of planning, Planning process, Management by Objectives Organization-Concept, Importance, Process of organizing, Principles of Organization, Types-Formal and Informal. Organization Structure-Types of Organization Structure-line, line and staff, functional, project, matrix and committee. Delegation and Decentralization of Authority(conceptual knowledge only)	12 hrs
Unit Decision Making III	Meaning, Significance, Types of decisions, Process of decision-making, Techniques of decision-making, Controlling-Concepts, Features, Steps of controlling, Importance, Techniques-Traditional and Modern (Elementary knowledge only)	12 hrs
Unit Motivation IV	Meaning, Types of motivation, Importance, Theories of motivation-Maslow's need-hierarchy theory, McGregor's theory X and theory Y, Herzberg motivation-hygiene model, Victor-vroom expectancy model. William Ouchi's motivation theory,	12 hrs
Unit Leadership V	Definition, Importance, Difference between leadership and management, Functions of a leader, Styles of Leadership-autocratic, participative and free-rein, Theories of leadership-trait theory, behavioural theory- likert's system of management, Blake and Mouton's Managerial Grid, and Tannenbaum and Schimidt's Continuum of leadership style and situational theory- Fiedler's Contingency Model	12 hrs

BOOKS RECOMMENDED:

- Chhabra T.N "Principles and Practice of Management" DhanpatRai& Co. PvtLtd, New Delhi.
- Nolakha, R.L "Principles of Management" .RBD Publishers, Jaipur.2007
- Sudha G S., "Management", RBSA Publishers, Jaipur.2007
- Koontz, Herold and Weihrich, Heinz. "Management", McGraw Hill, New York.5th edition.
- Stoner, James A.F. and Freeman, R.Edward, "Management"., New Delhi. 6th edition

**COURSE OUTCOMES – Semester I
PAPER CODE- MAM 122**

Organizational Behaviour

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:

1. Acquaint the students with concepts and techniques used in Micro-Economic Theory
2. Enable them to apply this knowledge in business decision-making using both micro and macroeconomic principles. Emphasis is given to changes in the nature of business firms in the context of globalization.

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	<p>CLO 6. Describe the nature and scope of managerial economics, concept of utility & consumer's equilibrium from the perspective of organization.</p> <p>CLO 7. Explain how changes in demand and supply affects the Business</p> <p>CLO 8. Identify relationships between production output & costs and understand the relationship between revenue and costs.</p> <p>CLO 9. Identify key characteristics and consequences of different forms of markets.</p> <p>CLO 10. Apply the knowledge of Macroeconomic concepts in the business situations.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation
MAM 122	Organizational Behaviour			

Contents:

Unit I	Managerial Economics: Meaning, Nature and Scope of managerial economics. Constraints and Opportunity costs, Production Possibility Curve, Consumer Behaviour: Utility and indifference curve approaches-meaning, law of diminishing, marginal rate of substitution, properties of indifference curve, price line, consumer's equilibrium-conditions of consumer equilibrium, income substitution and price effect.	12 hrs
Unit II	Demand analysis: Demand and law of demand, Normal Goods, Substitute Goods, Veblen Effect, Bandwagon effect, Network Externality, Snob Effect, determinants of demand on demand function, change in demand, elasticity of demand-degrees, Measurement of price elasticity of demand-total expenditure method, proportionate method, point elasticity method. Demand forecasting-Meaning and techniques of demand forecasting, Law of supply (Conceptual)	12 hrs
Unit III	Cost and Output Analysis: Cost Concepts and Cost Output Relationship Concepts of Revenue, Theory of Firm	12 hrs
Unit IV	Production Function: Short Run and Long Run Markets: Meaning, characteristics, types of markets-perfect and imperfect markets, Price and output determination in perfect competition, monopoly and monopolistic market.	12 hrs
Unit V	Macro Economic factors affecting Business- Business cycles, Inflation, National Income, Political stability, Financial markets-Stock Market, Currency Market and Commodity Markets	12 hrs

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:

- Satya P Das, Micro Economics for Business, Sage Publications Pvt. Ltd.
- Perloff & Brander, Managerial Economics and Strategy, Pearson Education
- Mathur, Yadav, Vyas, Business Economics, RBSA, Jaipur
- Jain, Khanna & Tiwari, " Business Economics", V K India enterprises, New Delhi.
- Adhikary, M. *Business Economics*, New Delhi, Excel Books, 2000.
- Keat, Paul G & Philips K. Y. Young, *Managerial Economics*, Prentice Hall, New Jersey, 1996.

(Latest editions of the above books are to be referred)

**COURSE OUTCOMES – Semester I
PAPER CODE- MAM 123**

Information Technology for Management

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:

1. Introduce students to the applications of computers to manage different data management operations in organizations
2. Provides students an opportunity to study the data management for various managerial operations and handling data in corporate environment.

Course Outcomes (COs):

Course		Course Outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	<p>CLO 11. Work on spreadsheets and employ basic functions to handle data.</p> <p>CLO 12. Work on advanced inbuilt functions available in spreadsheet software for data analysis</p> <p>CLO 13. Work on managerial and financial functions, create charts, perform statistical analysis through spreadsheet software</p> <p>CLO 14. Work on database management software to manage data for effective information management</p> <p>CLO 15. Describe current trends of e commerce operations and online financial transactions</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation
MAM 123	Information Technology for Management			

Contents:

Unit I	Information Management: – Introduction, Classification of Information	12 hrs
	Spread Sheet: Introduction, operations on spreadsheet and workbooks, Filling series, sort, and Formatting worksheet. Basic Spread Sheet Functions: cell referencing (Relative, Absolute, Mixed). Inbuilt function (SUM, AVERAGE, COUNT, MAX, MIN, COUNTIF, CEILING, FLOOR, TRUNC, ABS, , INT, LOG, MOD, POWER, ROUND, EXP, IF, AND, OR), Date & Time functions (NOW, DATE, TIME, DAY, MONTH, YEAR, HOUR, MINUTE, SECOND) Protecting worksheets , Charts in Excel: types, create chart from adjacent data/ nonadjacent data, data series, editing and formatting ,printing chart	
Unit II	Sensitivity Analysis using Spread Sheet : Filter, Advance Filter, Goal Seek, Solver, Scenario Manager, Consolidate, Subtotal, V lookup, H Lookup, pivot table, pivot chart, Freeze Panes. Advance Spread Sheet Functions & tools: Logical Function, Date and time function,	12 hrs
Unit III	Financial function: FV, PMT, IPMT, NPER, NPV, PV, RATE, OLE (object linking and embedding). Database Management System: Introduction, Types of Database, System Decomposition, MS Access : database structure, Data types, Creating Tables, table fields, Primary keys and field validation and record validation rules	12 hrs
Unit IV	Multiple tables, relationships, Sort & Filter in table, select data with queries: Creating query by design & by wizard, Creating basic forms & Reports.	12 hrs
Unit V	E –Commerce & Recent Trends in IT- Introduction to E-commerce, E business model as B2B, B2C, C2C, C2B, G2C. Recent Trends in IT:- Wireless Access Technologies, Types of payments (Credit Card, debit card, online payments, e wallet, UPI app based payments etc.) Bluetooth, wifi, RFID.	12 hrs

BOOKS RECOMMENDED:

- Martin, Hansen, Klingher & Beth, "Mastering Excel 2000", BPB Publications, 2013.
- Wayne L.Winston, "Excel Data Analysis and Business Modeling", 2010
- John Walkenbach, "Excel 2016 Bible", Wiley
- Chandan Sengupta, "Financial Analysis and Modeling using Excel and VBA", Wiley
- Michael Alexander, Richard Kusleika, "MS Access 2013 Bible", Wiley
- David Whiteley, "E-Commerce", Tata McGraw Hill
- PT Joseph, S.J., "E-commerce: An Indian Perspective", Third Edition, PHI
- Henry C. Lucas, Information Technology for Management, McGraw Hill, International Edition, July 2015.

**COURSE OUTCOMES – Semester I
PAPER CODE- MAM 124**

Research for Management

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:

1. Identify problems for managerial decision making and design a research
2. Collect data, analyze it and write a report

Course Outcomes (COs):

Course		Course Outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	<p>CLO 16. Discuss the various types of research and research design.</p> <p>CLO 17. Identify the steps of a research process and apply them to conduct a research study.</p> <p>CLO 18. Design a questionnaire and use it for data collection.</p> <p>CLO 19. Analyze the collected data using various descriptive and statistical tools and techniques.</p> <p>CLO 20. Write a research report.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation
MAM 124	Research for Management			

Contents:

Unit I	Research: Definition, characteristics, Approaches-Deduction, Induction, Types of Research, Research Process. Research Design: Meaning, Features of a good research design. Types of Research Design-Exploratory, Descriptive and Experimental studies	12 hrs
Unit II	Measurement scales -Types of scales- Nominal, Ordinal, Interval and Ratio scales, Scaling Techniques: Comparative and Non-comparative scaling Data Collection: Primary and Secondary Data-Methods of collecting data	12 hrs
Unit III	Questionnaire design -Objectives, hierarchy of Questions, Process, Lay out, Pilot testing Sampling design -Meaning of sample and population, Sampling techniques, sample size calculation Preliminary data analysis - Descriptive statistics	12 hrs
Unit IV	Hypothesis testing - process, student's T test, Z test, Chi Square test, Kolmogorov Smirnov test Correlation and Regression - Meaning, difference, Assumptions of regression, Regression equation-interpretation and its application	12 hrs
Unit V	Analysis of Variance (ANOVA) - One-way and two-way classification. Report Writing: Importance, Process, qualities of a Research report, Report layout	12 hrs

* Case studies related to entire topics are to be taught

BOOKS RECOMMENDED:

- Levin & Rubin, Statistics for Management, Pearson.
- H K Dangi, Shruti Dewen, Business Research Methods, Cengage Learning
- Naresh Malhotra, Marketing Research, Pearson Education.
- C.R.Kothari, Research Methodology, New Age Publication.
- G C Beri, Marketing Research, Tata McGraw Hill.
- Cooper & Schindler, Marketing Research, Tata McGraw Hill.
- Anderson, Statistics for Business and Economics, Sweeney and Williams
- William G Zikmund, Business Research Methods, Cengage learning
- Sancheti & Kapoor, Statistics: Theory, Methods and Application, Sultan Chand & Sons.

COURSE OUTCOMES – Semester I

PAPER CODE- MAM 125

Accounting for Managers

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:

1. Give an insight of postulates, principles and techniques of accounting to the students
2. Equip students with basic managerial functions related to accounting.

