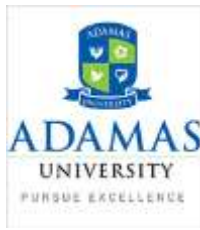


ADAMAS UNIVERSITY
SCHOOL OF BUSINESS & ECONOMICS
DEPARTMENT OF MANAGEMENT
Bachelor of Business Administration
2020-21



**ADAMAS UNIVERSITY, KOLKATA
SCHOOL OF BUSINESS & ECONOMICS
DEPARTMENT OF MANAGEMENT**

VISION OF THE UNIVERSITY

To be an internationally recognized university through excellence in inter-disciplinary education, research and innovation, preparing socially responsible well-grounded individuals contributing to nation building.

MISSION STATEMENTS OF THE UNIVERSITY

M.S 01: Improve employability through futuristic curriculum and progressive pedagogy with cutting-edge technology

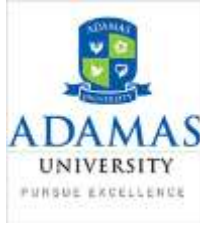
M.S 02: Foster outcomes based education system for continuous improvement in education, research and all allied activities

M.S 03: Instill the notion of lifelong learning through culture of research and innovation

M.S 04: Collaborate with industries, research centers and professional bodies to stay relevant and up-to-date

M.S 05: Inculcate ethical principles and develop understanding of environmental and social realities

CHANCELLOR / VICE CHANCELLOR



**ADAMAS UNIVERSITY, KOLKATA
SCHOOL OF BUSINESS & ECONOMICS
DEPARTMENT OF MANAGEMENT**

VISION OF THE DEPARTMENT

To be an internationally recognized center for management education through excellence in pedagogy, research and innovation, preparing socially responsible and industry-ready management professionals who will emerge as the preferred choice for organisation.

MISSION STATEMENTS OF THE DEPARTMENT

M.S 01: Improve employability through progressive, outcome based pedagogy and regular interaction with industry for lifelong learning.

M.S 02: Integrate theoretical knowledge with real-life practices through industry interface.

M.S 03: Holistic development through transdisciplinary teaching and research in emerging areas leveraging technology.

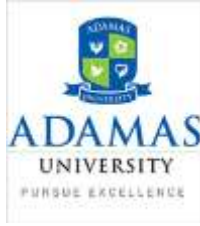
M.S 04: Encourage students to inculcate entrepreneurial spirit, ethical, societal and professional values, and contribute to nation building.

A handwritten signature in purple ink, appearing to read "P.K. Bose".

HOD

A handwritten signature in black ink, appearing to read "N. Chatterjee".

DEAN / SCHOOL CONCERNED



**ADAMAS UNIVERSITY, KOLKATA
SCHOOL OF BUSINESS & ECONOMICS
DEPARTMENT OF MANAGEMENT**

Name of the Programme: Bachelor of Business Administration (Hons)

PROGRAMME EDUCATIONAL OBJECTIVES (PEO)

PEO 01: Imparting knowledge of the fundamentals of Management theory and its applications in problem solving.

PEO 02: Developing expertise in the areas of leadership, interpersonal skills, entrepreneurship, finance, and marketing.

PEO 03: Enhancing professional competency in meeting the challenges of a globalized world of business.

PEO 04: Developing ethical, social and environmental consciousness.

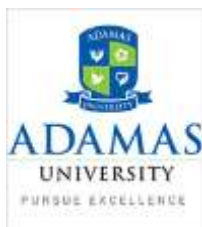
PEO 05: Inculcating fundamental concepts and skills of research in various fields of business.

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HOD

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DEAN / SCHOOL CONCERNED



**ADAMAS UNIVERSITY, KOLKATA
SCHOOL OF BUSINESS & ECONOMICS
DEPARTMENT OF MANAGEMENT**

Name of the Programme: Bachelor of Business Administration (Hons)

GRADUATE ATTRIBUTE / PROGRAMME OUTCOME (PO)

GA 01 / PO 01: Management Knowledge- Understanding of basic knowledge in the different fields of business & management in terms of concepts and principles.

GA 02 / PO 02: Problem Solution: Identify, formulate and analyze business problems utilizing knowledge of multiple disciplines including economics, statistics, commerce, law and technology and solve such problems using appropriate methodology culled from various fields.

GA 03 / PO 03: Leadership and Organization Skills- Develop strategic, organizational, and leadership skills for new organizations paradigm.

GA 04 / PO 04: Ethics: Apply ethical principles and commit to professional ethics, responsibilities, and norms of the business practices.

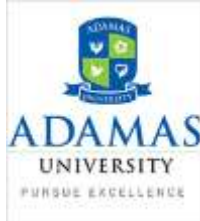
GA 05 / PO 05: Environment and Sustainability- Understand the impact of the professionals in societal contexts, demonstrate the knowledge of, and need for sustainable development

GA 06 / PO 06: Life-long Learning- Recognize the need for, and have the preparation and ability to engage in independent and life-long learning in the broadest context of business world.

GA 07 / PO 07: Creativity and Innovation- Develop inquisitive and innovative minds trained in the concepts of research and innovative practices.

HOD

DEAN / SCHOOL CONCERNED



**ADAMAS UNIVERSITY, KOLKATA
SCHOOL OF BUSINESS & ECONOMICS
DEPARTMENT OF MANAGEMENT**

Name of the Programme: Bachelor of Business Administration (Hons)

PROGRAMME SPECIFIC OUTCOME (PSO)

PSO 01: Prepare basic knowledge, skills, tools and techniques to enable them to take up higher studies and research.

PSO 02: Development of entrepreneurial skills and spirit.

PSO 03: Develop competencies to be socially responsible business professionals.

A handwritten signature in purple ink, appearing to read 'P. K. Bose'.

HOD

A handwritten signature in black ink, appearing to read 'N. Datta'.

DEAN / SCHOOL CONCERNED



ADAMAS UNIVERSITY
SCHOOL OF BUSINESS & ECONOMICS
DEPARTMENT OF MANAGEMENT
COURSE STRUCTURE & SYLLABUS

For
BACHELOR OF BUSINESS ADMINISTRATION
(Hons)

BBA (Hons)

2020-21

SEMESTER-III						
Type of Course	Course Code	Title of the Course	Contact Hours			Credit
			L	T	P	
Foundation/AECC	SOC14100	Community Services	0	0	1	1
SEC	EIC11001	Venture Ideation	2	0	0	2
Core	MKT11002	Marketing Management - I	3	1	0	4
Core	FAC11007	Financial Management	3	1	0	4
Core	OBH11004	Human Resource Management – I	3	1	0	4
Core	OLS11001	Supply Chain Management	1	0	2	4
Core	OLS11002	Production & Operations Management	3	1	0	4
Core	OBH11005	Behavioral Science – II	0	3	0	4
SEC	MGT11004	Employability and Practitioner Skills-I	PPSD			
						23

SEMESTER-IV						
Type of Course	Course Code	Title of the Course	Contact Hours			Credit
			L	T	P	
SEC	PSG11021	Human Values and Professional Ethics	2	0	0	2
Core	MKT11003	Marketing Management – II	3	1	0	4
Core	FAC11008	Cost & Management Accounting	3	1	0	4
Core	OBH11006	Human Resource Management – II	3	1	0	4
GE	IST11001	Management Information System & ERP	3	1	0	4
Core	MGT11005	Introduction to Research Methodology	4	0	0	4
GE	EIC11002	Entrepreneurship Development	3	1	0	4
SEC	IST11002	Spreadsheet & its application in Business	0	0	4	2
SEC	MGT11006	Employability and Practitioner Skills-II	PPSD			
						28

At the end of 2nd Year, the students are required to opt for **two electives** in the order of their preference. For each elective, they must study two courses in the Semesters V and VI. Allotment of electives shall be based on aptitude and merit of the student and availability of the seats.

The students must also undertake **Summer Internship Training/Project at the end of 2nd Year for a period of 6-8 weeks, during the months of May, June & July.** During the internship the students are required to learn about the realities of work environment. They are required to submit a training report for evaluation/assessment. Successful completion of the internship shall facilitate the students to be **rated for 2 credits.**

The students must undertake a **Dissertation/ Live Project worth 4 credits during the Semester VI.** Unlike internship, the dissertation project work must be conducted on a topic chosen from the elective area of specialization in which the student wants to build his/her career. The student is also required to submit a detailed report to the school/university and present the work to the faculty panel for evaluation/assessment.

SEMESTER-V						
Type of Course	Course Code	Title of the Course	Contact Hours			Credit
			L	T	P	
Core	MKT11025	International Business	3	1	0	4
GE	MGT11003	Business Ethics & Corporate Governance	2	1	2	4
ELECTIVES						
Marketing Management <i>(Any two)</i>	MKT11004	Digital Marketing	3	1	0	4
	MKT11005	Services Marketing	3	1	0	4
	MKT11006	Consumer Behaviour	3	1	0	4
Financial Management <i>(Any two)</i>	FAC11009	Financial Services	3	1	0	4
	FAC11010	Investment Management	3	1	0	4
	FAC11011	Financial Institutions & Market	3	1	0	4
Human Resource Management <i>(Any two)</i>	OBH11007	Industrial Relations & Labour Laws	3	1	0	4
	OBH11008	Compensation & Rewards Management	3	1	0	4
	OBH11009	Performance Management System	3	1	0	4
Core	MGT14001	Summer Internship Training/Project	0	0	4	2
						26

ENG11051	Business English I	L	T	P	C
Version 1.0		2	0	0	2
Pre-requisites/Exposure	Basic Knowledge of English Language				
Co-requisites	-				

Course Objectives

1. To help the second language learners develop the ability to understand spoken language.
2. To enable students communicate with clarity and precision at workplace.
3. To give the students a perspective to appreciate life in its variables by exposing them to comprehension texts; and also to enrich their word power.
4. To enable students acquire structure and written expression required for their profession.

Course Outcomes

On completion of this course, the students will be able to

- CO1. Define communication processes and to know the practical implications and its challenges at the work place.
- CO2. Understand the practical uses of English grammar and to use grammar correctly and unambiguously
- CO3. Develop fluency in speaking English in order to carry out effective professional communication.
- CO4. Identify difficult sounds, words and phrases to support listening comprehension and be familiar with the various strategies of reading and develop the ability to read texts with fluency, understanding and competence
- CO5. Make use of different formats of business communication like reports, letters, CVs and other technical writings

Course Description

English is an integral part of life. Communication is a process of exchanging ideas, messages, information etc. through verbal or nonverbal communication. In this course, the focus will be on improving LSRW skills, i.e. listening, speaking, reading and writing. Students will learn how to communicate effectively through prescribed syllabus as well as through Pearson Global English solutions. Classroom activities will be designed to encourage students to play an active role in the construction of their own knowledge and in the design of their own learning strategies. We will combine traditional lectures with other active teaching methodologies, such as group discussions, cooperative group solving problems, analysis of video scenes and debates. Class participation is a fundamental aspect of this course. Students will be encouraged to actively take part in all group activities and to give an oral group presentation. Students will be expected to interact with media resources, such as, web sites, videos, DVDs, and newspapers etc.