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	<p>CLO 21. Discuss basic Accounting concepts and principles.</p> <p>CLO 22. Write journal entries, make Trial Balance and prepare Final Accounts of a Company.</p> <p>CLO 23. Explain various tools and techniques of financial analysis used for decision making.</p> <p>CLO 24. Identify basic Cost Concepts and use techniques of CVP analysis for decision making.</p> <p>CLO 25. Become aware about various contemporary issues/concepts in Accounting</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation
MAM 125	Accounting for Managers			

Contents:

Unit I Introduction	12 hrs
Accounting-Meaning and definition, Nature, Need, objectives, Importance, Limitations, Users of accounting information, Branches of accounting, Accounting as an information system, Generally accepted accounting principles (GAAP)	
Basics of Financial Accounting	
Accounting equation, Systems of Book Keeping, Types of accounts and their Rules, Basics of Journal and ledger	
Unit II Final Accounts	12 hrs
Trial Balance-meaning, preparation, errors; Final accounts-contents and their preparation with adjustments	
Unit III Financial Analysis	12 hrs
Meaning, objectives and types of financial analysis, Tools or techniques of financial analysis-Ratio analysis(meaning, objectives, limitations, classification, preparation of financial statements from ratios),Comparative and common size financial statements, Fund Flow analysis and Cash Flow analysis-Meaning, difference and contents	
Unit IV Cost concepts	12 hrs
Meaning, Objectives, Importance, Methods, Techniques and systems of costing; Basic Cost Concepts-Elements of cost, classification of costs; Cost sheet; Cost-Volume-Profit Analysis -Meaning, Assumptions, Significance, Break even analysis, Contribution and Marginal cost equation, Profit-Volume ratio, Margin of safety, key factor; Effect of change in the profit factors,	
Unit V Budgets	12 hrs
Functional budgets, Master Budget, Fixed and Flexible budgets	
Contemporary issues/concepts in accounting	
Convergence to International financial reporting standards (IFRS); Inflation Accounting, Green Accounting, Carbon Credit Accounting, Human Resources Accounting; Value Based Management; Cost reduction systems-kaizen costing system, Activity Based Costing, Life cycle costing; Zero Base Budgeting (ZBB), Performance Budgeting, Social Accounting.	

***Case studies related to entire topics are to be taught**

BOOKS RECOMMENDED:

- Maheshwari, Maheshwari, A text book of accounting for Management, Sultan Chand & Sons.
- M. Y Khan, P.K. Jain, Management Accounting : Text problem and Cases. Tata McGraw Hill.

- IM Pandey, Management accounting, Vikas Publishing House.
- M.N. Arora, Cost Accounting Principles & Practices, Eight edition, Vikas Publishing house.
- Horngren, Management Accounting, Pearson Education.
- Anthony Robert, Management Accounting Principles, R D. Irwin.
- Agarwal M R, Management Accounting-I, Garima Publications

**COURSE OUTCOMES – Semester I
PAPER CODE- MAM 126**

Basics of Advertising

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:

1. The basic purpose of this course is to develop an insight in the field of advertising management so as to equip the student with basic knowledge required for advertising decision making.

Course Outcomes (COs):

Course	Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies

Paper Code-	Paper Title	CO 26: Understand what advertising is and its role in advertising and brand promotion and the economic effects of advertising.	Approach in teaching:	Class test, Semester end examinations, Quiz, Assignments, Presentation, Peer Review
MAM 126	Basics of Advertising	<p>CO 27: Understand the structure of the advertising industry.</p> <p>CO 28: Be able to identify, analyze, and evaluate the advertising world</p> <p>CO 29: To gain the in-depth knowledge of the advertising environment.</p> <p>CO 30: Understand the current trends in advertising.</p>	<p>Interactive Lectures, Group Discussion, Tutorials, Case Study, Demonstration.</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations, practical exercises</p>	

Contents:

Unit I	Introduction to Advertising: Definition, Meaning of advertising, Objectives/Functions of Advertising, Other promotional Tools: Publicity, Sales promotion, Personal Selling and Public Relation	12 hrs
Unit II	Theories of Advertising: Theories of Advertising (The Stimulus Response Theory and AIDA, The DAGMAR Model, Cognitive Dissonance Theory), Response Hierarchy Model- (Hierarchy of effects model, Innovation Adoption Model, Communication Model), Means End Theory (Leverage Points)	12 hrs
Unit III	Advertising Agency: Organizational Structure of Advertising Department, Centralization and Decentralization of AdvertisingActivities, Functions of Advertising Department, Organization of Agencies (Accounts Executive, Media Planning and Creative) Client-Agency Relationship: Selection of an Advertising Agency, Agency Compensation (Commission system, Fee Systemand Service charges)	12 hrs
Unit IV	Advertising and Society: Ethical Issues in Advertising, Social Criticism of Advertising, Advertising Statutory Bodies in India, Role of AAAI and ASCI.	12 hrs
Unit V	New Trends in Advertising: Green Marketing, Digital Marketing, Omni channel advertising, Outstream videos, Remarketing	12 hrs

BOOKS RECOMMENDED:

- Chunawala S.A., Sethia K.C., Foundations of Advertising Theory andPractice, Himalaya Publishing House, Mumbai K. C, Book. Edition, 4th. Publication 2015.
- JethwaneyJaishri, Jain Shruti, Advertising Management, *Oxford* University Press, Second edition, 2012.
- Agarwal P.K., Advertising, Sales Promotion And CRM, A Pragati Edition, 2009.
- Wells William, Burnett, John, Moriarty Sandra, Advertising Principles and Practice, Pearson Education, New Delhi 7th Edition.
- Batra, Rajeev, Myres, John G. and Aaker, David A., Advertising Management, Prentice-Hall of India,5th Edition, New Delhi, 2009.
- Belch George E, Belch Michael A, Advertising Promotion, Tata McGraw Hill Publishing Ltd, 9th Edition, New Delhi 2003.

COURSE OUTCOMES – Semester I PAPER CODE- MAM 127

Business Communication

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objective:

1. This paper provides an insight into the technical and structural aspect of communication in business. Communication is the key to successful business. It leads one to negotiate effectively and strike the right deal for the organization

Course Outcomes (COs): .

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	CO 31. Understand the role of communication in an organization. CLO 32. Understand the basics of effective written and verbal communication CLO 33. Understand the theoretical models of communication and development in communication research CLO 34. Analyze one's own communication style in different contexts and mediums CLO 35. Awareness about responsibilities of a communicator, Ethical Issues and Legal Issues	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study, Demonstration Learning activities for the students: Self-learning assignments, presentations, practical exercise	Class test, Semester end examinations, Quiz, Assignments, Presentation, Peer Review
MAM 127	Business Communication			

Contents:

Unit I Introduction to Communication: Meaning, Definition, Objective and Importance of Business Communication; The Process and Models of Communication (Keith Davis, Lesikar) **12 hrs**

Effective Communication: – Effective Listening, Importance of Listening; How to be an effective Listener. Effective Speaking, 7 C's of Effective Communication.

Unit II Forms of Communication:- Oral/verbal, Written, audio visual, Nonverbal Communication; Types of Nonverbal Communication- Kinesics, Paralanguage, Proxemics, types of communication (Vertical, Horizontal, Diagonal), Medias of Communication (modern and face to face) **12 hrs**

Barriers to Communication: Concept, Types, Overcoming barriers to communication.

Unit III	Meetings: Notice, Agenda and Minutes.	12 hrs
	Press Release: Concept And Purpose Of Press Release, How To Write A Press Release, Components And Steps Press Release	
Unit IV	Development of Soft Skills : Emotional Intelligence, Interpersonal and Intercultural Communication Skills, Team Building and Team Spirit, Business Etiquette, Negotiation Skills	12 hrs
Unit V	Report writing: Concept Of Report, Type Of Reports, Elements And Essentials Of Report Writing	12 hrs
	Written analysis of cases	

BOOKS RECOMMENDED:

- Ronald E. Dulek and John S. Fielder, Principles of Business Communication, Macmillan Publishing Company, London.
- Rajendra Pal, J. S. Korlahalli, Essentials of Business Communication, S.Chand, New Delhi
- Asha Kaul, Business Communication, Prentice Hall, New Delhi
- Pandey, Pareek, Madan and Sharma, Business Communication, RBD Professional Publications, Jaipur.

**COURSE OUTCOMES – Semester I
PAPER CODE- MAM 128**

Seminar on Contemporary Issues

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objective:

1. Acquaints the students with the Contemporary issues in Management.
2. Create awareness in students about current trends, issues and researches related to various.

Course Outcomes (COs):

Course	Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies

Paper Code-	Paper Title	<p>CLO 36. Acquaintance with the Contemporary issues in Management.</p> <p>CLO 37. Prepare a report based on Systematic review of Literature.</p> <p>CLO 38. Learn to apply Descriptive as well as statistical tools for data analysis using SPSS.</p>	<p>Approach in teaching:</p> <p>Lab class and regular interaction with supervisor</p>	Viva and Presentation
MAM 128	Seminar on Contemporary Issues		<p>Learning activities for the students:</p> <p>SPSS exercises, Presentations</p>	

Course Contents: Students are required to finalize the topic of their seminar report in consultation with their supervisor. The report is based on systematic review of literature. Students are required to undergo a systematic review of literature and come up with a research agenda which may further be used as the basis of a research project. 30 hours lab sessions are provided for hands on training on SPSS and systematic review of literature to the students as follows for covering the following:

Contents

Unit I	Systematic Review of Literature- Resource Discovery and Gathering of Information, how to review literature systematically	15 hrs
	SPSS Statistics Environment- Data Editor, Importing data, SPSS Viewer, SPSS output exporting, Syntax Editor, Saving Files, Retrieving files	
	Exploring Data with Graphs- Histogram, Box Plots, Bar Charts, Scatter plots, Line Charts	
Unit II	Bias- Assumptions, Outliers, Additivity & Linearity, Normality, Homoscedasticity, Spotting bias and Reducing Bias,	15 hrs
	Descriptive Analysis – Mean, Standard Deviation, Kurtosis, Skewness	
	Parametric Tests- one sample t test, Independent sample t test, Chi square, One Way Anova	
	Non Parametric Tests- Wilcoxon rank sum test, Mann-Whitney Test, Kriskal Wallis Test, Freidman’s ANOVA	
	Correlation- Bivariate Correlation, Partial Correlation, Comparing Correlations, Effect size of correlation, reporting correlation coefficients	

Apart from the 30 hrs. lab sessions, students are required to devote 4 hrs. per week under the supervision of their respective supervisors on regular basis for guidance on report.

BOOKS RECOMMENDED:

- Andy Field, Discovering Statistics using IBM SPSS Statistics, Sage Publishers
- David Gough, Sandy Oliver and James Thomas, An Introduction to Systematic Reviews, Sage Publications
- Anthony J Onwuegbuzie & Rebecca Frels, Seven Steps to a Comprehensive Literature Review- A Multimodal and Cultural Approach, Sage Publications

**COURSE OUTCOMES – Semester I
PAPER CODE- MAM 129**

Community Engagement Services

Credits: 2

Maximum marks: 100

Contact Hrs/Week: 2

Total Hrs: 30

Course Objectives:

1. Provide hands on experience to young students in delivering community service
2. Enable students to work in collaboration with community organizations and also enable them to use and enhance skills, competencies and knowledge in a real world capacity, which leads to an enlarged and more fulfilling educational

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	CLO 39. Identify the needs and problems of the community in which they live and work. CLO 40. Utilize their knowledge in finding practical solutions to community problems. CLO 41. Create awareness about various issues facing society.	Approach in teaching: Interactive Lectures, Group Discussion, field visit Learning activities for the students: Presentations	Viva and Presentation
MAM 129	Community Engagement Services			

Methodology:

The students will undertake Community Engagement Services in the semester. Various guest lectures, field visits, campaigns, workshops and seminars will be organized to fulfill the objectives of this paper.

Students have to undertake a project related to the areas specified for the semester. At the end of each semester students will be evaluated on the basis of the project report related to the work done in the field of Community Engagement.

Various community engagement activities for the semester are as follows:

- **Community Welfare Drive:** Traffic Regulation, Road safety awareness program, Blood Donation, Organic Farming, Consumer awareness, Visit of special home.
- **Health, Hygiene & Sanitation Drive:** Food and Nutrition, Concept of Balance Diet, Safe drinking water, Water borne diseases, National Health Programme, Home Nursing and First Aid.