Course Content

Unit I: Communication Skills

[10 lecture hours]

Communication Skills- Process and importance of communication, Communication cycle; Objectives and Principles of communication; Barriers to communication; Interpersonal Communication Skills at Work and Study

Unit II: Grammar and Writing Skills

[10 lecture hours]

Grammar: Voice Change, Prepositions, Conjunctions, Articles, Direct and Indirect Speech, Correction of Sentences

Writing skills: Business letters (types and format), CV and Application Letters, Composition: Essays and Précis, Business Reports

Unit III: Speaking Skills

[10 lecture hours]

Speaking (basics of pronunciation), Group Discussion, Presentation skills, Modulation and Tone
How to face an interview: frequently asked questions, body language and promptness

Text Books

- T1. T1 Mishra. B, Sharma. S (2011) Communication Skills for Engineers and Scientists. PHI Learning Pvt. Ltd. ISBN: 8120337190.
- T2. Chaturvedi P. D, Chaturvedi M. (2011) Business Communication: Concepts, Cases and Applications. Pearson Education India. ISBN: 8131718727.
- T3. Greenbaum. Sidney. College Grammar of English. Longman Publishers. ISBN: 9780582285972.

Reference Books

- R1. Pal, Rajendra and Korlahalli, J.S. (2011) Essentials of Business Communication. Sultan Chand & Sons. ISBN: 9788180547294.
- R2. Kaul, Asha. (2014) Effective Business Communication. PHI Learning Pvt. Ltd. ISBN: 9788120338487.
- R3. Murphy, R. (2007) Essential English Grammar, CUP. ISBN: 8175960299.
- R4. C. Muralikrishna and S. Mishra (2011) Communication Skills for Engineers, Pearson education. ISBN: 9788131733844.
- R5. Hamp-Lyons and Heasley, B. *Study Writing; A Course in Written English. For Academic and Professional Purposes*, Cambridge Univ. Press, 2006.
- 1. Wren and Martin. *High School Grammar And Composition*. S. Chand, 1995.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and Pos

	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Define communication processes and to know the practical implications and its challenges at the work place.	PO2 PO3
CO2	Understand the practical uses of English grammar and to use grammar correctly and unambiguously	PO6 PO7
CO3	Develop fluency in speaking English in order to carry out effective professional communication.	PO3 PO6
CO4	Identify difficult sounds, words and phrases to support listening comprehension and be familiar with the various strategies of reading and develop the ability to read texts with fluency, understanding and competence	PO6 PO3 PO7
CO5	Make use of different formats of business communication like reports, letters, CVs and other technical writings	PO7 PO5


		Management Knowledge	Problem Solution	Leadership and Organization Skills	Ethics	Environment and Sustainability	Life-long Learning	Creativity and Innovation	Prepare basic knowledge, skills, tools and techniques to enable them to take	Development of entrepreneurial skills and spirit.	Develop competencies to be socially responsible business professionals.
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
ENG11051	Business English I	-	-	3	-	-	3	3	-	-	-

1=weakly mapped

2= moderately mapped

3=strongly mapped

Model Question Paper

Name:			
Enrolment No:			
Course: ENG11051 – Business English - I			
Program: BBA		Time: 03 Hrs.	
Semester: I		Max. Marks: 50	
Instructions:			
Attempt any Five Questions from Section A (each carrying 2 marks); any Four Questions from Section B (each carrying 5 marks) and any Two Questions from Section C (each carrying 10 marks).			
Section A (Attempt any Five)			
1.	What is resume? (Re)	2	CO5
2.	Define a report. (Re)	2	CO5
3.	What is fluency in speaking? Discuss with an example. (Un)	2	CO3
4.	Why is pause and pace important for oral communication? (Un)	2	CO3
5.	What is scanning? (Re)	2	CO4
6.	Fill the gaps with suitable articles. (Ap) a. She showed me _____ one pound coin. b. I waited for _____ hour and then went home.	2	CO2
7.	Fill the gaps with appropriate prepositions (Ap) a. I gave her a chair to sit _____ (on/in). b. She poured the tea _____ (in/ into) the cup.	2	CO2
SECTION B (Attempt any Two Questions)			
8.	What are the factors that contribute to good speaking? (Un)	5	CO3
9.	Mention few ways to improve reading. (Un)	5	CO4
10.	Write a small paragraph on Science in daily life (within 250 words).(Ap)	5	CO2
11.	What are the factors to keep in mind during a group discussion? (Un)	5	CO1 CO2 CO3
SECTION C (Attempt Any Two)			
12.	What is reading? What are the three major components of reading? Discuss with examples. (Un)	10	CO4
13.	What is speaking? What are the major barriers to good speaking? Discuss with examples.(Un)	10	CO3
14.	Write an application on behalf of your classmates to the Registrar of your university and request to establish a reading room for the students. (Ap)	10	CO5
15.	Write a dialogue on any one of the following (in 500 words): (Ap) Location: Boss’s room in an office. Roles: An employee and the boss Situation: Deciding on where to go on holidays. Roles: Two friends	10	CO5

MGT11002	BUSINESS ENVIRONMENT	L	T	P	C
Version 1.2	Contact Hours – 30	2	0	0	2
Pre-requisites/Exposure	-----				
Co-requisites	--				
Academic year	2020-21				

Course Objectives:

1. To enable the students to acquaint with the dynamics of business scenario in India
2. To understand the guidelines flowed by different sectors as per industrial policy.
3. To expose with the different industrial policies and the functions of WTO and GATT.

Course Outcomes

On completion of this course, the students will be able to:

CO1: - Discuss the various components of business environment under different market conditions.

CO2:- Identify various issues of environmental forces and its linkage with industry specific problems.

CO3:- Recognize and develop various industrial policies and its impact on business performance in Indian business scenario

CO4:- Illustrate environmental pros and cons with the help of different firms in India.

Course description:

Understand the environment is a primary task of all business leaders because the initial success of any business depends on its environmental background. This course will help the students to familiarize with different forces of environment. Apart from that the course will help the students to get a better understand of different sectors and their formation. This course will explain the new industrial policy guideline and how WHO and GATT functions. During the course students will be exposed the environmental policy of different corporate houses and also the thought of industry leader on industrial policy. The course will be asses by debates and discussion with various issues faced by current industries.

Course Contents:

Unit – I: 9 Hrs

Indian Business Environment: Concept, components and importance. Environmental analysis, Economic Environment, Demographic and Political environment, Technology environment , Capitalist Economy, Socialist Economy, Mixed Economy

Unit – II: 5 Hrs

Business and culture; Social responsibility of business; Consumer rights; Consumerism of business; Industrial sickness, CSR activities of Tata, HUL etc.

Unit – III: 8 Hrs

Industrial policies & regulations: Public, Private, Joint & Cooperative sectors; Industrial licensing, Privatization; Liberalization, MSME Sector, Export-import policy; Regulation of foreign investment;

Unit- IV 8 Hrs

Industrial Policy: New Industrial Policy and its Effect in India, WTO and Trading Blocks: Role and functions of WTO – Differences between WTO and GATT , Basic understanding of world bank , IMF.

Text Book(s):-

1. Business Environment: Text & Cases- Francis Cherunilam, HPH, 28th Ed.
2. Business Environment- K Aswathappa- HPH

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Mid Term	Attendance	Class Assessment	End Term
Weightage (%)	20	00	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and Pos		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Discuss the various components of business environment under different market conditions.	PO1, PO 2, PSO1
CO2	Identify various issues of environmental forces and its linkage with industry specific problems.	PO1,PO2, PO3, PO 6, PSO1
CO3	Recognize and develop various industrial policies and its impact on business performance in Indian business scenario.	PO3, PO4, PO 6, PSO1
CO4	Illustrate environmental pros and cons with the help of different firms in India.	PO1,PO3, PO6, PO7


Course Code	Course Title	Management Knowledge	Problem Solution	Leadership and Organization Skills	Ethics	Environment and Sustainability	Life-long Learning	Creativity and Innovation	Prepare basic knowledge, skills, tools and techniques to enable them to take up	Development of entrepreneurial skills and spirit.	Develop competencies to be socially responsible business professionals
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO 1	PSO	3

										2	
MGT11002	Business Environment	3	-	3	-		3	-	3	-	

1= weakly mapped

2= moderately mapped

3=strongly mapped

Name: Enrolment No:			
Course: MGT11002– Business Environment			
Program: BBA Time: 03 Hrs.		Semester: Odd 2020-21 Max. Marks: 50	
Instructions: Attempt All Questions from Section A (Each Carrying 2 Marks); any Four Questions from Section B (Each Carrying 5 Marks). Any Two Questions from Section C (Each Carrying 10 Marks).			
SECTION A (Answer All Questions)			
1.	Define concept of business environment	Remembering	CO1
2	Compare and contrast between internal and external environment	Understanding	CO1
3	Define monetary and fiscal policy?	Remembering	CO2
4	What are different role played by WTO.	Remembering	CO1
5	What do you mean technological leadership?	Remembering	CO1
SECTION B (Attempt any Three Questions)			
1.	Explain concepts of technological environment and its impact on present business scenario.	Understanding	CO2
2	How business performance depends on changes in social cultural dimension of the consumers?	Remembering	CO3, CO2
3.	Illustrate environmental scenario with the help of an Indian industry.	Understanding	CO 3
4.	Analyse the role of monetary policies in economic decision of the country.	Analysing	CO3
SECTION C (Attempt any Two Questions)			
1.	Describe the role of state and central government in development of MSME in India.	Analysing	CO4
2.	Explain the root cause of industrial sickness and way to prevent it (with suitable example).	Applying	CO4

3.	Design a plan for sustainability of industry considering major environmental force.	Creating	CO4
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MGT11001	Principles of Management	L	T	P	C
Version 1.1	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Understanding concepts of Organisations				
Co-requisites	--				
Academic year	2020-21				

Course Objectives:

1. To enable the students to know evolution of Management,
2. To study the principles and functions of management.
3. To learn the application of the principles in an organization.
4. To help the students to develop cognizance of the importance of management principles.
5. To aware the student's contemporary issues and modern approaches of management.

Course Outcomes

On completion of this course, the students will be able to:

CO1: Have a good understanding of the subject of management, the important theories, its scope and impact.

CO2: Develop an understanding of the basic processes of planning, organising and directing

CO3: Understand the theories of motivation and its applications and the basic principles of management control and coordination

CO4: Exposure to the concepts of staffing including Job analysis, recruitment, selection. Brief idea about recent concepts such as Knowledge management, change management, technology management etc.

CO5: Discuss Contemporary Issues such as Social Responsibility & Ethics, Globalization, Culture etc. and their impact on management

Course Description:

Principles and practices of management is an introductory course on management process from managers' perspective. The course seeks to help students acquire the requisite knowledge, skills and abilities needed to successfully manage the organization. The course examines the logic and working of organizations and outlines the major functions of management. The main objective of this course is to help the students to get aware towards varied management principles and practices. This course covers the explanations about the fundamentals of management discipline in organizational context. It details the different functions of management such as planning, organizing, staffing, directing, and controlling. The course also emphasizes on identification of critical issues and framing of strategies and scenarios required to execute management functions.

Course Content:

Unit I:

[12 hours]

Evolution & Growth of Management Thought

Concepts, Theory and Practice: The Evolution of Management Thought – Scientific Management School, Behavioural School, Quantitative School, Integration School, Contemporary School, McKinsey's 7-S approach

Unit II:

[12 hours]

Planning, Organizing & Direction

Planning- Nature, Purpose, Types & Process of Planning; Concept of MBO, MBE & MBWA.