**COURSE OUTCOMES – Semester I
PAPER CODE- LAD 120**

Communication Skills and Time Management

Credits: 2

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 30

Course Objectives:

1. Acquaint the students with the communication skills, building reading, writing habits, and public speaking, and working on business etiquette
2. Enable the students to manage time productively

Course Outcome:

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	<p>CLO 42. Learn to create and analyze personal SWOT, which will help them in goal setting.</p> <p>CLO 43. Develop verbal and nonverbal communication skills.</p> <p>CLO 44. Practice public speaking which will enhance their confidence, manage time more efficiently and effectively.</p> <p>CLO 45. Gain a new perspective through seminars/webinars and industry sessions</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	Viva and presentation
LAD 120	Communication Skills and Time Management			

Contents:

Unit I	Knowing self and Developing a Positive Attitude. Perceptual analysis, using mental models in problem solving, SWOT Analysis and Johari Window (Long term and short-term goals for upskilling).	6 hrs
Unit II	Listening, Verbal and Non-verbal communication skills, Public Speaking Asking the right questions, Voice modulations, listening habits, Building reading habit (Fiction and Non-Fiction). Extempore, Debate, JAM sessions	6 hrs
Unit III	Written communication, Assertiveness. Formal letter writing, e-mail writing, Netiquette, using e-mail elements, How and when to say No Is time out of control; A war on stress Managing time effectively, 80/20 Rule, Pomodoro Technique, time management tips for managers.	6 hrs
Unit IV	Procrastination; turning downtime into productive time The To-Do and Not To do list, Smart goals and career planning, getting organized, important vs. urgent, ways to avoid traps and time sinkers, creating a time management plan.	6 hrs
Unit V	Seminar/Webinar and Industry Expert Session These will be conducted by Industry leaders as question answer session and experience sharing.	6 hrs

BOOKS RECOMMENDED:

- David Riklan (2003), Self-Improvement the Top 101 Experts Who Help Us Improve Our Lives.
- Kelly McGonigal (2011), The Willpower Instinct: How Self-Control Works, Why It Matters, and What You Can Do to Get More of It.
- Mahadevan Ramesh and Gopalaswamy Ramesh (2010), The ACE of Soft Skills: Attitude, Communication and Etiquette for Success, Pearson publishers.

COURSE OUTCOMES – Semester II**PAPER CODE- MAM 221****Organizational Behaviour****Credits: 4****Maximum marks: 100****Contact Hrs/Week: 4****Total Hrs: 60****Course Objectives:**

1. Acquaint the students with the theories and concepts of the various organizational aspects
2. Provide knowledge to the students about various aspects and issues concerning conflicts, stress and organizational change

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	<p>CLO 46. Analyse the behaviour of individuals in organizations in terms of the key factors that influence organizational behaviour and will also gain understanding about various theories of personality.</p> <p>CLO 47. Discuss the factors influencing group behaviour and group cohesiveness along with the difference between team and group.</p> <p>CLO 48. Describe the meaning and characteristics of Organizational Power and politics.</p> <p>CLO 49. Identify the various aspects of conflicts and how to manage the conflicts.</p> <p>CLO 50. Explain various aspects and issues concerning stress and organizational change.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation
MAM 221	Organizational Behaviour			

Contents:

Unit I	Organizational Behaviour: Definition, Importance, Disciplines contributing to Organization Behaviour. Foundations of Individual Behaviour: Perception-Meaning, characteristics, perceptual process Perceptual selectivity ,Perceptual Organization Personality -Meaning, theories of personality-psychoanalytical theory, socio-psychological theory, trait theory and self theory	12 hrs
Unit II	Foundations of Group Behaviour: Meaning, Importance, Process of Group Formation, Types of Groups, Factors influencing group behaviour, Group cohesiveness, factors affecting group cohesiveness Team: Meaning, difference between team and group, Types of teams, techniques of effective team building.	12 hrs
Unit III	Organizational Power: Meaning, characteristics, classification of power, contingency approaches to power. Politics: Meaning, Reasons of politics	12 hrs
Unit IV	Conflicts: Meaning, Reasons of conflict, types of conflict, Process of conflict, merits and demerits, management of conflict.	12 hrs
Unit V	Stress: Meaning, reasons of stress, types of stress, effect of stress, strategies for coping stress. Organizational Change; Meaning, reasons, types, process of change, résistance to change, management of change.	12 hrs

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:

- Stephen P. Robins, Organizational Behaviour, Prentice-Hall of Indian Pvt. Ltd., New Delhi.11th edition
- Mehta Anil &ChouhanBhumija., "Organizational Behaviour", RBD Publications, Jaipur.
- Prasad L M., "Organization Behaviour", Sultan Chand and Sons, New Delhi.2nd edition
- John W. Newstrom and Kilt Davis, OrganisationalBehaviour, (Human behaviour at work) Tata McGraw – Hill, New Delhi:9th edition
- Luthans, Fred, OrganisationalBehaviour McGraw-Hill Inc., New Delhi: 1992 9th edition
- Davies, Keth, OrganisationalBehaviour (Human Behaviour at work), Tata McGrawHill, NewDelhi.

**COURSE OUTCOMES – Semester II
PAPER CODE- MAM 222**

Marketing Management

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:

1. Acquaint students with the basic concepts of marketing management and marketing strategies.
2. Enable students to learn about competitive environment and different situations affecting marketing choices

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	CLO 51. Describe fundamental marketing concepts, approaches, scope of market and consumer behaviour CLO 52. Explain market segmentation, target marketing, and market positioning CLO 53. Discuss how different situations in the competitive environment will affect choices in marketing CLO 54. Identify the roles of advertising, sales promotion, public relations, personal selling, and direct marketing in the promotion mix CLO 55. Explore the role and importance of digital marketing in today's rapidly changing business environment.	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation
MAM 222	Marketing Management			

Contents:

Unit I	Marketing Management : An Introduction	12 hrs
	Conceptual framework, Nature and Scope of Marketing, Approaches to Marketing. Marketing-Mix, Developing Marketing Strategies and Plans Consumer behavior Consumer Behaviour concepts, Buying Decision Process and factors influencing consumer behaviour	
Unit II	Segmentation and Positioning Strategy	12 hrs
	Levels and Basis of Market Segmentation, Selecting Market Segments and Targeting, Developing and Communicating Positioning Strategy, Marketing Strategies Developing Competitive Marketing Strategy Identifying and Analyzing Competitors, Competitive Strategies for Market Leaders and Challengers, Offensive and Defensive Strategies	
Unit III	Product Planning and Pricing Policies	12 hrs
	Product Characteristics and Classifications, Concept of Product-Mix, Product-Line Decisions, Packaging and Labelling, New Product Development Process, Pricing Methods, Factors, Policies and Strategies, Product Life-Cycle	
Unit IV	Marketing Communications and Distribution Channels	12hrs
	Introduction to Marketing Communications, Role of Marketing Channels, Channel-Design Decisions, Physical distribution types and functions	
Unit V	Sustainable Marketing Concepts	12hrs
	Green Marketing, Social Marketing Digital Marketing: Concept, process, digital marketing & Traditional marketing and digital marketing strategies, Social Media Marketing.	

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:

- Philip Kotler, Kevin Keller, Abraham Koshy, Mithileshwar Jha: Marketing Management (Fourteenth Edition), A South Asian Perspective; Pearson, 2013.
- Ahuja Vandana, Digital Marketing, Oxford Higher Education
- Rajan Saxena, Marketing Management, Fourth Edition, Tata McGraw Hill, 2008.
- Michael J Evyl, Bruce J. Walker, William J. Stanton, Ajay Pandit, Marketing Tata Mc Graw Hill Education Pvt. Ltd 2010
- Rajiv Lal, John A. Quelch, V. Kastur Rangan, Marketing:Text and Cases, Tata Mc Graw Hill Education Pvt. Ltd.2009
- Paul Baines, Chris Fill, Kelly Page < marketing, Oxford university Press 2008

(Latest editions of the above books are to be referred)

COURSE OUTCOMES – Semester II

PAPER CODE- MAM 223**Human Resource Management****Credits: 4****Maximum marks: 100****Contact Hrs/Week: 4****Total Hrs: 60****Course Objectives:**

1. Acquaint the students with the various facets of managing people
2. Create an understanding of the various policies and practices of human resource management

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	<p>CLO 56. Recognize the importance of managing human resources.</p> <p>CLO 57. Discuss the foundations of managing human resources in organizations, in terms of systems, strategies and practices</p> <p>CLO 58. Appreciate the need for well-designed HR policies that enhances employee motivation and performance</p> <p>CLO 59. Identify tools and techniques of Training and development, Recruitment and selection</p> <p>CLO 60. Locate the dynamics of managing people from real world examples in Human resource field.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation
MAM 223	Human Resource Management			

Contents:

Unit I	Human Resource Management Concept, Functions of HRM, Importance, Difference between HRM and personnel management. Human Resource Environment-Meaning, Importance, Types -Internal and external Environment that effect HRM Programmes	12 hrs
Unit II	Human resources Planning Concept, Importance Process of human resource planning, Quantitative and Qualitative aspect of human resource planning, Levels of HRP, Limitations of HRP. Job Analysis -Meaning, Benefits of Job analysis ,Process, techniques of job analysis Job design-Meaning, approaches, methods of job design.-job rotation, job simplification, job enlargement and job enrichment	12 hrs
Unit III	Recruitment Concept, Importance of recruitment, Sources of recruitment –internal and external recruitment. HR recruitment practices in India. E –HRM recruitment techniques (e recruitment selection development training) Selection -Meaning, Importance, Selection criteria ,Steps in selection process, Selection tools Placement and Induction (conceptual knowledge)	12 hrs
Unit IV	Training & Development Meaning, Importance, benefits, types, process, methods of executive development, Evaluation, Training need assessment. Career Planning : Concept, Process of career planning, career counselling, limitations	12 hrs
Unit V	Emerging issues in HRM HRM strategies for the new millennium-Human capital, mentoring, 360 degree appraisal technique, TQM and Top-Quality Circles, Kaizen (a brief knowledge), , Competency Management and Talent Management(Conceptual Knowledge), Succession Planning Managing the Human Resources in 21st Century: Challenges for HRM, Changing roles of HR Practitioners.	12 hrs

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:

- Aswathappa K "Human Resource and Personnel Management". Tata Mc Graw Hill, New Delhi.3rd edition
- Gupta C B, "Human Resource Management". Sultan Chand and Sons, New Delhi.

- V S P Rao- "Human Resource Management-Text and Cases", Excel Publications, New Delhi. 2nd edition
- Bhatia S K & Singh Nirmal, "Principles and Techniques of Personnel Management and Human Resource Management", Deep & Deep Publications, New Delhi.
- Garry Dessler "Human Resource Management" Prentice Hall of India, New Delhi. 7th edition

(Latest editions of the above books are to be referred)

**COURSE OUTCOMES – Semester II
PAPER CODE- MAM 224**

Business Environment

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:

1. Understand the overall business environment covering economic, political, social and global scenarios
2. Learn and evaluate various components of business environment in business decision making

Course Outcomes (COs):

Course	Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
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Paper Code-	Paper Title	<p>CLO 61. Explain the concept of business environment.</p> <p>CLO 62. Identify types of political system.</p> <p>CLO 63. Analyze various aspects of economic environment and economic policies of the country.</p> <p>CLO 64. Describe the relevance of technological and societal environment in today's globalized world.</p> <p>CLO 65. Recognize the international business environment by identifying the role and functions of various international institutions.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation</p>
MAM 224	Business Environment			

Contents:

Unit I	Business Environment- Concept, significance, Types of Business Environment: Internal and External Environment, Micro and Macro Environment, Porter's Five Forces Model of Competition. Environment Analysis & Forecasting: stages, approaches & techniques of environmental analysis.	12 hrs
Unit II	Political environment- Functions of state, Types of political systems, Economic aspect of Indian constitution: Preamble ,Directive principles, Fundamental rights, Centre State Relations Legal Environment- Foreign Exchange Management Act 1991 , Consumer Protection Act 1986, Right to Information Act 2005, Competition Act 2002 (Amended Act 2007).	12 hrs
Unit III	Economic environment- Types of economic systems-Market Allocation, Command Allocation, Mixed Allocation, Impact of Liberalization and Privatization on Indian economy. Economic Policies in India- New Industrial policy, 1991 and Industrial licensing, Monetary policy, Fiscal policy.	12 hrs
Unit IV	Technological Environment- Technological leadership & Followership, Technology & Competitive Advantage, sources of technological dynamics, appropriate technology, technology adaption, transfer of technology, Intellectual Property Rights (IPR) (concepts of Patent, Copyright, Trademark). Societal Environment- Business and Society, Business Ethics, Business and Culture- Elements of culture, cultural adaptation, cultural shock, cultural transmission, cultural conformity, cultural lag.	12 hrs
Unit V	International Business Environment- Nature, GATT-Objectives & Principles, WTO-main provisions & functions, Globalization-trends and challenges. International Financial Institutions- International Monetary Fund (IMF), World Bank(IBRD), International Development Association (IDA), International Finance Corporation (IFC)-Objectives and Functions.	12 hrs

*** Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:

- Justin Paul, Business Environment, Tata McGraw Hill Publishing Co. Ltd., 2008
- Francis Cherunillam, Business Environment, Himalaya Publishing House.V.
- Shaikh Saleem, Business Environment, Pearson Education, 2009
- K. Chidambaram and V. Alagappan, Business Environment, Vikas Publication House Pvt Ltd, 2009
- V. Neelamegam, Business Environment, Vrinda Publication (P) Ltd, 2012

COURSE OUTCOMES – Semester II
Paper Code- MAM 225
Financial Management

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:

1. Develop an insight in the field of Financial Management
2. Equip the student with basic knowledge required for financial decision making.

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title	<p>CLO 66. Acquaint with the arena of Financial Management and apply concepts of discounting and compounding to solve practical problems.</p> <p>CLO 67. Discuss the concept of risk and return, Cash Management, Marketable Securities Management, Receivables Management and Inventory Management.</p> <p>CLO 68. Calculate working capital requirements and Cost of Capital of a Company.</p> <p>CLO 69. Apply Capital Budgeting techniques to evaluate a project proposal.</p> <p>CLO 70. Identify the significance of Leverage; basics of Capital Structure and Dividend policy.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation
MAM 225	Financial Management			

Contents:

- Unit I Meaning, Nature, Scope, Importance and Objectives of Financial Management; Functions of a chief financial officer; Sources of finance- Long term and Short term; Indian financial system-structure and functions. **12 hrs****
- Time value of money**-Compounding and Discounting concept and its applications
- Unit II Risk and Return – Risk of a single asset, portfolio theory and risk diversification, Systematic and unsystematic risk, Capital Asset pricing model (CAPM)- Assumptions, CAPM equation, Security Market line (SML) **12 hrs****

Cash and Marketable securities management- Meaning and Principles of cash management;

Unit III Management of working capital- Meaning, Estimation of working capital requirements, Working capital financing by banks; **12 hrs**

Receivables management- Meaning and importance;

Inventory management- Meaning, objectives and techniques-Economic order quantity, Re-order point, Fixing stock levels.

Unit IV Cost of Capital- Meaning, Cost of Debt, Preference and Equity Capital, Weighted average cost of capital;

Capital Budgeting: Concept, need and objectives; Methods of Capital budgeting –Average Rate of Return, Payback period, Net present value, Internal Rate of Return, Profitability Index. **12 hrs**

Unit V Leverage: Meaning, types of leverages and their significance;

Capital Structure-Meaning, considerations in capital structure planning, value of firm and capital structure; **12 hrs**

Dividend Policy- Meaning, Factors affecting dividend decisions, Alternative forms of dividends, Types of dividend policies, Dividend policy models- Assumptions and criticism

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:

- Brigham Houston, Fundamentals of Financial Management, Cengage Learning.
- I M Pandey "Financial Management", Vikas Publications
- Vyuptkesh Sharan, Fundamentals of Financial Management, Pearson
- Besley, Brigham, Parasuraman, Corporate Finance-A South Asian Perspective, Cengage Learning
- Sheeba kapil, Fundamentals of Financial Management, Pearson
- Chhandra Prassana, Financial Management, Tata McGraw Hill
- Khan & Jain, "Financial Management". Tata McGraw Hill, New Delhi
- Van Horne, Financial Management, PHI
- Rustagi R.P, Fundamentals of Financial Management, Taxmann

**COURSE OUTCOMES – Semester II
PAPER CODE- MAM 226**

Integrated Marketing Communications

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:

1. To give students in depth knowledge of various elements integrated marketing communications.

Course Outcomes (COs):

Course	Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
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Paper Code-	Paper Title	<p>CLO 71. Apply the key terms, definitions, and concepts used in integrated marketing communications</p> <p>CLO 72. Know how various insights of IMC and how that fits into the marketing mix.</p> <p>CLO 73. Develop an awareness of the connection between marketing communications tools, and how each can be used effectively-individually or in an integrated mix.</p> <p>CLO 74. Obtain a practical and real world application of the concept of IMC.</p> <p>CO 75. Imbibe deep knowledge about digital/online marketing.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation</p>
MAM 226	Integrated Marketing Communication			

Contents:

Unit I	Introduction to Integrated Marketing Communications: Concept of Integrated Marketing Communications (IMC), Importance, Communication Objectives, IMC Process Promotion Mix: Promotional Tools – Advertising, Sales Promotion, Direct Marketing, Public Relations & Publicity and Personal Selling	12 hrs
Unit II	Consumer Sales Promotion: Concept of Sales promotion, Objectives and Importance of Sales Promotion, Types of Sales – Promotion Tools Trade Promotions: Trade Promotions – Goals&Objectives Types of Trade Promotion Tools.	12 hrs
Unit III	Personal Selling and Direct Marketing: Introduction and Objectives of Personal Selling, Personal Selling Strategies, CRM and Personal Selling, The Personal Selling Process, Direct Marketing – Personalized and Interactive Communication: Objectives a of Direct Marketing, Components and Types of Direct Marketing Tools	12 hrs
Unit IV	Public Relations : Definition, Need and Objectives of Public Relations,Types of Public Relation Activities Public Relations Activities: Social Marketing, Cause Related Marketing, Green Marketing and Pro – Environmental Activities, Event marketing.	12 hrs
Unit V	Digital Communication : Meaning and Concept of Digital marketingContent Management,Use of Social Media : Social Media Mix, Social Media Optimization, (Facebook,Instagram, Word Press blog creation, Twitter marketing, LinkedIn Marketing) Current Trends in digital Marketing.	12 hrs

BOOKS RECOMMENDED:

- Integrated Marketing Communications – Kenneth Blown & Donald Bach PHI,2002.
- Belch George E, Belch Michael A, Advertising Promotion, Tata McGraw Hill Publishing Ltd, New Delhi 2003
- Integrated marketing communications –Tom Duncon-McGraw Hill Higher Education, 2010.
- Chunawala S.A., Sethia K.C., Foundations of Advertising Theory and Practice, Himalaya Publishing House, Mumbai K. C, Book. Edition, 4th. Publication, 2006

**COURSE OUTCOMES – Semester II
Paper Code- MAM 227**

Fundamentals of Brand Management

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 6

Total Hrs: 60

Course Objectives:

1. To impart the basics of knowledge of branding and its related concepts

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	<p>CLO 76. Demonstrate knowledge of the nature and processes of branding and brand management</p> <p>CLO 77. Evaluate the scope of brand management activity across the overall organisational context and analyse how it relates to other business areas.</p> <p>CLO 78. Appraise the key issues in managing a brand portfolio and making strategic brand decisions</p> <p>CLO 79. Analyse and discuss contemporary brand related problems and develop appropriate strategies and initiatives.</p> <p>CO80 Develop learner's knowledge of branding frameworks, strategies and brandings role within business and society.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation
MAM 227	Fundamentals of Brand Management			

Contents:

Unit I	Introduction to brand: Concept, nature, scope, characteristics of branding. Stages of brand evolution, Difference between Brand and Product .Types of brands. Brand Name decisions, brand name Creation Process.	12hrs
Unit II	Brand Perspectives (Visual/Verbal, Positioning Value, Brand Image, Added Value, Perceptual Appeal & Brand Personality), Anatomy of a Brand- (The Perceptual & Product Concept)	12 hrs
Unit III	Brand and Consumers Buying Decisions, Perspectives on Consumer Behavior (Economic, Passive, Emotional & Cognitive) Customer Loyalty Brand Development Index & Category Development Index(BDI & CDI), Valued Discrimination(Strategic for Building Superior Brands), Identify Segments, Key Drivers of Buying, Determining Relative Importance, Sources of Discriminative Value.	12 hrs
Unit IV	Brand Identity: Brand Identity Perspectives (Brand as a Product, an Organization, a Person & a Symbol) Brand Identity Levels (Inner & Outer Core & Brand Value Proposition) Kapferers Brand Identity Prism.	12 hrs
Unit V	Brand Positioning: Concept, Objectives, 3 Cs of Positioning (Customer, Competitor & Company) Competitive Frames of Reference, Point of Parity (POP) and Point of Difference (POD), Establishing Category Membership, Choosing POP's and POD's, Creating POP's and POD's. Positioning Strategies: Meaning, Types of Positioning Strategies:, Attribute Positioning, Price/quality Positioning, Use or Application Positioning, User Positioning, Product Class Positioning, Competitive Positioning. Errors in positioning.	12hrs

BOOKS RECOMMENDED:

- Marketing and Branding: Indian Scenario, Kumar, Ramesh S., Pearson, 2007
- Strategic brand management, Keller, Kevin Larie, Prentice Hall of India, 2003

- Building Brand Value: 5 Steps To Building Powerful Brands, Parmeswara, M.G., Tata McGrawHill, 2006
- Brand Management; Harsh V Verma, 2nd, Excel Books, 2006
- Brand Aid: A Quick Reference Guide to Solving your Branding Problems and Strengthening your Market Position, Brad VanAuken, AMACOM, 2014
- Chandershekhar, K.S., Product Management- Text, Applications and Cases, Himalayan Publishing Houser, Edition 2012.
- Positioning: The Battle for Your Mind, by Ries& Trout, 2001
- DuttaKirti, Brand Management – Principles and Practices, Oxford University Press,2012
- Kapferer .J.N, The Strategic Brand Management-Advanced Insights & Strategic Thinking,5 edition,2012.
- Rowels Daniel,Digital Branding, Kogan pages , 2018.
- Kevin Lane Keller ,Strategic brand management: building, measuring, and managing brand equity,Prentice Hall, 2013
- Building Strong Brands, David, A Aker, The Free Press, 1996

**COURSE OUTCOMES – Semester II
PAPER CODE- MAM 228**

Seminar Presentation and Viva voce

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:

1. Create awareness in students about current trends, issues and researches
2. Expose students to case studies /capstone project and enable them to prepare a report based on primary/secondary data

Course Outcomes (COs):

Course	Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies

Paper Code	Paper Title	CLO 81. Awareness of current trends, issues and researches. CLO 82. Apply Descriptive statistics and machine learning using statistical tools SPSS/ Orange. CLO 83. Prepare a report based on primary or secondary data.	Approach in teaching: Lab class, regular interaction with Supervisor Learning activities for the students: SPSS exercises, Orange exercises ,Presentations	Viva and Presentation
MAM 228	Seminar Presentation and Viva voce			

Course Contents: Each student will choose a topic or capstone project in the beginning of the semester. They will be required to prepare a primary research report. 30 hours lab sessions are provided for hands on training on SPSS covering the following:

- Unit I Regression-** Simple Linear Model, Linear Model with several Predictors, Model estimation, Assessing Goodness of Fit, R and R square, Assessing individual Predictors **15 hrs**
- Bias in Regression Model-** Unusual cases, Generalizing the Model, Sample size in Regression, Assumptions, What if assumptions are violated
- Interpreting Regression Model –** Descriptives, Summary of Model, Model Parameters, Excluded variables, Assessing Multicollinearity,
- Logistic Regression Analysis**
- Unit II Moderation and mediation of variables**
- Exploratory Factor Analysis-** Discovering Factors, Running the analysis, Interpreting output from SPSS, Reliability Analysis, How to report Factor analysis. **15 hrs**

Apart from the 30 hrs. lab sessions, students are required to devote 4 hrs. per week under the supervision of their respective supervisors on regular basis for guidance on report.