Decision Making- Approaches, Decision Making under certainty, uncertainty & risk; Group Decision

Making

Organizing- Line/ Staff Authority, Decentralization & Delegation, Effective Organizing , Direction-Supervision, Span of Supervision, Graicuna’s Theory of Span of Management.

Unit III: [12 hours]

Motivation, Control & Coordination

Motivation- elements, importance, methods, theories, Controlling- Control Process, Importance, Critical Control Standards & Techniques, Maintenance Vs Crisis Management, Overall Control Process, Coordination- Definition, Characteristics, Objectives, Techniques

Unit IV: [16 hours]

Staffing

Job analysis, recruitment, selection, post selection steps, job changes: transfers/promotions, performance appraisal, training, management development, job rotation, rewards and recognition

Modern approaches to Management

Concept of Knowledge management, change management, technology management, supply chain management, process and project quality standards – six sigma, CMM, CMMI, PCMM, Impact of IT quality management systems, learning organizations

Unit V: [8 hours]

Contemporary Issues

Social Responsibility & Ethics, Globalization & Management, Inventing & Reinventing Organizations, Culture & Multiculturalism

Text Books

TH1. Koontz, Essentials of Management, Tata McGraw Hill

TH2. L. M. Prasad: Principles of Management, Sultan Chand & Sons, 2016

TH3.. Robbins, S. (2017). Management, (13th ed.), Pearson Education, New Delhi

Project:

The class will be divided into Groups consist of 5 members. Each Group will select a company of their choice respect to study the Management Practices of a Particular Company. The Project will be brief in the session 3. The objectives of the project is to acquaint the students Management Practices in respect to a specific company. Students are required to submit the report just after Mid semester examination. Each group will present before all student as a result all students should have idea of Management Practices Mix of around 7 to 9 companies.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and Pos		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Have a good understanding of the subject of management,	PO1, PO 2

	the important theories, its scope and impact.	
CO2	Develop an understanding of the basic processes of planning, organising and directing	PO1,PO2, PO3, PO 6, PSO1
CO3	Understand the theories of motivation and its applications and the basic principles of management control and coordination	PO1, PO3, PO 6, PSO1
CO4	Exposure to the concepts of staffing including Job analysis, recruitment, selection. Brief idea about recent concepts such as Knowledge management, change management, technology management etc.	PO3, PO6, PO7 PSO3
CO5	Discuss Contemporary Issues such as Social Responsibility & Ethics, Globalization, Culture etc. and their impact on management	PO5, PO6, PSO1,POS3

		Management Knowledge	Problem Solution	Leadership and Organization Skills	Ethics	Environment and Sustainability	: Life-long Learning	Creativity and Innovation	Prepare basic knowledge, skills, tools	Development of entrepreneurial skills and spirit.
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO 1	PSO 2
MGT11001	Principles of Management	3	-	3	-	-	3	-	3	-

1= weakly mapped
2= moderately mapped
3=strongly mapped

Name:	
Enrolment No:	

Course: MGT11001 – Principles of Management

Program: BBA

Semester: I

Time: 03 Hrs.

Max. Marks: 50

Instructions:

Attempt All Questions from **Section A** (Each Carrying 2 Marks); any **Four Questions** from **Section B** (Each Carrying 5 Marks). Any **Two Questions from Section C** (Each Carrying 10 Marks).

SECTION A (Answer All Questions)

1.	What are different functions of Management?	Remembering	CO1
2	Who developed the school of scientific management thought? Name two characteristics of scientific management thought?	Understanding	CO1
3	What are natures of motivation?	Remembering	CO2
4	Which theory of motivation is known as corner stone of Motivation theories?	Remembering	CO1
5	What is different need and important of departmentation?	Remembering	CO1
SECTION B			
1.	Distinguish between a leader and Manager.	Understanding	CO2
2	6. How communication processes work?		
2	3. What are different methods of departmentation?	Remembering	CO3, CO2
3.	What are staffing process?	Understanding	CO 3
4.	Analyse how controlling contribute for archiving objectives of any organizations?	Analysing	CO3
SECTION C (Attempt any Two Questions)			
1.	Based on planning premises developed by ITC, identify the opportunities, threats, strength and weakness available to the company	Applying	CO4
2.	Compare and contrast the Maslow and Herzberg theories of motivation in present organisations of your choice. On what grounds has the Herzberg theory been criticized?	Applying	CO4
3.	What are different theories of leadership? Discuss each theories and which theories are more appropriate to modern management context with suitable examples?	Creating	CO4

MTH11514	BUSINESS MATHEMATICS	L	T	P	C
Version 1.1	Contact Hours -	3	1	0	4
Pre-requisites/Exposure	School level Mathematics				
Co-requisites	--				
Academic year	2020-21				

Course objectives:

1. To learn fundamentals, theory, and methods of basic mathematics to be used in simple Business/Economics and real-life problems.
2. To skill students to compute the solution of simple mathematical problems in the set theory, linear and nonlinear equations, matrix methods, differentiation and integration.
3. To help students to understand the use of various mathematical tools for solving simple Business/Economics and marketing related problems.

Course Outcomes:

On completion of this course, the students will be able to:

CO1: **Define** various terms related to the theory of sets and its properties with Venn diagrams representations. (R)

CO2: **Illustrate** the solution of linear, nonlinear equations and the problems related to the supply and demand analysis. (U)

CO3: **Find** the inverse of a matrix, determinant, and the solution of a system of linear equations arises from simple business/economics applications. (R)

CO4: **Define** the percentages, index numbers, interests, and investment appraisal. (R)

CO5: **Summarize** the theory and methods to determine the derivatives of a function of one and several variables for the extreme value of a function. (U)

CO6: **Find** indefinite and definite integration. (R)

Course Description:

The course is designed for students of economics, business studies, and management. It assumes very little prerequisite knowledge, so the topics of this course can be understood by students who have not undertaken a mathematics course for some time. The focus of this course is to develop the fundamental knowledge, understanding of basic mathematical tools to be used in other subjects easily. This course comprises the set theory, linear and nonlinear equations, and its applications in simple business and economics problems like supply and demands analysis, modelling of revenue etc. Also, this course covers matrix algebra and solution of a system of equations with applications in Business, and definite and indefinite. To teach this course, audio-video lecture, presentation, and assignments to be provided. Students will strongly grab the basic concepts of the course via solving exercise and interaction with course instructors.

Course Syllabus:

Unit- I

10 Hrs

Set theory: Theory of sets- meaning, elements, types, presentation and equality of sets, union, intersection, compliment & difference of sets, Venn diagrams, Cartesian product of two sets, applications of set theory.

Unit- II

10 Hrs

Linear equations: graphs of linear equations, algebraic solution of simultaneous linear equations, supply and demand analysis, algebra, modeling of supply and demand analysis, national income determination.

Non-linear equations: quadratic, exponential and logarithmic equations, modeling of revenue, cost and profit.

Unit- III

15 Hrs

Matrices:Types, properties, addition, multiplication, transpose and inverse of matrix; properties of determinants, solution of simultaneous linear equations, differentiation and integration of standard algebraic functions, business applications of matrices.

Unit- IV

5 Hrs

Mathematics of finance: percentages, index numbers, and interests, compound interest, investment appraisal.

Unit- V

15Hrs

Differentiation: Derivative of a function, rules of differentiation, marginal functions and elasticity, optimization of economic functions, partial differentiation, functions of several variables, partial marginal functions and elasticity, Lagrange multipliers.

Unit- VI

5 Hrs

Integration: Indefinite integration, definite integration.

Test book readings:

1. Ian Jacques, Mathematics for and Economics and Business (Fifth edition), Pearson India.
2. D.C. Sancheti, V.K. Kapoor, Business Mathematics,.

Reference Book:

1. J.D. Gupta, P.K. Gupta, Man Mohan, Mathematics for Business and Economics, Tata McGraw Hill Publishing Company Ltd.
2. Q. Zameeruddin, V. K. Khanna, S. K. Bhambri, Business Mathematics (Second Edition), Vikas Publishing House PVT LTD.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination
Examination Scheme:


Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Define various terms related to the theory of sets and its properties with Venn diagrams representations. (R)	PO2,PSO1
CO2	Illustrate the solution of linear, nonlinear equations and the problems related to the supply and demand analysis. (U)	PO2,PO6, PSO1
CO3	Find the inverse of a matrix, determinant, and the solution of a system of linear equations arises from simple business/economics applications. (R)	PO2,PO6,PSO1
CO4	Define the percentages, index numbers, interests, and investment appraisal. (R)	PO2,PO6,PSO1
CO5	Summarize the theory and methods to determine the derivatives of a function of one and several variables for the extreme value of a function. (U)	PO2,PO6,PSO1
CO6	Find indefinite and definite integration. (R)	PO2,PSO1

Course Code	Course Title	Management Knowledge	Problem Solution	Leadership and Organization Skills	Ethics	Environment and Sustainability	: Life-long Learning	Creativity and Innovation	Prepare basic knowledge, skills, tools and techniques to enable them to take up	Development of entrepreneurial skills and spirit.	Develop competencies to be socially responsible business professionals
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO 1	PSO 2	PSO3
MTH11514	BUSINESS MATHEMATICS		3				3		3		

- 1=weakly mapped
 2= moderately mapped
 3=strongly mapped

Name: Enrolment No:																											
Course: MTH11514 – BUSINESS MATHEMATICS																											
Program: BBA Time: 03 Hrs.		Semester: I Max. Marks: 50																									
Instructions: Attempt All Questions from Section A (Each Carrying 1Marks); any Three Questions from Section B (Each Carrying 5Marks). Any Two Questions from Section C (Each Carrying 10 Marks).																											
SECTION A (Answer All Questions)																											
1.	Explain the stationary point and represent it graphically.	U	CO5																								
2.	What is a set and how to define complement of a set?	R	CO1																								
3.	Explain the marginal functions with an example?	U	CO5																								
4.	Illustrate the solution of the equation: $x^2 - 2x - 3 = 0$.	U	CO2																								
5.	Classify the roots of the equation $x^2 + 2x + 3 = 0$.	U	CO2																								
SECTION B (Attempt any Three Questions)																											
6.	<p>Ms. Smith and Mr. Jones are sale people in a new-car agency that sells only two models. August was the last month for this year's models, and next year's medels were introduced in September. Gross dollar sales for each month are given in the following matrices:</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th></th> <th colspan="2" style="text-align: center;">August sales</th> </tr> <tr> <th></th> <th style="text-align: center;">Compact</th> <th style="text-align: center;">luxury</th> </tr> </thead> <tbody> <tr> <td>Ms. Smith</td> <td style="text-align: center;">\$54,000</td> <td style="text-align: center;">\$ 88,000</td> </tr> <tr> <td>Mr. Jones</td> <td style="text-align: center;">\$126,000</td> <td style="text-align: center;">0</td> </tr> </tbody> </table> <p>=A;</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th></th> <th colspan="2" style="text-align: center;">September sales</th> </tr> <tr> <th></th> <th style="text-align: center;">Compact</th> <th style="text-align: center;">luxury</th> </tr> </thead> <tbody> <tr> <td>Ms. Smith</td> <td style="text-align: center;">\$228,000</td> <td style="text-align: center;">\$ 368,000</td> </tr> <tr> <td>Mr. Jones</td> <td style="text-align: center;">\$304,000</td> <td style="text-align: center;">\$322,000</td> </tr> </tbody> </table> <p>=B,</p> <p>i) What were the combined dollars in August and September for each sales people and each model? ii) What was the increase in dollar sales from August to September? iii) If both sale people receive 5% commissions on gross dollar sales,</p>		August sales			Compact	luxury	Ms. Smith	\$54,000	\$ 88,000	Mr. Jones	\$126,000	0		September sales			Compact	luxury	Ms. Smith	\$228,000	\$ 368,000	Mr. Jones	\$304,000	\$322,000	5 (R)	CO3
	August sales																										
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	September sales																										
	Compact	luxury																									
Ms. Smith	\$228,000	\$ 368,000																									
Mr. Jones	\$304,000	\$322,000																									