BOOKS RECOMMENDED:

- IBM SPSS Statistics 20 Core System User's Guide
- IBM SPSS Modeler 18.0 User's Guide
- G N Prabhakara, Synopsis Dissertation And Research To Pg Students, Jaypee Brothers Medical Publishers; second edition (2016)

**COURSE OUTCOMES – Semester II
PAPER CODE- MAM 229**

Community Engagement Services

Credits: 2

Maximum marks: 100

Contact Hrs/Week: 2

Total Hrs: 30

Course Objectives:

1. Provide hands on experience to students in delivering community service.
2. Enable students to work in collaboration with community organizations and also enable them to use and enhance skills, competencies and knowledge in a real world capacity.

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title	CLO 84. Discuss the needs and problems of the community in which they live and work.	Approach in teaching: Interactive Lectures, Group Discussion, Field visit Learning activities for the students: Presentations	Viva and Presentation
MAM 229	Community Engagement Services	CLO 85. Utilize their knowledge in finding practical solutions to community problems. CLO 86. Create awareness about various issues facing society.		

Methodology:

The students will undertake Community Engagement Services in the semester. Various guest lectures, field visits, campaigns, workshops and seminars will be organized to fulfill the objectives of this paper.

Students have to undertake a project related to the areas specified for the semester. At the end of each semester students will be evaluated on the basis of the project report related to the work done in the field of Community Engagement.

Various community engagement activities for the semester are as follows:

- **Women Empowerment Drive:** Self defense training, Vocational Training, Role of financial and support service Institutions, Women Entrepreneurship, Family Planning, and Self Employment Programs.
- **Cleanliness Drive:** Volunteering in Swatch Bharat Abhiyan, awareness program, rallies, shramdan.

COURSE OUTCOMES – Semester II
Paper Code- LAD 220

Resume Building and GD-PI and business Etiquette

Credits: 2

Maximum marks: 100

Contact Hrs/Week: 2

Total Hrs: 30

Course Objectives:

1. Introduce students to the elements of Resume building and components of GD-PI, which would help them to pass through their interviews
2. Aware students about Business Etiquette and mannerisms and help students to work on their social skills and grooming

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	<p>CLO 87. Create a powerful resume with action words and create a professional LinkedIn profile.</p> <p>CLO 88. Identify the elements of group discussion and apply them in mock practice sessions.</p> <p>CLO 89. Confidence in answering the interview questions.</p> <p>CLO 90. Improve their body language and first impression.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion</p> <p>Learning activities for the students:</p> <p>Presentations</p>	Viva and Presentation
LAD 220	Resume Building and GD-PI and business Etiquette			

Contents:

Unit	Understanding Resume making	6 hrs
I	Resume Rubric, know your industry, some key notes about LinkedIn, Using LinkedIn and Naukri and networking, preparing career statement. Resume writing Guidelines and formatting. Common Resume Mistakes, Cover letter- Key components and guidelines.	
Unit	Group Discussion	6 hrs
II	Body language, Skills required, Importance, Types, Process of GD, Evaluation Criteria, Preparing for GD, Do's and Don'ts of GD, FAQs. Mock GD	
Unit	Personal Interview	6 hrs
III	Answering the most common Interview questions, Body Language, Document filing, Be the auto biographer, Grooming, Mirroring, FAQs. Mock PI	
Unit	Body Language	6 hrs
IV	Gestures, Posture, Greeting, Handshake, Eye contact, expressions, inborn responses, conveying and showing disapproval and rejection, shrugging signals. The right way to approach people, Importance of body language, Being comfortable in your own skin, Staying in contact with people, Personal space, Importance of reading on body language, The word "I", Being able to apologise	
Unit	Seminar/Webinar and Industry Expert Session	6 hrs
V	These will be conducted by Industry leaders as question answer session and experience sharing.	

BOOKS RECOMMENDED:

- Dr. K. Alex (2009), Soft skills know yourself and know the world, Sultan Chand & Sons.
- Mahadevan Ramesh and Gopalaswamy Ramesh (2010), The ACE of Soft Skills: Attitude, Communication and Etiquette for Success, Pearson publishers.
- Shital Kakkar Mehra (2012), Business etiquette – A Guide for the Indian Professional, Harper Collins Publishers.

**COURSE OUTCOMES – Semester III
PAPER CODE- MAM 321**

Innovation and Entrepreneurship

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:

- 1 Equip students with knowledge of the basic principles and functionalities of Entrepreneurship
- 2 Provide knowledge to students about the entrepreneurial & managerial functions in the corporate arena

Course Outcomes (COs):

Course		Learning outcomes (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title	CLO 91. Discuss the process of entrepreneurial action, entrepreneurial mindset and personality. CLO 92. Develop a business plan. CLO 93. Explain the role of creativity and innovation in entrepreneurship. CLO 94. Examine strategies for growth and identify the human resource challenges for managing growth. CLO 95. Identify how government policies can help in promoting an enterprise.	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation
MAM 321	Innovation and Entrepreneurship			

CONTENTS:

Unit I Entrepreneurship/ Entrepreneur – Definition, features, types, Qualities, Entrepreneur vs. Manager. **Creativity and innovation –** Stimulating creativity, organizational actions that enhance/hinder creativity, managerial responsibilities, sources of innovation in business.

12 hrs

Unit II	Starting the New Venture - Generating Business Idea, Sources of New Idea, Methods of generating Ideas, creative problem solving, opportunity recognition, environment scanning, competitor and Industry analysis. The Four stages of Growth model- pre start-up-stage, Start-up Stage, Early Growth Stage, Later Growth Stage.	12 hrs
Unit III	Product Protection: Patents, Trademarks and Copyrights- Patents, Types of patents, DisCOsures, The patent process, Patents in perspective, Trademarks, copyrights, Intellectual Property rights. International Markets- Changing International Environment, Exporting, Importing, Establishing International Ventures, The foreign Environment Business, Sources of Information.	12 hrs
Unit IV	Entrepreneurial Team and Business Formation- Matching Human Resource needs and skills, The board of directors, Networking, Legal forms of business in perspective, sole proprietorship, partnership, corporations. Business Acquisitions and Franchising- Rationale for acquiring a Business, Evaluating acquisition opportunities, Methods of valuation, structuring the Acquisition, Franchising.	12 hrs
Unit V	Government of India Schemes for Innovation and Entrepreneurship- Start up India, Make in India, Atal Innovation Mission (AIM), Support to Training and Employment Programme for Women (STEP), Jan Dhan-Aadhaar- Mobile (JAM), Digital India, Biotechnology Industry Research Assistance Council (BIRAC), Department of Science and Technology (DST), Trade related Entrepreneurship Assistance and Development (TREAD), Pradhan Mantri Kaushal Vikas Yojana (PMKVY), National Skill Development Mission, Science for Equity Empowerment and Development (SEED) Business Plan - Concept, Characteristics, Preparation of business plan.	12 hrs

***Case studies related to entire topics are to be taught**

BOOKS RECOMMENDED:

- Holt, D.H. Entrepreneurship new venture creation.
- G.S.Sudha, Fundamentals of entrepreneurship, RBD, Jaipur.
- S.S. Khanka, Entrepreneurship Development, S.Chand Publications, New Delhi.
- Nafees A. Khan, Fundamentals of entrepreneurship, Anmol Publications, New Delhi.
- E. Gordon & K. Natarajan, Entrepreneurship Development, Himalaya Publications.
- .Vasant Desai, Fundamentals of Entrepreneurship and Small Business Management, Himalaya Publications

COURSE OUTCOMES – Semester III

PAPER CODE- MAM 322

Advanced Advertising Management

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 6

Total Hrs: 60

Course Objectives:

1. The paper aims at developing an insight on the advance management of advertising and its related concepts.

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title -	<p>CLO 96. Determine, analyze and respond to clients' advertising and marketing communications objectives by applying principles of marketing and communications.</p> <p>CLO 97. Develop advertising and marketing communications material in compliance with current Canadian legislation, industry standards and business practices.</p> <p>CLO 98. Develop creative solutions to address advertising and marketing communications challenges.</p> <p>CLO 99. Plan, implement, monitor and evaluate projects by applying principles of project management.</p> <p>CO 100. Complete all work in a professional, ethical and timely manner.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation
MAM 322	Advanced advertising Management			

CONTENTS

Unit I	Advertising Appeals: Fear, Humor, Sex, Music, Rationality, Emotions, Scarcity International Implications	12 hrs
Unit II	Advertising Design: Message Strategies; Cognitive, Affective, Conative Strategies Executorial Framework; Animation, Slice Of Life, Testimonials Authoritative, Demonstration, Fantasy, Informative	12 hrs
Unit III	Rural Advertising: Fundamental Nature of Rural Market, Understanding the rural mind and buying process, Advertising and Marketing in Rural Areas, Innovative Use of Media in Rural Areas, The Size of Rural Market, Promising Growth	12 hrs
Unit IV	Advertising Regulations: Deception, Puffery and Substantiation. Marketing and Ethics, Responding to ethical challenge	12 hrs
Unit V	Regulations and ethical Concerns: ASCI (Role and Responsibility) Products and Services Banned From Advertising, Regulations Related to Product and Service Advertising, Regulation Related to advertising Methodology: Children, Comparative advertising, Deceptive and misleading, Surrogate advertising, Advertorials and Disguised Ads, False advertising, "Free" Gifts/Samples, Free Speech	12 hrs

BOOKS RECOMMENDED:

- Integrated Advertising, *Promotion, and Marketing Communications. Front Cover.* Kenneth E. COw, Donald Baack. Prentice Hall, 2002 - Business & Economics.

COURSE OUTCOMES – Semester III**PAPER CODE- MAM 323****Digital Marketing Management****Credits: 4****Maximum marks: 100****Contact Hrs/Week: 6****Total Hrs: 60****Course Objectives:**

1. This paper has been designed to acquaint students with the basic understanding about digital Marketing

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	<p>CLO 102.Comprehend the importance of conversion and working with digital relationship marketing</p> <p>CLO 103.Demonstrate and identifying, assessing and selecting digital market opportunities.</p> <p>CLO 104.Explain emerging trends in digital marketing and critically assess the use of digital marketing tools by applying relevant marketing theories and frameworks.</p> <p>CLO 105.Investigate and evaluate issues in adapting to globalised markets that are constantly changing and increasingly networked.</p> <p>CLO 106.Interpret the traditional marketing mix within the context of a changing and extended range of digital strategies and tactics.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study, Practical demonstration</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations, exercises</p>	<p>Class test, Semester end examinations, Quiz, Practical Assignments, Presentation</p>
MAM 323	Digital Marketing Management			

Contents:

Unit I	Introduction to Digital Marketing: Meaning and its Significance, Traditional Marketing Vs Digital Marketing, Digital Marketing Process Digital Marketing Channel.	12hrs
Unit II	Social Media Marketing and Optimization (SMM): Types of Social Media- Facebook, Instagram, Youtube, LinkedIn, Twitter, Google Business(Map)	12 hrs
Unit III	Search Engine Optimization: On page optimization, Off page optimization, Key Word Research, Competitor Analysis Web Analytics: Introduction, Purpose and Significance, Google Analytics, Dashboard.	12 hrs
Unit IV	Website Designing: Website Planning and Development, Types of websites, Understanding Domain and Webhosting, Creating a Blog	12 hrs
Unit V	Emerging Concepts in Digital Marketing : Content Marketing, Affiliate Marketing, Buzz & Viral Marketing, Google Adwords, Google Adsense, Email Marketing.	12 hrs

BOOKS RECOMMENDED:

- Digital Marketing for Dummies by By Ryan Deiss and Russ Hennesberry, 2017
- Fundamentals Of Digital Marketing 2nd Edition by Puneet singh Bhatia, PEARSON INDIA, 2019
- Google AdWords for Beginners: A Do-It-Yourself Guide to PPC Advertising by Cory Rabazinsky, 2015

COURSE OUTCOMES – Semester III

PAPER CODE- MAM 324

Advertising Media and Research

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objectives:

1. This course intends to improve students' knowledge and understanding of the various channels of media and its research.

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title	CLO 106. Identify and describe the foundations and characteristics of various types of media.	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation
MAM 324	Advertising Media and Research	CLO 107. Critically evaluate the terms & glossary associated with media planning. CLO 108. Comprehend the different strategies associated with media planning. CLO 109. Learn various research related method required at each stage of advertisement. CLO 110. Evaluate media in terms of efficiency		

Contents:

Unit I	Overview of Media : Meaning of Media, Role of media in advertising and study their advantages and limitations of the following:Print Meaning- Factors Affecting Selection of Print Media Decisions , Types of Print Media, Advantages and Limitations, Television- Meaning, Factors Affecting Selection of Television Media Decisions, Advantages and Limitations, Radio- Meaning, Factors Affecting Selection of Radio Media Decision, Advantages and Limitations, Out of Home (OOH)- Meaning, Types of OOH, Factors Affecting OOH Planning Decision, Advantages and Limitations, Special Media-Specialty Advertising	12 hrs
Unit II	Overview of Media Planning: Meaning of Media Planning, Role and Importance of Media in Consumer Buying Decision, Media Objectives and Media Strategies, Media Planning Process, Problems in media planning, Factors Influencing Media Planning Decisions	12 hrs
Unit III	Basic Measurements and Calculations I: Basic Measurements: Nielson television Rating: Nielson people meter, Integrated Set Meter, diary Only, Measuring audience: radio, magazines & newspapers, internet, Out of home	12 hrs
Unit IV	Basic Measurements and Calculations II: Concept of GRP, Gross impression, Reach, frequency, Cost per thousand, Cost per rating, Circulation. Media Timing: Flight, pulsing and Scheduling	12 hrs
Unit V	Advertising Research: Meaning and Scope of Advertising Research,, Media Research, Creative Research and Motivational Research. Pre-test and Post Test: Consumer Jury Test, Portfolio test, Mock magazine Test, Direct questioning Test, Perceptual Meaning Studies (PMS) Post Test Methods: Coupon and inquiry, Readership survey Test, Attitude Measurement Test Method	12 hrs

BOOKS RECOMMENDED:

- Advertising Media Planning, Jack ZanvilleSissors and Roger. B Baren, McGraw-Hill Education; 7th edition, 2010.
- Media Planning and Buying Principles and practices in the Indian Context, McGrawHill, ArpitaMenon 2009 ISBN 0071330267.

**COURSE OUTCOMES – Semester III
PAPER CODE- MAM 325****Product and Brand Management****Credits: 4****Maximum marks: 100****Contact Hrs/Week: 6**

Total Hrs: 60

Course Objectives:

1. The basic purpose of this subject is to integrate the basics of Product and brand management to the students.

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	<p>CLO 111. Understand what a product is, the various levels which make it up, and different types of products</p> <p>CLO 112. Demonstrate knowledge of the nature and fundamental concepts of product and brand development and management.</p> <p>CLO 113. Use product life cycle to understand how a firm manages its product mix.</p> <p>CLO 114. Develop learner's knowledge of brand communication, strategies and their role within business and society</p> <p>CLO 115. Analyse the Emergence of virtual organization and various aspects of digital branding.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation</p>
MAM 325	Product and Brand Management			

Contents

Unit I	Product Management & Product Offering Decisions Marketing Mix and Product Strategy – Integrated Approach, Levels of a Product, Product-Mix Decisions, Product-line strategies, Packaging and Labeling Decisions.	12 hrs
Unit II	Product Manager and Product Management Product manager and his roles, Marketing organizations Product Manager’s job- Special skills Functions of Product Manger Roles and Responsibilities of Product Manager. Product Life Cycle Managing PLC, Various Strategies of PLC Marketing Implications of PLC	12 hrs
Unit III	New Product Development Process Introduction Characteristics of a successful product development Challenges in new product development New Product Development Process Future Trends and Product Management	12 hrs
Unit IV	Brands and Brand Management Brand elements ,Branding decisions Brands and Product Role of Brands, History of Branding Branding Challenges and Opportunities. Brand Communication Purpose, Communication Process, Integrated Brand Communication Process - Features, process, tools Factors affecting choice of Brand communication Tools Brand Communication Tools	12 hrs
Unit V	Digital Branding Introduction, Emergence of virtual organization Internet, E-Commerce, and Mobile Commerce. Building online brands, Building digital Brand experiences Challenges of digital branding Web Branding-Naming online brands, online brand Management Brand positioning in Digital world, critical success factors for digital branding. Challenges for managing digital brands, digital branding strategies, and value promises for digital brands	12 hrs

BOOKS RECOMMENDED:

- Strategic brand management, Keller,Ami, Isaac Jacob,Prentice Hall of India, 2016
- Building Brand Value: 5 Steps To Building Powerful Brands, Parmeswara, M.G., Tata McGrawHill, 2006
- Brand Management; Harsh V Verma, 2nd, Excel Books, 2016
- Brand Aid: A Quick Reference Guide to Solving your Branding Problems and Strengthening your Market Position, Brad VanAuken, AMACOM, 2014
- Chandershekhar, K.S., Product Management- Text, Applications and Cases, Himalayan Publishing Houser, Edition 2012.
- DuttaKirti, Brand Management – Principles and Practices, Oxford University Press,2012
- Kapferer .J.N, The Strategic Brand Management-Advanced Insights & Strategic Thinking,5 edition,2012.
- Rowels Daniel,Digital Branding, Kogan pages , 2018.
- Kevin Lane Keller ,Strategic brand management: building, measuring, and managing brand equity,Prentice Hall, 2013
- Tapan K.Panda, Product and Brand Management,Oxford University Press,2016
- A.K.Chitale, Ravi Gupta, Product and Brand Management, PHI Learning Limited Delhi, 2016
- Vandana Ahuja, Digital Marketing,Oxford University Press, 2015.

**COURSE OUTCOMES – Semester III
PAPER CODE- MAM 326**

Graphic Designing I

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 6

Total Hrs: 60

Course Objectives:

1. To give students in depth knowledge of various elements of Adobe Photoshop.

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	CLO 106. Design layouts for web pages, Paper Adverts, Brochures, CD Covers, Package CLO 107. Creating Event and Exhibition stall Designs, Pop Ups CLO 108. Touch Ups, Color corrections CLO 109. Paintings, Drawings CLO 110. Converting B/W photo to color	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation
MAM326	Graphic Designing I			

Contents:

Unit I	Introduction to adobe photoshop: About Photoshop, Navigating Photoshop, Menus and panels, Opening new files, Opening existing files.	12 hrs
Unit II	Menu Bar: The New Applications Bar & the Options Bar, Exploring Panels & Menus, Creating & Viewing a New Document, Customizing the Interface, Setting Preferences	12 hrs
Unit III	Playing with the Images: Resizing and cropping images, Understanding Pixels & Resolution	12 hrs
Unit IV	Tool Bar: Selecting with the Elliptical Marquee Tool , Using the Magic Wand & Free Transform Tool, Selecting with the Regular & Polygonal Lasso Tools, Using the Magnetic Lasso Tool, Using the Quick Selection Tool & Refine Edge	12 hrs
Unit V	Practical Aspects of Photoshop- Painting in Photoshop, Photo retouching, Introduction to color correction	12 hrs

BOOKS RECOMMENDED:

- Adobe Photoshop CC Classroom, Adobe Press, 2012

PAPER CODE- MAM 327**Corporate Internship and Viva voce****Credits: 4****Maximum marks: 100****Contact Hrs/Week: 4****Total Hrs: 60****Course Objectives:**

1. Practical exposure of Corporate work environment to students
2. Hands-on experience to students.

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	CLO 121. Explore career opportunities prior to course completion and Build industry network CLO 122. Develop communication, interpersonal and other critical skills required in corporate world CLO 123. Prepare a project report on internship	Approach in teaching: Regular contact with Supervisor Learning activities for the students: Presentations, Review of Literature, SPSS/Software tool practice in Lab	Viva, Presentation
MAM 327	Corporate Internship and Viva voce			

Course Guidelines and Contents - 30 hours Lab sessions will be available to the students for completion of their report. Students are expected to finalize the project title and complete the data collection process in consultation with their supervisor during their summer internship.

At the beginning of semester III Lab sessions will be available to the students under the supervision of a faculty for the following-

Contents

Unit I Data Compilation- Compiling data in excel, importing to SPSS/Analytical tool, Data Cleaning and summarizing
Data Analysis using SPSS/Analytical tool

15 hrs

Simultaneously, students are required to meet their supervisors for guidance on regular basis.

BOOKS RECOMMENDED:

- Anil Mishra, Summer Internship Simplified , Wiley Publishers, 2008

COURSE OUTCOMES – Semester III

PAPER CODE- MAM 328

Synopsis of Dissertation

Credits: 2

Maximum marks: 100

Contact Hrs/Week: 2

Total Hrs: 30

Course Objectives: The objective of this course is to make students learn to

1. Provide rationale for the research, the research objectives, the proposed methods for data collection and Tools for data analysis.
2. Carry out the dissertation work in semester IV.

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	CLO 124. Identify literature for review and critically analyze it. CLO 125. Define the research gaps and state research questions. CLO 126. Identify research methods and prepare synopsis of the research project.	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation
MAM 328	Synopsis of Dissertation			

Course Guidelines: The students are required to identify the research area under the broad field of International Business in consultation with their respective supervisors, and prepare a synopsis. Evaluation will be done on the basis of the synopsis submitted along with a PowerPoint presentation by the student by a panel of examiners.