	what is the commission for each person for each model sold in September?		
7.	If $z = \log(x^2 - y^2)$, then show that $\frac{\partial^2 z}{\partial x \partial y} = \frac{\partial^2 z}{\partial y \partial x}$	5 (U)	CO5
8.	If the total revenue function of a good is given by $100Q - Q^2$, what will be an expression for the marginal revenue function. If the current demand is 60, compute and explain the change in the value of total revenue due to a 2 unit increase in Q .	5 (U)	CO5
9.	Find (i) $\int (2x + 1)^{1/3} dx$ (ii) $\int_{-2}^2 x e^{-x^2} dx$	5 (R)	CO6
SECTION C (Attempt any Two Questions)			
10.	a) Find the inverse of $A = \begin{bmatrix} 2 & 4 & 1 \\ 4 & 3 & 7 \\ 2 & 1 & 3 \end{bmatrix}$, b) Solve the system of equations: $x + 2y + 3z = 9,$ $-4x + y + 6z = -9,$ $2x + 7y + 5z = 13,$ using Cramer's rule to find x & y.	5 +5 (R)	CO3
11.	a) A principal of \$2000 is invested at 10% interest compounded continuously. After how many days will the investment first exceed \$2100? b) The demand and supply functions of a goods are given by $P = -2Q_d + 50,$ $P = 1/2Q_s + 25,$ Where P, Q_d , and Q_s , denote the price, quantity demanded and quantity supplied respectively. i) Illustrate the solution by computing the equilibrium price and quantity. ii) explain the effect on the market equilibrium if the government decided to impose a fixed tax \$5 on each good.	5+5 (R+U)	CO4 + CO2
12.	a) Show that $A \cup (B \cap C) = (A \cup B) \cap (A \cup C)$. b) Suppose $y = x^2$. What is the inverse of y ? Consider the domain $\{-1, 1, -2, 2\}$. Then draw the map and tell they are function or not ? c) There are 60 students in a class. 15 students do not have interest in game. 32 students play football and 18 students play cricket. Then find (i) how many students play both the games? (ii) how many students play only football? (iii) How many students play only cricket?	4+3+3 (R)	CO1

ECO11003	Microeconomics for Business	L	T	P	C
Version 1.1	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Basic mathematics and English				
Co-requisites	--				
Academic year	2020-21				

Course Objectives:

- This paper introduces students to the terminology and analytic principles used in microeconomics, which is broadly defined as the study of markets, and to the application of these conceptual tools to several policy issues.
- The decisions of buyers and sellers and their interaction in market transactions will be analyzed.
- This also explores how different market structures can shape economic results, and how markets can sometimes (but not always) help society achieve desirable outcomes.

Course Outcomes

On completion of this course, the students will be able to:

CO1: Understand the terminologies and analytic principles used in microeconomics

CO2: Understand and analyze how different market structures can shape economic results

CO3: Analyze of these conceptual tools to several strategic issues in the field of management

CO4: Understand and analyze how different market structures can shape economic results

CO5: Apply micro economic concepts and techniques in evaluating business decisions

Course Description:

This paper will introduce students with more complicated issues of microeconomics around different market structures under imperfect competition . Different types of pricing strategies and market power adopted by the producers. The theoretical concepts of theories of distribution will also be introduced.

Course Structure

Unit I: Demand and Supply

12 Hrs

Determinants of Demand; Law of Demand; Demand Function, Demand Schedule and Demand Curve; Determinants of Supply; Law of Supply; Supply Function, Supply Schedule and Supply Curve; Shift and movement along the Demand & Supply Curve; Elasticity of Demand – Price,

Income, Cross; Elasticity of Supply; Substitutes & Complementary Goods, Normal & Inferior Goods. Equilibrium Determination, Impact of changes in Demand and Supply, Change in Equilibrium, Stability of Equilibrium; Consumer Surplus, Producer Surplus, Deadweight Loss, Change in surplus, Incidence of Tax, Impact of Subsidy.

Unit II: Theory of Consumption

12 Hrs

Budget Constraint: Composite goods, Budget Set, Properties of budget set, Budget Line, change in budget line due to change in income and prices, Application: Taxes, Subsidies, Rationing

Preferences: Consumer Preferences, basic assumptions about preferences; Indifference Curves, Indifference Map, Marginal Rate of Substitution; Shape of Indifference curves: Perfect substitutes, perfect complements, Bads, Neutrals, Satiation, Discrete Goods

Utility: Cardinal Utility, Utility function, Total utility, Marginal Utility, Ordinal Utility, Preference, MRS

Choice: Optimal Choice, Consumer's Equilibrium, Change in Equilibrium due to change in income, and prices, Income Consumption Curve, Engel Curve, Price Consumption Curve, Individual Demand, From individual to market demand; Price Effect: Hicks, Slutsky approach, Income Effect, Substitution Effect, Compensated Demand.

Unit III: Theory of Production

15 Hrs

Technological relationship between output and inputs, Production decision of a firm; Production function, short run versus long run production; Production with single variable input: TP, AP, MP, Law of diminishing marginal return; Production with two variable inputs: Isoquant, Economic region of production, Input flexibility, Input substitution; MRTS, Elasticity of substitution; Expansion Path, Returns to scale; Effects of changes in input prices on output. Special Cases: Homogeneous Production Function, Cobb-Douglas Production.

Different types of costs; opportunity cost, sunk cost; fixed cost, variable cost; Costs in the SR production, TC, AC, MC, Cost curves; Costs in the LR production, LR cost curves, relation between SR and LR cost curves; Shift in cost curves.

Input choices, Isocost line, Change in technology and change in input prices; optimal choice of inputs, Economies of Scope, Economics of Scale, Learning Curve.

Unit IV: Market: Perfect Competition

12 Hrs

Profit Maximization by a firm, Competition in a market, Different forms of Competition;

Perfectly competitive market and its characteristics, Choosing output in Short Run, SR supply curve, Choosing output in the Long Run, LR Industry supply curve: Increasing cost industry, Decreasing cost industry, and Constant cost industry;

Efficiency of a competitive market: Effect of Tax, Minimum Prices, Price Support, Production Quota, Impact of tax and subsidy.

Unit V : Market: Imperfect Competition

10 Hrs

Market Power, Sources, Monopoly, Monopsony, Bilateral Monopoly, Natural Monopoly; Monopolist’s Output Decision, and pricing.

Monopolistic Competition: Characteristics, Equilibrium in Short and Long run, Economic Efficiency; Branding

Oligopoly: market structure, collusion, competition, equilibrium.

READING LIST:

1. Dominick Salvatore (2009). Principles of Microeconomics (5th ed.) Oxford University Press
2. Koutosyannis (1979). Modern Micro Economics. Palgrave Macmillan
3. Pindyck, Rubinfeld and Mehta. (2009). Micro Economics. (7th ed.). Pearson.
4. Lipsey and Chrystal. (2008). Economics. (11th ed.) Oxford University Press.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Mid Term	Attendance	Class Assessment	End Term
Weightage (%)	20	00	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)


Mapping between COs and Pos		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Understand the terminologies and analytic principles used in microeconomics	PO1, PO 2
CO2	Understand and analyse how different market structures can shape economic results	PSO1,PO2, PO3, PO 6,
CO3	Application of these conceptual tools to several strategic issues in the field of management	PO2, PSO1, PO 6,
CO4	Understand and analyse how different market structures can shape economic results	PO5, PO6, PO7
CO5	Apply micro economic concepts and techniques in evaluating business decisions	PSO 1, PO7, PO2

		Management Knowledge	Problem Solution	Leadership and Organization Skills	Ethics	Environment and Sustainability	: Life-long Learning	Creativity and Innovation	Prepare basic knowledge, skills, tools	Development of entrepreneurial skills and spirit.
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO 1	PSO 2
ECO11003	Microeconomics for Business	-	3	-	-	-	3	3	3	-

1= weakly mapped

2= moderately mapped

3=strongly mapped

Name: Enrolment No:			
Program: BBA Time: 03 Hrs.		Course: ECO11003 – Microeconomics for Business Semester: I Max. Marks: 50	
Instructions: Attempt All Questions from Section A (Each Carrying 1Marks); any Three Questions from Section B (Each Carrying 5Marks). Any Two Questions from Section C (Each Carrying 10 Marks).			
Section A (Answer All the Questions) (5 x 1 = 5)			
1.	Define monopoly power of a firm?	1	CO1

2.	Describe first degree price discrimination.	1	CO3
3.	Define Leontief production function	1	CO3
4.	What is inferior good?	1	CO1
5.	Give two real life examples of oligopoly market.	1	CO1
	SECTION B (Attempt any Three Questions) (3 x 5 = 15)		
6.	Describe natural monopoly.	5	CO2
7.	Examine features of monopolistic competition markets/	5	CO2/CO4
8.	Elucidate the equilibrium of a perfectly competitive firm.	5	CO3
9.	Explain Cobb Douglas production function.	5	CO1
	SECTION (Answer Any Two Questions) (2 x 10 = 20)		
10.	Explain LAC as envelope of Short run average cost curves.	10	CO3
11.	Explain the equilibrium of a monopoly firm.	10	CO3/CO4
12.	Explain Hicks & Slutsky substitution and income effect	10	CO3

FAC11003	Principles of Accounting I	L	T	P	C
Version 1.1	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	--				
Co-requisites	--				
Academic year	2020-21				

Course objectives:

The objective of this course is to introduce problems of financial accounting such as measuring and reporting issues related to assets and liabilities and preparing the financial statements. Students are expected to gain the ability of using accounting information as a tool in applying solutions for managerial problems, evaluating the financial performance, and interpreting the financial structure.

Course Outcomes

On completion of this course, the students will be able to:

CO1: State the uses and users of accounting information.

CO2: Explain and apply accounting concepts, principles and conventions.

CO3: Record basic accounting transactions and prepare annual financial statements.

CO4: Analyse, interpret and communicate the information contained in basic financial statements and explain the limitations of such statements.

Course Description:

Financial Accounting refers to information describing the financial resources, obligations, and activities of an economic entity. The term financial position is used to describe an entity's financial resources and obligations at one point in time, and the term results of operations is used to describe its financial activities during the year. This graduate course introduces the basic concepts and principles of accounting for preparing the financial statements such as Income statement (financial performance) and Balance Sheet (financial position). The course focuses on detailed understanding of accounting information system, accounting concepts, accounting principles, accounting cycle, recording of transactions, and financial statement concepts.