BOOKS RECOMMENDED:

- David Gough, Sandy Oliver and James Thomas, An Introduction to Systematic Reviews, Sage Publications

- Anthony J Onwuegbuzie & Rebecca Frels, *Seven Steps to a Comprehensive Literature Review- A Multimodal and Cultural Approach*, Sage Publications

**COURSE OUTCOMES – Semester III
PAPER CODE- LAD 320**

Social Media Networking and Presentation Skills

Credits: 2

Maximum marks: 100

Contact Hrs/Week: 2

Total Hrs: 30

Course Objectives: The objective of this course is to

1. Give students in depth knowledge of the various aspects concerning Personal branding, creating online resume on various platforms, learning to work on writing online and offline content
2. Emphasis on public speaking, and working amongst different groups and with cultural diversity

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title -	CLO 127. Discuss the importance of personal branding by creating an online presence and blog.	Approach in teaching: Interactive Lectures, Group Discussion	Viva and Presentation
LAD 320	Social Media Networking and Presentation Skills	CLO 128. Show general etiquette and mannerisms, both professional and social. CLO 129. Create presentations and able to present them in front of a large audience. CLO 130. Combat stress through meditation and relaxation technique.	Learning activities for the students: Presentations	

Contents

Unit I	Personal Branding: Converting hobby into passion Introduction to personal branding, the art of authenticity, Choosing the best social media network, why scheduling is important, Brand maintenance, online identity, creating relationship with the professional network to create a professional personal brand.	06 hrs
	Social networking sites: Blogging your passion Self-discipline and trust building activities, what is blogging and blogging platforms, which platform to choose, setting up a blog, types of blog and blog writing, finding the right subject matter, following skill not passion, do's and don'ts of blogging.	
Unit II	Etiquette Business Etiquette: Grooming, Positive impression, Communication, Social Imaging. E-Mail Etiquette: Professional Behaviour at work, Subject line, CC-BCC, professional e mail address and other basic do's and don'ts. Phone etiquette: Tone of voice, receiving and dialling, phone language, eliminating distraction, basic etiquette and do's and don'ts. Whatsapp/messaging etiquette, social etiquette, Business meeting etiquette, cubicle manners, dining etiquette, social media etiquette	06 hrs
Unit III	Pre presentation research and prep Pre-Presentation Prep, preparing slides and Yourself, Delivering the Presentation, Practical- Individual Presentations and Extempore, do's and don'ts in presentations, using graphics, images and videos, saving presentations, giving a boost start with a case study or a story, 6 by 6 slide rule. Types of presentations, taking presentations to SlideShare and LinkedIn, importance of research.	06 hrs
Unit IV	Stress Management: Knowing the reasons, living a relaxed life, Being Emotionally Wise, Inner self integration technique, Meditation, types and importance.	06 hrs
Unit V	Seminar/Webinar and Industry Expert Session These will be conducted by Industry leaders as question answer session and experience sharing.	06 hrs

BOOKS RECOMMENDED:

- Erik Deckers and Kyle Lacy (2010), Branding Yourself: How to Use Social Media to Invent or Reinvent Yourself.

COURSE OUTCOMES – Semester IV**PAPER CODE- MAM - 421****Business Ethics and Corporate Governance****Credits: 4****Maximum marks: 100****Contact Hrs/Week: 4****Total Hrs: 60****Course Objectives:**

1. Understand ethical issues in business and the role of Corporate Governance practices in maintaining transparency in business transactions.
2. Understand the importance of commitment to values and ethical conduct of business.

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	<p>CLO 131. Describe the importance of ethics and corporate governance in the day-to-day working of organizations .</p> <p>CLO 132. Create a framework for effective corporate governance by understanding the role and responsibility of different stakeholders.</p> <p>CLO 133. Explain the scope of business ethics in Compliance, finance, Human resources, marketing, and production.</p> <p>CLO 134. Identify the importance of ethics and corporate governance in the day-to-day working of organizations.</p> <p>CLO 135. Discuss the issues involved in maintaining ethics/ corporate governance and how to deal with such situations.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation
MAM 421	Business Ethics and Corporate Governance			

Contents:

Unit I	Introduction to Business Ethics: Meaning, Nature of Ethics, Ethical Concepts and Theories, Morals and Values, Importance and need of ethics in business, Kohlberg's six stages of moral development (CMD) Values – Importance, Sources of Value Systems, Types, Values across Cultures, Difference between values and ethics.	10 hrs
Unit II	Managerial Ethics: Categories of management morality Ethical Problems-Dilemma at Work-Sources , Resolutions, Corporate Ethical Leadership Whistle Blowing Ethical Decisions: Concept, Ethical Decision Making, Ethical Dilemmas in Organization, Social Responsibility of Business.	10 hrs
Unit III	Ethical Issues In The Functional Area: Concept, Ethics in Marketing , Ethics in Finance, Ethics in HR and Ethics in Information Technology Environmental Ethics, Corruption And Gender Issues: Environmental Ethics, Corruption, Gender Ethics, Sexual Harassment and Discrimination.	12 hrs
Unit IV	Corporate Governance: Meaning of Corporate Governance, Difference between Governance and Management, Purpose of Good Governance, Potential Consequence of poor CG, Governance risk and Financial Stability-The balancing of conflicting objectives. Indian and Global Scenario: Sarbanes Oxley Act of 2002, Overview of Anglo-American, Japanese, German, models of CG Reports and recommendations of Narayan Murthy and Ganguly Committees	14 hrs
Unit V	Strengthening Corporate Governance: Role and composition of the board, remuneration of directors and senior executives, Rights and responsibilities of shareholders, Ownership of independent directors Corporate Social Responsibility (CSR): Introduction to CSR, Advantages and Scope, Indian Scenario, CG and CSR, Corporate governance rating	14 hrs

***Case studies related to entire topics are to be taught.**

BOOKS RECOMMENDED:

- S K Mandal (2011), Ethics in Business and Corporate Governance, Tata McGraw Hill Publishing Co. Ltd., New Delhi.
- A.C. Fernando (2009), Business Ethics: An Indian Perspective, Pearson Education India.
- David J.Fritsch(2004), Business Ethics; a Global and Managerial Perspective, McGraw-Hill Irwin, Singapore
- Riya Rupani (2015), Business Ethics and Corporate Governance, Himalaya Publishing
- Murthy C.S.V(2009), Business Ethics, Himalaya Publishing.
- Daniel Albuquerque(2010), Business Ethics: Principles and practice, Oxford Uni. Press
(Latest editions of the above books are to be referred)

COURSE OUTCOMES – Semester IV

PAPER CODE- MAM 422

Consumer Behavior

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 6

Total Hrs: 60

Course Objectives:

1. To develop a comprehensive picture of the consumer psychology in order to explain consumer motivation, learning, personality, perception, and attitude formation.

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	CLO 136. Apply consumer behavior theories to practical advertising problems CLO 137. Develop an integrated understanding of various concepts of CB CLO 138. Identify the major factors influencing CB CLO 139. Recognise social and ethical implications CLO 140. Relate internal dynamics such as personality, perception, learning motivation and attitude to the choices consumers make.	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study Learning activities for the students: Self-learning assignments, presentations	Class test, Semester end examinations, Quiz, Assignments, Presentation
MAM 422	Consumer Behavior			

Contents:

Unit I	Introduction to Consumer Behavior: Consumer Behaviour Strategic Applications, Key Determinants of Buyer Behaviour, Family Influences and Group Influences, Cultural Influences	12 hrs
Unit II	Understanding Buyer Behaviour: Consumer Motivation, Perception and Personality, Formation and Modification of consumer attitudes	12 hrs
Unit III	Consumer Decision Making Process: Consumer Decision Process- Problem Recognition, Information Search, Evaluation of Alternatives and purchase, post-purchase process. Organizational buying behaviour and consumerism: Influences on organizational buying Behaviour& organizational Buying Behavior Process	12 hrs
Unit IV	Models of Consumer Behavior: Traditional models, contemporary models- Nicosia model, Howard Sheth model, Engel-Blackwell-Miniard model	12 hrs
Unit V	Digital Marketing Consumer behavior: Concept of digital consumers, Types of digital consumers, paradigm shift in the behavior of digital consumers, New trends in digital marketing	12 hrs

BOOKS RECOMMENDED:

- MajumdarRamanuj, Consumer Behaviour: Insights from Indian Market, PHI Learning Pvt. Ltd.,2013.
- Engel James F, Blackwell Roger and Miniard P. W: Consumer Behaviour; Thomson South Western, 2005.
- Satish K Batra& SHH Kazmi, Consumer Behaviour Text and cases, Second Edition, Excel Books 2008
- Loudon & Della Bitta: Consumer Behavior (fourth Edition); Tata McGraw-Hill Publishing Company Limited, New Delhi, 2002.
- Lindquist &Sirgy: Shopper, Buyer and Consumer Behavior (Second Edition); Biztantra, 2008.
- S. Ramesh Kumar: Conceptual Issues in Consumer Behavior - The Indian Context (First Edition); Pearson Education (Singapore) Pte. Ltd., Indian Print, 2003

**COURSE OUTCOMES – Semester IV
PAPER CODE- MAM 423**

Strategic Brand Management

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 6

Total Hrs: 90

Course Objectives:

1. Purpose of this paper is to develop an understanding of the underlying concepts, strategies and issues involved in managing brands.

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title	CLO 136. Demonstrate knowledge of the nature and processes of branding and brand management. CLO 137. Evaluate the scope of brand management activity across the overall organisational context and analyse how it relates to other business areas.	Approach in teaching: Interactive Lectures, Group Discussion, Tutorials, Case Study	Class test, Semester end examinations, Quiz, Assignments, Presentation
MAM 423	Strategic Brand management	CLO 138. Appraise the key issues in managing a brand portfolio and making strategic brand decisions. CLO 139. Formulate and justify brand development decisions CLO 140. Analyse and discuss contemporary brand related problems and develop appropriate strategies and initiatives.	Learning activities for the students: Self-learning assignments, presentations	

Contents:

Unit I	Designing & Implementing Branding Strategies: Brand Management Process: Introduction & Phases, Defining Branding Strategy, Strategies for choosing a Brand Name, Branding Strategies for growth and opportunities	12 hrs
Unit II	Brand Extension Strategies: Concept, Types of Brand extensions, Factors affecting Brand extensions, Line extensions, Meaning ,significance, Risks in line extensions	12 hrs
Unit III	Managing Brand Architecture: Brand architecture and Relationship between brands, Brand portfolio, Brand Hierarchy, Levels, Designing a Brand hierarchy	12 hrs
Unit IV	Managing Brands over Time: Brand Challenges, Reinforcing Brands, Brand Revitalization	12 hrs
Unit V	Managing Brands Over Geographical Boundaries and Market Segments: Regional Market segments, Other Demographic and Cultural segments, Introduction to Global Branding, Barriers to Global Branding, Advantages and disadvantages of Global Marketing Programs	12 hrs

BOOKS RECOMMENDED:

- Marketing and Branding: Indian Scenario, Kumar, Ramesh S., Pearson, 2007
- Strategic brand management, Keller, Kevin Larie, Prentice Hall of India, 2003
- Building Brand Value: 5 Steps To Building Powerful Brands, Parmeswara, M.G., Tata McGrawHill, 2006
- Brand Management; Harsh V Verma, 2nd, Excel Books, 2006
- DuttaKirti, Brand Management – Principles and Practices, Oxford University Press,2012
- Chandershekhar, K.S., Product Management- Text, Applications and Cases, HimalyanPublishing Houser, Edition 2012.
- Kotler Philip, Marketing Management, Edition 2016 ,Pearson, New Delhi