Course Structure

Unit I:

10 Hrs

Meaning And Scope Of Accounting- Introduction, Meaning Of Accounting, Objectives Of Accounting, Book-Keeping, Distinction Between Book-Keeping And Accounting, Sub-Fields Of

Accounting, Users Of Accounting Information, Relationship Of Accounting With Other Disciplines, Limitations Of Accounting, Use Of Mathematics in Accounting, Accounting Concepts, Principles And Conventions.

Unit II: 15 Hrs

Basic Accounting Procedures In Journal Entries, Accounting Equation Approach, Traditional Approach, Ledgers, Trial Balance.

Subsidiary Books- Other Than Cash Book, Cash Book, Capital And Revenue Expenditures, Capital And Revenue Receipts, Contingent Assets And Contingent Liabilities.

Unit III: 16 Hrs

Rectification Of Errors, Basis Of Inventory Valuation And Record Keeping, Average Due Date And Current Account.

Bank Reconciliation Statement, Depreciation Accounting, Consignment And Joint Venture.

Unit IV: 15 Hrs

Preparation Of Final Accounts Of Sole Proprietors, Final Accounts Of Manufacturing Entities, Accounting Of Non-Profit Organisations, Preparation Of Receipts And Payments Account, Income And Expenditure Account And Balance Sheet.

Text Books

T4. Sukla, Grewal, Gupta: Advanced Accountancy, Vol. I, S. Chand.

T5. Sehgal & Sehgal, Advanced Accountancy, Vol. I, Taxman Publication

T6. Hanif & Mukherjee, Financial Accounting, TMH

Reference Books

R6. Tulsian, Financial Accounting, Pearson.

R7. Mukherjee and Mukherjee, Financial Accounting Volume I, Oxford Publication.

Project:

The class will be divided into Groups consist of 5 members. Each Group will select a company of their choice respect to study the Different Financial Statements. The objectives of the project is to acquaint the students Marketing mix application in respect to a specific company. Students are required to submit the report just after Mid semester examination. Each group will present before all student as a result all students should have idea of Marketing Mix of around 7 to 9 companies.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and Pos

	Course Outcomes (COs)	Mapped Program Outcomes
CO1	State the uses and users of accounting information.	PO 2, PO4
CO2	Explain and apply accounting concepts, principles and conventions.	PO2, PO 6, PO7
CO3	Record basic accounting transactions and prepare annual financial statements.	PO2, PO 6, PO7, PO4
CO4	Analyse, interpret and communicate the information contained in basic financial statements and explain the limitations of such statements.	PO4, PO6, PO7

		Management Knowledge	Problem Solution	Leadership and Organization Skills	Ethics	Environment and Sustainability	: Life-long Learning	Creativity and Innovation	Prepare basic knowledge, skills, tools and techniques to enable them to take up	Development of entrepreneurial skills and spirit.	Develop competencies to be socially responsible business professionals
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO 1	PSO 2	PSO 3
FAC11003	Principles of Accounting I	-	3	-	3	-	3	3	-	-	-

1=weakly mapped

2= moderately mapped

3=strongly mapped

Name:	
Enrolment No:	

Course: FAC11003 – Principles of Accounting I**Program: BBA****Semester: I****Time: 03 Hrs.****Max. Marks: 50****Instructions:**

Attempt All Questions from **Section A** (Each Carrying 1Marks); any **Four Questions** from **Section B** (Each Carrying 5Marks). Any **Two Questions from Section C** (Each Carrying 10 Marks).

SECTION A (Answer All Questions)

1.	What is a contra entry? Give an example.	Remembering	CO1
2.	Define cash discount.	Remembering	CO1
3.	What do you mean by accounting cycle?	Remembering	CO2
4.	Explain the term 'Amortisation'?	Understanding	CO1
5.	What do you mean by inventory?	Remembering	CO1
SECTION B			
1.	What is a Bank Reconciliation Statement? Why is it prepared? What are the reasons for difference between cash book and pass book balances?	Remembering	CO2
2.	Compare Capital Expenditure and Revenue Expenditure.	Understanding	CO3, CO2
3.	On 01.01.2014 a firm purchased a machinery for Rs. 1,00,000. On 01.07.2015 additions were made to the extent of Rs. 20,000. On 01.04.2016 further additions of Rs. 6,400 were made. On 30 th June 2017, machinery, original value of which was Rs. 16,000 on 01.01.2014 was sold for Rs. 12,000. Depreciation is charged at 10% p.a. on original cost. Show the machinery account for the years from 2014 to 2017 in the books of the firm. The firm closes its books on 31 st December every year.	Understanding	CO 3
4.	From the following particulars construct a Bank Reconciliation Statement: (i) Bank overdraft balance as per Cash Book Rs. 19,500. (ii) A Cheque for Rs.700 was deposited in the bank but no entry was made in the cash book. (iii) Debit side of the cash book Bank column cast short by Rs. 200. (iv) A cheque for Rs.5000 was deposited in the bank but only Rs.4,960 were collected. (v) A party's cheque for Rs.550 returned dishonoured as per bank statement only. (vi) Bills worth Rs.3,500 collected directly by the bank. (vii) Bank charges Rs. 35 recorded twice in the cash book. (viii) Cheques aggregating Rs.2,325 were deposited but not yet collected by bank. (ix) Cheques of Rs.1,350 issued but not yet presented to bank for encashment.	Creating	CO2

SECTION C (Attempt any Two Questions)

1. A summary of Receipts & Payments Account of Calcutta Cricket Club for the year 2017 is given below:

**Receipts & Payments Account
for the year ended 31st December,2017**

Receipts	Amount (Rs.)	Payments	Amount (Rs.)
To, Balance b/d	3,000	By Salaries and Rent	1,500
To, Subscription	20,000	By Electric Charge	300
To, Donation	5,000	By Sports Expense	1,000
To, Entrance Fees	1,000	By Sports Goods Purchased	9,000
To, Interest	100	By Books Purchased	5,000
To, Charity Show Receipts	2,400	By Miscellaneous Expenses	700
		By Charity Show Expenses	2,000
		By Investment	8,000
		By Balance c/d	4,000
	31,500		31,500

Additional information: (i) Out of the total subscription received, Rs.500 is for 2016 and Rs.600 for 2018 but Rs.100 is due for 2017; (ii) The total sum received on Entrance fees is to be capitalized; (iii) Salary is remaining due to be paid Rs.300; (iv) Arrear interest Rs.500.

The club had the following assets on the opening date of the year: Sports Goods Rs.3,000; Books Rs.2,000; Investment Rs.6,000.

Prepare an Income & Expenditure Account for the year ended 31st December,2017 and also the Balance Sheet as on that date.

Understanding

CO4

2. What do you understand by Accounting Conventions? Briefly explain different Accounting Conventions.

Understanding

CO2,CO4

3. Define Accounting. State the relationship between Accounting, Book Keeping and Accountancy. Explain the Accounting Cycle.

Analysing

CO4

LWJ11004	Business Law-I	L	T	P	C
Version 1.0	Contact Hours – 60	3	1	0	4
Pre-requisites/Exposure	-				
Co-requisites	-				

Course Objectives

1. To provide basic and broad knowledge in business laws in management.
2. To get the ability to apply concepts, principles and theories to understand simple business laws.
3. To become aware of the different business laws.
4. To gain awareness of the global business laws and its impacts on businesses.

Course Outcomes

On completion of this course, the students will be able to

- CO1. Understand the Legal environment in India and would be in position to differentiate on the functions of different courts and their structure.
- CO2. Understand and learn the concept of Contract Act, its applicability in business and litigations to draft a valid contract.
- CO3. Describe the applicability of Sale of Goods act, Rights of Seller and Buyer
- CO4. Recognition of Consumer Redressal forum and also to understand their rights and duties.
- CO5. Understand the concept of negotiable instruments and importance of such instruments in business organization.

Course Description

This course is designed to provide the student with knowledge of the legal environment in which a consumer and businesses operates, and to provide the student with knowledge of legal principles

Course Content

Unit-1 Introduction to Business Law

(10 Hrs)

Meaning and Philosophy of Law - Object of Law - Classification of Law - Justice Delivery System in India - Classification of Courts in India

Unit-2: Indian Contract Act, 1872

(14 Hrs)

Contract: Meaning and essential elements of a valid contract, types of contracts. Offer and Acceptance: meaning, rules relating to valid offer and acceptance; Consideration: definition; essential elements, Capacity of Parties; free consent; Void and Voidable Agreements: wagering agreement. Discharge of Contracts: meaning; methods of termination or discharge of contract. Special Contracts

Unit-3: The Sale of Goods Act, 1930

(12 Hrs)

Meaning of Contract of a Sale, Sale and an agreement to sell, Essential elements of contract of sale, Sale distinguished from hire purchase, Bailment, Mortgage. Conditions and Warranties, Doctrine of Caveat Emptor, Unpaid seller and his rights.

Unit-4: Consumer Protection Act, 1986

(12 Hrs)

Objective of the Act, Definitions of complaint, consumer; consumer dispute, goods, services, etc. Objectives of Central Council and State Council, Consumer Dispute Redressal forums, Manner of Lodging a Complaint and Appeal

Unit-5: Negotiable Instruments Act

(12Hrs)

Definition of a negotiable instrument; instruments negotiable by law and by custom; types of negotiable instruments; parties to a negotiable instrument - duties, rights, liabilities and discharge; material alteration; crossing of cheques

Reference Books**Text Books:**

1. P C Tulsian (2017), Business Law, 3rd Edition, Tata McGraw Hill, New Delhi
2. M.C. Kuchhal and Vivek Kuchal (2018), Business Law, 7th Edition, S Chand Publishing
3. Telpal Seth, (2017) Business Law, 3rd Edition, Pearson

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Understand the Legal environment in India and would be in position to differentiate on the functions of different courts and their structure.	PO3, PO6, PSO2
CO2	Understand and learn the concept of Contract Act, its applicability in business and litigations to draft a valid contract.	PO5, PO4, PSO2
CO3	Describe the applicability of Sale of Goods act, Rights of Seller and Buyer.	PO5, PO4, PO6
CO4	Will be able to understand the process of Consumer Redressal forum and also to understand their rights and duties	PO5, PO3, PSO1
CO5	Understand the concept of negotiable instruments and importance of such instruments in business organization.	PO4, PO4, PSO1


		Management Knowledge	Problem Solution	Leadership and Organization Skills	Ethics	Environment and Sustainability	Life-long Learning	Creativity and Innovation	Prepare basic knowledge, skills, tools and techniques to enable them to take up higher studies and research.	Development of entrepreneurial skills and spirit.	Develop competencies to be socially responsible business professionals.
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
LWJ11004	Business Law I	-	-	-	3	3	3	-	3	-	3

1=weakly mapped

2= moderately mapped

3=strongly mapped

Model Question Paper

Name: Enrolment No:			
Course: LWJ11004 – Business Law I			
Program: BBA Semester: I	Time: 03 Hrs. Max. Marks: 50		
Instructions: Attempt All Questions from Section A (Each Carrying 2 Marks); any Four Questions from Section B (Each Carrying 5 Marks). Any Two Questions from Section C (Each Carrying 10 Marks).			
SECTION A (Answer All Questions)			
1.	Define Business Law. (Remembering)	2	CO1
2.	Define Contract. (Remembering)	2	CO2
3.	Explain the meaning of Bailment. (Understanding)	2	CO3
4.	Define Consumer as per Consumer Protection Act. (Remembering)	2	CO4
5.	Define Negotiable Instrument. (Remembering)	2	CO5
SECTION B			
1.	Explain the elements of a valid contract. (Understanding)	5	CO2

2.	Distinguish between Hire Purchase and Lease. (Analyzing)	5	CO3
3.	State the ethical issues involved in Legal System in India. (Analyzing)	5	CO1
4.	Explain the functions of Consumer Dispute Redressal Forum. (Analyzing)	5	CO5
SECTION C (Attempt any Two Questions)			
1.	Explain the process of Lodging of Complaint and Appeal. (Creating)	10	CO4
2.	Explain the consequences of material alterations in negotiable instruments. (Understanding)	10	CO5
3.	(a) Define Free Consent. (Remembering)	2	CO2
	(b) Explain the term Wagering Agreement. (Understanding)	2	CO2
	(c) Classify the law as per the Indian Judiciary System (Analyzing)	6	CO1

DGS11001	DESIGN THINKING	L	T	P	C
Version 1.0		2	0	0	2
Pre-requisites/Exposure	Knowledge of analyzing society problems and product usage problems and a zeal to improve the current situation, in addition to knowing to using laptop/computers, internet, social media interaction, file sharing and uploading, email and communication etiquettes.				
Co-requisites	--				

Course Objectives

1. To enable students to acquire knowledge, imagination and be more assertive on opinions on problems in society.
2. To enable students to learn basics of research, data collection, analysis, brainstorming to find solutions to issues.
3. To make them understand Design Thinking methodologies to problems in field of study and other areas as well.
4. To help students to understand future Engineering positions with scope of understanding dynamics of working between inter departments of a typical OEM.

Course Outcomes

On completion of this course, the students will be able to

- CO1. Examine design thinking concepts and principles
- CO2. Practice the methods, processes, and tools of design thinking
- CO3. Apply the Design Thinking approach and model to real world scenarios
- CO4. Analyze the role of primary and secondary research in the discovery stage of design thinking

Catalog Description

Design thinking course is a completely online course offered to the first year UG programs across all streams. This course is designed to help understand the steps followed in the process of designing a solution to a problem.

Course Content

UNIT I: WHAT IS DESIGN THINKING

2 hours

Designers seek to transform problems into opportunities. Through collaboration, teamwork, and creativity, they investigate user needs and desires on the way to developing human-centered products and/or services. This approach is at the very heart of design thinking.

UNIT II: THE DESIGN THINKING MODEL

2 hours

A tool that helps guide you along a design thinking path. The model does this by providing a series of activities that that will help you effectively design a product, service or solution to a user's need. The model presents the approach as a process, allowing us to look at each step –

or phase – along the journey to the development of a final design.

UNIT III: PHASE 1: DISCOVER

4 hours

Begin the design thinking process with the Discover phase, where you will identify the specific problem your design is intended to solve, as well as important usability aspects from those who will use your design. Discovery can be performed through a variety of different research methods which you will learn in this module.

UNIT IV: PHASE 2: DEFINE

4 hours

In the Define phase, you come to understand the problem. We often refer to this as framing the problem. You can do this by using a variety of tools, including storytelling, storyboarding, customer journey maps, personas, scenarios, and more.

UNIT V: PHASE 3: DEVELOP

4 hours

Turn your attention to solving the problem. In this phase you brainstorm custom creative solutions to the problems previously identified and framed. To do this, you conceptualize in any way that helps, putting ideas on paper, on a computer, or anywhere whereby they can be considered and discussed.

UNIT VI: PHASE 4: DELIVER

4 hours

This phase is all about testing and building concepts. Here you take all of the ideas that have been discussed to this point and bring them a little closer to reality by building a concept; something that makes it easier for a user to experience a design. This concept is referred to as a prototype.

UNIT VII: PHASE 5: ITERATE

4 hours

You will test the prototype of your design solution, collecting and acting on feedback received. These actions may mean minor or major revisions to your design, and are repeated as often as necessary until a solution is reached. Tools such as focus groups and questionnaires are used to help you collect feedback that can help with your final design.

UNIT VIII: BEYOND DESIGN THINKING

2 hours

The Design Thinking Model is a tool that helps guide you along a design thinking path. The model does this by providing a series of activities that that will help you effectively design a product, service or solution to a user's need. The model presents the approach as a process, allowing us to look at each step – or phase – along the journey to the development of a final design.

Text Books

1. All the references are available to download in the online course.

Reference Books

1. Brown, Tim. "What We Can Learn from Barn Raisers." *Design Thinking: Thoughts by Tim Brown*. Design Thinking, 16 January 2015. Web. 9 July 2015.
2. Knapp, Jake. "The 8 Steps to Creating a Great Storyboard." *Co.Design. Fast Company & Inc.*, 21 Dec. 2013. Web. 9 July 2015.
3. van der Lelie, Corrie. "The Value of Storyboards in the Product Design Process." *Journal of Personal and Ubiquitous Computing* 10.203 (2006): 159–162. Web. 9 July 2015. [PDF].

4. Millenson, Alisson. "Design Research 101: Prototyping Your Service with a Storyboard." Peer Insight. Peer Insight, 31 May 2013. Web. 9 July 2015.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and Pos		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Examine design thinking concepts and principles.	PO5, PO6
CO2	Practice the methods, processes, and tools of design thinking.	PO7, PO5
CO3	Apply the Design Thinking approach and model to real world scenarios.	PO6, PSO3
CO4	Analyze the role of primary and secondary research in the discovery stage of design thinking	PO7, PSO3

Course Code	Course Title	Management Knowledge	Problem Solution	Leadership and Organization Skills	Ethics	Environment and Sustainability	Life-long Learning	Creativity and Innovation	Prepare basic knowledge, skills, tools and techniques to enable them to take up higher studies and research.	Development of entrepreneurial skills and spirit.	Develop competencies to be socially responsible business professionals.
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
DGS11001	Design Thinking	-	-	-	-	3	3	3	-	-	3

1=weakly mapped

2= moderately mapped

3=strongly mapped

Name:

Enrolment No:



Course: DGS11001– Design Thinking

Program: BBA

Semester: I

Time: 03 Hrs.

Max. Marks: 50

Instructions:

Attempt All Questions from **Section A** (Each Carrying 2 Marks); any **Four Questions** from **Section B** (Each Carrying 5 Marks). Any **Two Questions** from **Section C** (Each Carrying 10 Marks).

SECTION A (Answer All Questions)

1.	Is design thinking applicable to all spheres of human endeavor?	Remembering	CO1
2.	Is design thinking applicable to services?	Understanding	CO1
3.	Define wicked problems in the context of design thinking.	Remembering	CO2
4.	What traits are needed to identify societal problems?	Remembering	CO1
5.	Why is design thinking a collaborative process?	Remembering	CO1

SECTION B

1.	Design thinking is not common among organizations. Why?	Understanding	CO2
2.	What are the methods of defining the social problems?	Remembering	CO3, CO2
3.	Design Thinking is an iterative process. Why is it so?	Understanding	CO 3
4.	Though time consuming, design thinking brings the most suitable solution. Analyze the statement.	Analysing	CO3

SECTION C (Attempt any Two Questions)

1.	Trace the genesis and evolution of Design Thinking as a method of solving wicked societal problems in your domain of study.	Applying	CO4
2.	Take any societal problem you feel passionately about. Discuss how you would go about finding a solution to that problem.	Applying	CO4
3.	Poverty is a very widespread problem the society faces. Assume you are given the authority to solve the problem in your locality. How would you go about planning for finding and implementing a solution? Who are the other agencies/bodies you would collaborate with?	Creating	CO4

ENG11052	Business English II	L	T	P	C
Version 1.0		2	0	0	2
Pre-requisites/Exposure	Basic Knowledge of English Language				
Co-requisites	-				

Course Objectives

5. To help the second language learners develop the ability to understand spoken language.
6. To enable students communicate with clarity and precision at workplace.
7. To give the students a perspective to appreciate life in its variables by exposing them to comprehension texts; and also to enrich their word power.
8. To enable students acquire structure and written expression required for their profession.

Course Outcomes

On completion of this course, the students will be able to

- CO1. Demonstrate a better understanding of the communication process by identifying, explaining, and applying current communication theories
- CO2. Comprehend the complexities inherent in the grammatical aspects and complex nuances of the language
- CO3. Develop a greater awareness of features of the speech stream, to be able to comprehend different accents and to be familiar with the various theoretical aspects of listening
- CO4. Acquire fluency in spoken aspect of business communication and speak in an impromptu manner
- CO5. Demonstrate a comprehensive and cohesive acquisition of writing skills (along with its necessary sub-skills) in formal and functional contexts

Course Description

This is a continuation of Business English II. Like the previous course, this course too focuses on improving LSRW skills, i.e. listening, speaking, reading and writing. Students will not only learn how to communicate effectively, but also equip themselves with professional skills, which will help them to be more job-ready and industry-friendly. Classroom activities will be designed to encourage students to play an active role in the construction of their own knowledge and in the design of their own learning strategies. We will combine traditional lectures with other active teaching methodologies, such as group discussions, cooperative group solving problems, analysis of video scenes and debates. Class participation is a fundamental aspect of this course. Students will be encouraged to actively take part in all group activities and to give an oral group presentation. Students will be expected to interact with media resources, such as, web sites, videos, DVDs, and newspapers etc.

Course Content

Unit 1: Communication:

8 Hrs

- a) Theories of Communication

Symbolic Interaction Theory, Social Penetration Theory, High Culture-Low Culture Context

- b) Models of communication

Unit II: Grammar and Syntax:

8 Hrs

- a) Kinds of sentences
b) Phrases and Clauses
c) Conjunctions and participles
d) Degrees of comparison
e) Subject-verb agreement
f) Narration

Unit III: Reading and Listening skills:

8 Hrs

- a) Types of reading
b) Pronunciation skills
c) Barriers to effective listening
d) Reading and listening exercises

Unit IV: Speaking skills

8 Hrs

Group Discussion, Small skits, Role play, Interview

Unit V: Writing Skills

8 Hrs

Email, Minutes, Memo /Notice, Letter writing

Text Books

T7. Kaul Asha. Effective Business Communication. PHI Learning Pvt Ltd. 2014.

T8. Wren and Martin. High School Grammar And Composition. S. Chand, 1995.

T9. Lewis, Norman. Word Power Made Easy. Anchor: 2014.