COURSE OUTCOMES – Semester IV

PAPER CODE- MAM 424**Customer Relationship Management****Credits: 4****Maximum marks: 100****Contact Hrs/Week: 6****Total Hrs: 60****Course Objective:**

1. To give students in depth aspects related to dealing with consumers at large.

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code	Paper Title	<p>CLO 146. Understand about customer relationship management concepts and frameworks, and how these are applied to form relationships with customers and other internal and external stakeholders.</p> <p>CLO 147. Evaluate CRM implementation strategies.</p> <p>CLO 148. Learn strategies related to retaining the lapsed customers.</p> <p>CLO 149. Evaluate CRM implementation strategies.</p> <p>CLO 150. Measure the effectiveness and factors affecting CRM.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	<p>Class test, Semester end examinations, Quiz, Assignments, Presentation</p>
MAM 424	Customer Relationship Management			

Contents

Unit I	Introduction to Customer Relationship Management: Definition and Significance of Customer Relationship Marketing, The origin of CRM, key principle of relationship marketing, Types of CRM, Need for CRM, Strategies for building relationship, Customer Life Time Value	12 hrs
Unit II	Building Customer Relationship Management: Relationship Marketing, CRM, and customer management Customer acquisition and its economics, Customer Retention & its economics, Stages of retention, Strategies to Prevent Defection and Recover Lapsed Customers. framework for customer retention improvement	12 hrs
Unit III	Developing and managing and using customer databases: customer-related databases, developing customer database, Customer information, Data: compiled, census, modeled Database technology and hardware platform	12 hrs
Unit IV	Creating Value for customers: Introduction, Understanding Value, Sources of customer value: value from products, service, processes, people, physical evidence, customer communication, channels.	12 hrs
Unit V	Managing relationship with supplier and partner: Supplier relationship, Trends in supplier relationship management Partner relationship, Partners in value creation, Partners in value delivery: Agents, brokers, management contractors, consortia, Franchisees, Licensees Concept of BIG data and artificial intelligence	12 hrs

BOOKS RECOMMENDED:

- Alok Kumar Rai, Customer Relationship Management: Concepts & Cases Prentice Hall 2nd editon, 2013
- SeemaGirdhar, Understanding CRM, Excel Book 2013
- G.K. Bhat, Customer Relationship Management , Himalaya Publishing house, 2013
- Alok Kumar, ChabbiSinha&Rakesh Kumar, Customer Relationship Management: Concepts & Application Biztantra, Delhi, 2007
- H Peeru Mohamed, A Sagadevan, Customer Relationship Management- A Step-by-Step Approach, Vikas Publishing House Pvt. Ltd., Delhi, 2008
- Mark Godson, Relationship Marketing, Oxford University Press, 2010

**COURSE OUTCOMES – Semester IV
PAPER CODE- MAM 425**

Brand equity and Valuation

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 6

Total Hrs: 60

Course Objectives:

1. To give students in depth knowledge of various aspects concerning value and strength of the Brand that decides it's worth.

Course Outcomes (COs):

Course	Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
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Paper Code-	Paper Title	<p>CLO 146. Explain the concept of brand equity and advantages of creating strong brands.</p> <p>CLO 147. Evaluate the three main ways to build brand equity by properly choosing brand elements, designing marketing programs and activities.</p> <p>CLO 148. Review different holistic methods for valuing brand equity.</p> <p>CLO 149. Recognize the multidimensionality of brand equity and the importance of multiple methods to measure it.</p> <p>CO 150: Measure and manage the brand equity.</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation
MAM 425	Brand equity and Valuation			

Contents:

Unit I	Customer based brand equity: Brand Equity (Definition), Customer based brand equity(Keller's framework), Brand Equity Models Brand Asset Valuator, Aaker Model, Brand Resonance Pyramid	12 hrs
Unit II	Designing and Implementing Brand Marketing Programs: Choosing Brand Elements, Brand Elements Choice Criteria, Developing Brand Elements, Designing Holistic Marketing Activities, Personalization, Integration, Internalization, Creating Brand Association, Attribute association, Benefit association, Attitude association	12 hrs
Unit III	Measuring and Interpreting Brand Performance: Brand Audit, Brand Inventory, Brand Exploratory, Brand Tracking	12 hrs
Unit IV	Measuring and Interpreting Brand Performance Brand Valuation: Cost Based Methods, Historical Cost, Replacement cost, Market Value method, Discounted Cash Flow method, Brand contribution method, Inter brand method, Price based methods, Price premium, Market share equalization, Price premium at Indifference Consumer based Methods: Brand Knowledge, Attribute rating, Blind Test	12 hrs
Unit V	Managing Brand Equity: Brand Reinforcement, Brand Revitalization, Brand Crisis, Brand report card (Kevin Lane Keller)	12 hrs

BOOKS RECOMMENDED:

- Strategic brand management, Keller, Ambi, Isaac Jacob, Prentice Hall of India, 2016
- Building Brand Value: 5 Steps To Building Powerful Brands, Parmeswara, M.G., Tata McGrawHill, 2006
- Brand Management; Harsh V Verma, 2nd, Excel Books, 2016
- Brand Aid: A Quick Reference Guide to Solving your Branding Problems and Strengthening your Market Position, Brad VanAuken, AMACOM, 2014
- Chandershekhar, K.S., Product Management- Text, Applications and Cases, Himalayan Publishing Houser, Edition 2012.
- Kapferer .J.N, The Strategic Brand Management-Advanced Insights & Strategic Thinking, 5 edition, 2012.
- Kevin Lane Keller ,Strategic brand management: building, measuring, and managing brand equity, Prentice Hall, 2013
- Tapan K.Panda, Product and Brand Management, Oxford University Press, 2016
- A.K.Chitale, Ravi Gupta, Product and Brand Management, PHI Learning Limited Delhi, 2016
- Sangeeta Trott, Vinod V.Sople, Brand Equity An Indian Perspective, PHI Learning Limited Delhi, 2016

**COURSE OUTCOMES – Semester IV
PAPER CODE- MAM 426**

Graphic Designing II

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objective: -

1. To give students in depth knowledge of various elements of Adobe illustrator.

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	<p>CLO 156. Understand the concepts related to Adobe Illustrator.</p> <p>CLO 157. Gain the practical knowledge about the concepts of Illustrator.</p> <p>CLO 158. Designing logos, layout designing</p> <p>CLO 159. Designing Newspaper and magazines</p> <p>CLO 160. Preparing files for printing</p>	<p>Approach in teaching:</p> <p>Interactive Lectures, Group Discussion, Tutorials, Case Study</p> <p>Learning activities for the students:</p> <p>Self-learning assignments, presentations</p>	Class test, Semester end examinations, Quiz, Assignments, Presentation
MAM 426	Graphic Designing II			

Contents:

Unit I	Getting started with Adobe Illustrator: Introduction to AdobeIllustrator, Features of AdobeIllustrator, Tool Box	12 hrs
Unit II	Basic Shapes: Draw basic shapes, Draw objects, Create vector images, then edit those vector images quickly and easily, Add color to your work	12 hrs
Unit III	Layers: Use blends, gradients, and patterns, Create symbols to place into your work to save time, Create layers and masks, Draw landscapes such as buildings and houses with ease using perspectives.	12hrs
Unit IV	Graphs: Add graphs to your documents, Add text to your documents – and even to your objects and shapes, Create drawings, business cards, brochures	12hrs
Unit V	Practical Aspects of Illustrator: The software will help to express creativity and artistic freedom in creating graphic designs like illustrations, Packaging design, press ads. Students will also create one packaging design and one ad by using their own creative ideas.	12hrs

BOOKS RECOMMENDED:

- Adobe Illustrator CS6, Adobe Press, 2012

PAPER CODE- MAM 427

Dissertation & Viva Voce

Credits: 4

Maximum marks: 100

Contact Hrs/Week: 4

Total Hrs: 60

Course Objective: The main objective of this paper is to

1. Culminate the academic experiences of the students in the form of a systematic research.
2. Enhance the research and professional proficiency of the students in analytics..

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	CLO 161. Develop responses on the basis of the evaluation and undertake analysis. CLO 162. Apply knowledge and understanding in relation to the chosen topic of research CLO 163. Communicate in written form by integrating, analysing and applying key texts and practices.	Approach in teaching: Regular contact with Supervisor Learning activities for the students: Presentations, Review of Literature, SPSS/Analytical software practice in Lab	Viva, Presentation
MAM 427	Dissertation & Viva Voce			

Course Guidelines and Contents: The Dissertation work enables participants to develop knowledge and understanding of a specialist area within the broad field of Human Resource Management. Each student will carry forward the research work on the synopsis prepared in semester III and complete the dissertation work under the supervision of a dissertation guide.

Students are required to meet their supervisors for guidance and devote 4 hours per week other than Lab sessions provided to them on regular basis.

After the data collection process is over, 30 hours Lab sessions will be available to the students for completion of their report under the supervision of a faculty to complete the following-

Unit I	Data Compilation- Compiling data in excel, importing to SPSS, Data Cleaning and summarizing Data Analysis using SPSS	15 hrs
Unit II	Report Writing- Preparation of Rough Draft and Final Draft	15 hrs

BOOKS RECOMMENDED:

- Peg Boyle, Demystifying Dissertation Writing, Stylus Publishing, LLC, 2009
- Carol M. Roberts, The Dissertation Journey: A Practical and Comprehensive Guide to Planning, writing and defending your dissertation, Sage Publications

COURSE OUTCOMES – Semester IV

PAPER CODE- LAD 420

Team Building and Stress Management

Credits: 2

Maximum marks: 100

Contact Hrs/Week: 2

Total Hrs: 30

Course Objectives: This course aims at helping students to

1. Work towards public speaking and mock interviews
2. Prepare towards getting a job.

Course Outcomes (COs):

Course		Course outcome (at course level)	Learning and teaching strategies	Assessment Strategies
Paper Code-	Paper Title	CLO 164. Build team. CLO 165. Show skills of public speaking. CLO 166. Discuss GD-PI techniques. CLO 167. Identify and apply Stress Management techniques.	Approach in teaching: Interactive Lectures, Group Discussion Learning activities for the students: Presentations	Viva and Presentation
LAD 420	Team Building and Stress Management			

Contents:

Unit Team Building

6 hrs

I Activities, team building games, team processes. **Laws of teamwork** Case study approach to team work, The law of the significance, the law of the big picture, the law of the niche. **Work ethics** Work ethic. Relationship management, receiving and giving positive and negative feedback, body language.

Unit Public speaking: Overcoming fears

6 hrs

II Public Speaking Games, Personality Development Games, Extempore, Debate, Group Discussion, one-minute speech, storytelling, story creation, selling items, JAM sessions.

Unit III	Mock GD Sessions Internal and external GD sessions and competitions to boost confidence and prepare content.	6 hrs
Unit IV	Mock PI Sessions Internal and external PI sessions and competitions to boost confidence and prepare content.	6 hrs
Unit V	Seminar/Webinar and Industry expert session These will be conducted by industry leaders as question answer session and experience sharing.	6 hrs

BOOKS RECOMMENDED:

- Tonya Reiman (2007), The Power of Body Language: How to Succeed in Every Business and Social Encounter.
- John Adair (2007), Develop Your Leadership Skills
- Dale Carnegie, how to stop worrying and start living
- Kelly McGonigal (2015), The Upside of Stress: Why Stress Is Good for You, and How to Get Good at It.