T10. Riordan, Daniel G & Pauley Steven A. : Technical Report Writing Today. 2004.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and Pos		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Demonstrate a better understanding of the communication process by identifying, explaining, and applying current communication theories	PO6
CO2	Comprehend the complexities inherent in the grammatical aspects and complex nuances of the language	PO6 PO7 PSO1
CO3	Develop a greater awareness of features of the speech stream, to be able to comprehend different accents and to be familiar with the various theoretical aspects of listening	PO3 PO6
CO4	Acquire fluency in spoken aspect of business communication and speak in an impromptu manner	PO2 PO3 PO7
CO5	Demonstrate a comprehensive and cohesive acquisition of writing skills (along with its necessary sub-skills) in formal and functional contexts	PO3 PO5


		Management Knowledge	Problem Solution	Leadership and Organization Skills	Ethics	Environment and Sustainability	Life-long Learning	Creativity and Innovation	Prepare basic knowledge, skills, tools and techniques to enable them to take up	Development of entrepreneurial skills and spirit.	Develop competencies to be socially responsible business professionals.
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
ENG11052	Business English II	-	-	3	-	-	3	3	-	-	-

1=weakly mapped

2= moderately mapped

3=strongly mapped

Model Question Paper

Name: Enrolment No:		 ADAMAS UNIVERSITY <small>VERBIS BRUILLIBUS</small>	
Course: ENG11052 BUSINESS ENGLISH – II			
Program: BBA Semester: II	Time: 03 Hrs. Max. Marks: 50		
Instructions: Attempt any Four Questions from Section A (each carrying 5 marks); any Three Questions from Section B (each carrying 10 marks).			
Section A (Attempt any Five)			
1.	Define primary and secondary stress with suitable examples. (Re)	5	CO3
2.	Discuss any five features of Schramm’s Model of Communication. (Re)	5	CO1
3.	Change the following sentences into indirect speech: (Ap) a) I said to the girl, “When does the next train come in?” b) The spectators said, “Bravo! Well played, Pankaj.” c) The Students said, “How tough the paper is!” d) The teacher said to the class, “I shall prove now that the earth moves round the sun.” e) Rahul said, “Let me have some tea.”	5	CO2
4.	How is Interactive model of communication different from other models of communication? (Un)	5	CO1
5.	How should you prepare for an online interview? (Un)	5	CO4
6.	What are the different types of sentences? Illustrate with examples. (Re)	5	CO1
SECTION B			
8.	What is the significance of voice quality in speaking? How can you develop it? (Ap)	10	CO1
9.	Discuss the etiquettes that are to be followed while appearing for a job interview. (Un)	10	CO4
10.	Write a short paragraph (in not more than 500 words) on Importance of language in marketing. (Ap)	10	CO5
11.	How do you plan an oral presentation? Discuss the steps involved in it. (Ap)	10	CO4 CO5

SDS11503	Business Statistics	L	T	P	C
Version 1.1	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	12 th level Mathematics				
Co-requisites	--				
Academic year	2020-21				

Course objectives:

1. To use the techniques of statistical analysis, which are commonly applied to understand and analyse business problems.
2. To strengthen the knowledge of the students in data collection, presentation, and to understand the basic descriptive properties of the data with statistical tools and techniques.
3. To enhance the fundamental knowledge of probability where the true essence of statistics lies.

Course Outcomes

On completion of this course, the students will be able to:

CO1: **Define** different measurements of statistical data and diagrammatic representation of data.

CO2: **Illustrate** the basic concept of correlation and regression of bivariate data.

CO3: **Classify** classical, statistical and axiomatic definition of probability and use Bay's theorem to measure happening of an event.

CO4: **Compare** discrete distribution and continuous distribution of random variables with their fundamental properties.

CO5: **Find** probability mass function of Binomial distribution, geometric distribution and Poisson distribution.

CO6: **Define** probability density function of Uniform distribution and Normal distribution.

Course Description:

This course introduces several techniques of statistical analysis, which are commonly applied to understand and analyse business problems. The course deals with simple tools and techniques, which will help a student in data collection, presentation, and to understand the basic descriptive properties of the data. This course introduces the concept of bivariate data and their application in several areas. A major emphasis is given on the fundamental knowledge of probability where the true essence of statistics lies. This course contains probability distribution of discrete and continuous random variables, different measures to obtain the nature of statistical data, correlation and regression.

Course Structure

Unit-I 10L

Statistics: definition, scope and limitation, presentation of data, diagrammatic and graphical representation of data, measures of central tendency, mean, median and mode, geometric and harmonic mean and their limitations.

Unit-II 10L

Correlation: Scatter diagram, Karl-Pearson's correlation, concurrent deviation method, rank correlation, uses of correlation in business regression, regression lines, regression coefficients, properties of regression coefficients, and uses of regression in business problems.

Unit-III 10L

Theory of probability: Probability as a concept, basic probability rules, tree diagrams, conditional probability, mutually exclusive events and independent events, Bayes' theorem or inverse probability rule.

Unit-IV 08L

Probability distribution of a random variable: Discrete and Continuous random variables, expectation value, mean and variance of a random variable, theorems on expectation.

Unit-V 14L

Theoretical probability distributions: Probability mass function and density function, discrete distributions, the Binomial distribution and its properties, idea of geometrical and hyper geometric distributions, the Poisson distribution and its properties, fitting a Binomial or Poisson distribution to an observed distribution.

Unit-VI 08L

Continuous distribution, uniform, exponential and Normal distributions, Normal approximation to Binomial and Poisson distributions.

Text Book(s):-

TH-1. Gupta, S.P. & M.P. Gupta, Business Statistics

TH-2. Davis: Business Statistics using Excel, Oxford University Press.

TH-3. Gupta, C.B., An Introduction to Statistical Methods

TH-4. Gupta, B.N., An Introduction to Modern Statistics

TH-5. Sancheti, S.C. & V.K. Kapoor, Statistical Methods

TH-6. Ellhans, D.N., Fundamentals of Statistics

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Mid Term	Attendance	Class Assessment	End Term
Weightage (%)	20	00	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)


Mapping between COs and Pos		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Define different measurements of statistical data and diagrammatic representation of data.	PO2, PO6, PSO3
CO2	Illustrate the basic concept of correlation and regression of bivariate data.	PO2, PO 6, PSO1
CO3	Classify classical, statistical and axiomatic definition of probability and use Bay's theorem to measure happening of an event	PO2, PO 6, PSO1
CO4	Compare discrete distribution and continuous distribution of random variables with their fundamental properties.	PO6, PSO1
CO5	Find probability mass function of Binomial distribution, geometric distribution and Poisson distribution.	PO2, PO6, PSO3
CO6	Define probability density function of Uniform distribution and Normal distribution.	PO2, PO6

		Management Knowledge	Problem Solution	Leadership and Organization Skills	Ethics	Environment and Sustainability	Life-long Learning	Creativity and Innovation	Prepare basic knowledge, skills, tools and techniques to enable them to take up higher studies and research.	Development of entrepreneurial skills and spirit.	Develop competencies to be socially responsible business professionals.
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO 1	PSO 2	PSO3
SDS11503	Business Statistics		3				3		3		3

1= weakly mapped

2= moderately mapped

3=strongly mapped

Name: Enrolment No:			
Course: SDS11503 – Business Statistics			
Program: BBA Time: 03 Hrs.		Semester: II Max. Marks: 50	
Instructions: Attempt All Questions from Section A (Each Carrying 2 Marks); any Four Questions from Section B (Each Carrying 5 Marks). Any Two Questions from Section C (Each Carrying 10 Marks).			
SECTION A (Answer All Questions)			
1.	Define primary data and secondary data.	Remembering	CO1
2	Show that $Cov(x, x) = \sigma_x^2$.	Understanding	CO2
3	Explain the limitations of classical definition of probability.	Understanding	CO3
4	What is median and mode of a distribution?	Remembering	CO1
5	Explain the positive and negative correlation.	Understanding	CO2

SECTION B															
1.	The average salary of male employees in a firm was Rs. 5200 and that of females was Rs. 4200. The average salary of all employees was Rs. 5000. Find the percentage of male and female employees.	Remembering	CO1												
2	A speaks the truth 3 out of 4 times and B 7 times out of 10. They agree in their statement that from a bag containing 6 balls of different colors, a white ball has been drawn. Find the probability that the statement is true.	Understanding	CO3												
3.	The distribution function F(x) of a random variate X is defined as follows $F(x) = \begin{cases} A, & -\infty < x < -1 \\ B, & -1 \leq x < 0 \\ C, & 0 \leq x < 2 \\ D, & 2 \leq x < \infty \end{cases}$ Find the value of the constants A, B, C, D given that $P(X = 0) = \frac{1}{6}$ and $P(X > 1) = \frac{2}{3}$.	Understanding	CO4												
4.	If a random variable X follows normal distribution such that $P(9.6 \leq X \leq 13.8) = 0.7008$ and $P(X \geq 9.6) = 0.8159$ where $\frac{1}{\sqrt{2\pi}} \int_{-\infty}^{0.9} e^{-\frac{t^2}{2}} dt = 0.8159$, $\frac{1}{\sqrt{2\pi}} \int_{-\infty}^{1.2} e^{-\frac{t^2}{2}} dt = 0.8849$, find mean and variance of X.	Remembering	CO6												
SECTION C (Attempt any Two Questions)															
1.	Suppose you are working with a data set(X) that is normally distributed with mean(μ) as 200 and standard deviation (σ) as 47. Then find the following (i) the value of x for which 60% of the values are greater than x. (ii) $P(X \leq 250)$. (iii) How much percentage of the data is in the interval [175,225]?	Remembering	CO6												
2.	Goals scored by two teams A and B in football seasons were as follows: <table border="1" style="margin: 10px auto; border-collapse: collapse; text-align: center;"> <tbody> <tr> <td style="padding: 2px 10px;">Team A</td> <td style="padding: 2px 10px;">27</td> <td style="padding: 2px 10px;">9</td> <td style="padding: 2px 10px;">8</td> <td style="padding: 2px 10px;">5</td> <td style="padding: 2px 10px;">4</td> </tr> <tr> <td style="padding: 2px 10px;">Team B</td> <td style="padding: 2px 10px;">17</td> <td style="padding: 2px 10px;">9</td> <td style="padding: 2px 10px;">6</td> <td style="padding: 2px 10px;">5</td> <td style="padding: 2px 10px;">3</td> </tr> </tbody> </table> Find out which team is more consistent?	Team A	27	9	8	5	4	Team B	17	9	6	5	3	Remembering	CO1
Team A	27	9	8	5	4										
Team B	17	9	6	5	3										

3.

a) **Show** that the correlation coefficient for the following data is 0.6:

x	10	14	18	22	26	30
y	18	12	24	6	30	36

b) **Show** that mean and variance of a Poisson distribution is same.

Understanding

CO2

Remembering

CO5

FAC11005	Principles of Accounting -II	L	T	P	C
Version 1.0	Contact Hours – 60	3	1	0	4
Pre-requisites/Exposure	Working knowledge of Accounting				
Co-requisites	-				

Course Objectives

1. To provide basic and broad knowledge in Accounting Standards applicable in India.
2. To get the ability to apply concepts, principles and theories to understand advanced accounting issues and challenges.
3. To be aware of the provisions of Companies Act in the Financial Accounting..
4. To gain awareness of the other activities related to accounting.

Course Outcomes

On completion of this course, the students will be able to

- CO1 Acquire conceptual knowledge about Indian Accounting Standards.
- CO2 Solve problems related to Negotiable Instruments.
- CO3 Acquire knowledge to solve issues related to partnership accounts.
- CO4 Apply knowledge to identify different Company Accounts related issues.
- CO5 Solve problems related to Issue of Shares and Debentures.
- CO6 Prepare Company Final Accounts from relevant financial data.

Catalog Description

This course is designed to provide the student with in depth knowledge about the advanced corporate accounting issues and challenges. This course is designed to deliver intricacies to the students about Negotiable Instruments, Partnership Accounts and Company Accounts. Students will also get an in depth knowledge about the Indian Accounting Standards which is the guiding principle of Corporate Accounting. This course also delivers in depth knowledge regarding Reporting requirements of the Corporates. After completion of the course students are expected to get an expert knowledge in advance accounting.

Course Content

Unit I: Introduction to IndAS

5 Lecture Hours

Accounting standards- concepts, objectives, benefits, accounting policies- meaning, selection of accounting policies and change in accounting policies, accounting as a measurement discipline- valuation, principles, accounting estimates.

Unit II: Negotiable Instruments

10 Lecture Hours

Bills Of Exchange and Promissory Notes, Sale of Goods on Approval or Return Basis

Unit III: Partnership Accounts

10 Lecture Hours

Partnership- final accounts of partnership firms, change in profit sharing ratio, reconstitution of partnership firm, admission of partner, retirement of partner, death of a partner, treatment of goodwill in partnership account.

Unit IV: Introduction to Companies

10 Lecture Hours

Understand the meaning and essential requirement of a company registered under Indian companies act, 2013, steps required for formation of a company, sources of company finance and meaning of some terms associated with capital, types of companies.

Unit V: Issue of Shares

10 Lecture Hours

Issue of shares at par, premium, discount, over subscription of shares, under subscription of shares, pro-rata allotment, lot allotment, calls- on- arrear, calls- in- advance, interest on calls-in-arrear, interest on calls-in-advance, forfeiture of shares, re-issue of forfeited shares, issue of shares for consideration other than cash, redemption of preference shares, issue of debentures.

Unit VI: Final Accounts of Companies

15 Lecture Hours

Form and contents of profit and loss statement, balance sheet, preparation of profit and loss statement and balance sheet as per companies act, 2013.

Reference Books

1. B. K Banerjee, financial accounting- concept, analysis, methods and uses, PHI learning Pvt. Ltd.
2. Basu and Das, financial accounting (vol.1), Rabindra library.
3. Prof. Amitabha Basu, financial accounting (vol.1), Tee Dee publication Pvt. Ltd.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and Pos		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Acquire conceptual knowledge about Indian Accounting Standards.	PO1, PO4, PO6, PSO1
CO2	Solve problems related to Negotiable Instruments.	PO2, PO4, PO6, PSO1

CO3	Acquire knowledge to solve issues related to partnership accounts.	PO2, PO4, PO6
CO4	Apply knowledge to identify different Company Accounts related issues.	PO1, PO4, PO6, PSO3
CO5	Solve problems related to Issue of Shares and Debentures.	PO2, PO4, PO6, PO7, PSO3
CO6	Prepare Company Final Accounts from relevant financial data.	PO2, PO4, PO6, PO7


		Management Knowledge	Problem Solution	Leadership and Organization Skills	Ethics	Environment and Sustainability	Life-long Learning	Creativity and Innovation	Prepare basic knowledge, skills, tools and techniques to enable them to take up higher studies and research.	Development of entrepreneurial skills and spirit	Develop competencies to be socially responsible business professionals
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
FAC11005	Principles of Accounting II	3	3	-	3	-	3	-	3	-	3

1=weakly mapped

2= moderately mapped

3=strongly mapped

Model Question Paper

Name: Enrolment No:	
Course: FAC11005 – Principles of Accounting – II	
Program: BBA Semester: II	Time: 03 Hrs. Max. Marks: 50
Instructions: Attempt All Questions from Section A (Each Carrying 2 Marks); any Four Questions from Section B (Each Carrying 5 Marks). Any Two Questions from Section C (Each Carrying 10 Marks).	
SECTION A (Answer All Questions)	

1.	Define Accounting Policy.	2	CO1																								
2.	Explain the meaning of Goods Sent on Approval.	2	CO2																								
3.	Define sleeping partner.	2	CO3																								
4.	Explain Contingency Reserve.	2	CO4																								
5.	Define Sweat Equity Shares.	2	CO5																								
SECTION B																											
1.	<p>Sameer and Yasmin are partners with capitals of ₹15,00,000 and ₹ 10,00,000 respectively. They agree to share profits in the ratio of 3:2. Show how the following transactions will be recorded in the capital accounts of the partners in case the capitals are fixed. The books are closed on March 31, every year.</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th style="text-align: center;">Particulars</th> <th style="text-align: center;">Sameer</th> <th style="text-align: center;">Yasmin</th> </tr> </thead> <tbody> <tr> <td>Additional Capital Contributed on October 2019</td> <td style="text-align: right;">300000</td> <td style="text-align: right;">200000</td> </tr> <tr> <td>Interest on Capital</td> <td style="text-align: right;">5% p.a.</td> <td style="text-align: right;">5% p.a.</td> </tr> <tr> <td>Drawings (during 2019 – 20)</td> <td style="text-align: right;">30,000</td> <td style="text-align: right;">20,000</td> </tr> <tr> <td>Interest on Drawings</td> <td style="text-align: right;">1,800</td> <td style="text-align: right;">1,200</td> </tr> <tr> <td>Salary</td> <td style="text-align: right;">20,000</td> <td style="text-align: right;">-</td> </tr> <tr> <td>Commission</td> <td style="text-align: right;">10,000</td> <td style="text-align: right;">7,000</td> </tr> <tr> <td>Share in Profit for the year 2019 - 20</td> <td style="text-align: right;">60,000</td> <td style="text-align: right;">40,000</td> </tr> </tbody> </table>	Particulars	Sameer	Yasmin	Additional Capital Contributed on October 2019	300000	200000	Interest on Capital	5% p.a.	5% p.a.	Drawings (during 2019 – 20)	30,000	20,000	Interest on Drawings	1,800	1,200	Salary	20,000	-	Commission	10,000	7,000	Share in Profit for the year 2019 - 20	60,000	40,000	5	CO3
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2.	<p>Sunrise Company Ltd., New Delhi, has registered its capital as ₹40,00,000, divided into 4,00,000 shares of ₹10 each. The company offered to the public for subscription of 2,00,000 shares of ₹10 each, as ₹2 on application, ₹3 on allotment, ₹3 on first call and the balance on final call. The company received applications for 2,50,000 shares. The company finalized the allotment on 2,00,000 shares and rejected applications for 50,000 shares. The company did not make the final call. The company received all the amount except on 2,000 shares where call money has not been received. Show the necessary journal entries. (R)</p>	5	CO5																								
3.	<p>Amit sold goods for ₹20,000 to Sumit on credit on Jan 01, 2019. Amit drew a bill of exchange upon Sumit for the same amount for three months. Sumit accepted the bill and returned it to Amit. Sumit met his acceptance on maturity. Record and show the necessary journal entries under the following circumstances:</p> <p>(i) Amit retained the bill until the date of its maturity and collected directly (ii) Amit discounted the bill @ 12% p.a from his bank.</p> <p>(iii) Amit endorsed the bill to his creditor Ankit.</p> <p>(iv) Amit retained the bill and on March 31, 2019 Amit sent the bill for collection to its bank. On April 05, 2019, bank advice was received. (R)</p>	5	CO2																								
4.	<p>An extract from a trial balance on March 31, 2019 is given below :</p> <p>Sundry Debtors - ₹32,000 Bad Debts - ₹2,000 Provision for Doubtful Debts - ₹3,500</p> <p>Additional Information: Write-off further bad debts ₹1,000 and create a provision for doubtful debts @ 5% on debtors.</p>	5	CO6																								

	Calculate the Balance of the debtors at the end of the FY. (A)																																																																																		
	SECTION C (Attempt any Two Questions)																																																																																		
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2.	Ashok sold goods ₹14,000 to Bishan on October 30, 2016 and drew three bills for ₹2,000, ₹4,000 & ₹8,000 payable after two, three, and four months respectively. The first bill was kept by Ashok with him till maturity. He endorsed the second bill in favor of his creditor Chetan. The third bill was discounted on December 03, 2016 at 12% p.a. The first and second bills were duly met on maturity but the third bill was dishonored and the bank paid ₹50 as noting charges. On March 03, 2017 Bishan paid ₹4,000 and noting charges in cash and accepted a new bill at two months after date for the balance plus interest ₹100. The new bill was met on maturity by Bishan. You are required to give the journal entries in the books of both Ashok and Bishan and prepare Bishan's account in Ashok's books and Ashok's account in Bishan's books. (A)	10	CO2																																																																																
3.	Mahesh and Dinesh share profits and losses in the ratio of 2:1. From January 01, 2019 they admit Rakesh into their firm who is to be given a share of 1/10 of the profits with a guaranteed minimum of Rs. 25,000. Mahesh and Dinesh continue	10	CO3																																																																																

to share profits as before but agree to bear any deficiency on account of guarantee to Rakesh in the ratio of 3:2 respectively. The profits of the firm for the year ending December 31, 2020 amounted to ₹1,20,000. Show Profit and Loss Appropriation Account. (A)		
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ECO11501	Macroeconomics for Business	L	T	P	C
Version 1.1	Contact Hours - 12	3	1	0	4
Pre-requisites/Exposure	Understanding management principles				
Co-requisites	--				
Academic year	2020-21				

Course objectives:

1. To develop fundamentals ideas of macroeconomics relevant to business.
2. The course will help to learn different theories associated with issues of open as well as closed economies.
3. The course should develop idea of output and employment determination in a country in short as well as long runs.

Course Outcomes:

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

- | | |
|-----|--|
| CO1 | Understand various theoretical issues related to an open economy. Recall of measurement of aggregate macroeconomic variable like savings, investment, GDP, money, inflation, and the balance of payments |
| CO2 | Explore various alternative theories of output and employment determination in a closed economy in the short run as well as long run and the role of policy in this context |
| CO3 | |

Course Description:

The objective of the course is to make students understand and analyse how different macroeconomic variables are measured and can shape economic results. The course analyses different macroeconomic concepts and techniques in evaluating business decisions under different situations both in case of open and closed economy. Students will be able to understand the terminologies and analytic principles used in macroeconomics and the application of these conceptual tools to several strategic issues in the field of management. Simple geometry and basic concepts of mathematics will be used in the course of teaching.

Course Structure:

Unit 1: Introduction to Macroeconomics and National Income Accounting

Basic issues studied in macroeconomics; measurement of gross domestic product; income, expenditure and the circular flow; real versus nominal GDP; price indices.

Unit II: The Closed Economy in the Short Run

Classical and Keynesian systems; simple Keynesian model of income determination; ISLM model; fiscal and monetary multipliers.

Unit III: Aggregate Demand and Aggregate Supply Curves

Derivation of aggregate demand and aggregate and supply curves; interaction of aggregate demand and supply.

Unit 1V: Money and Inflation

Functions of money; quantity theory of money; determination of money supply and demand; credit creation; tools of monetary policy, cost push and demand pull inflation.

Unit V: Unemployment and Expectations

Aggregate supply- the Sticky-Price Model, the Imperfect Information Model; Okun's Law; the short-run trade -off between inflation and unemployment; Phillips Curve; Shifts in the Phillips curve; the role of expectation; Natural Rate of unemployment ;The Phillips curve and the Aggregate supply curve; The debate.

Text Books

T1. N. Gregory Mankiw. Macroeconomics, Worth Publishers, 7th edition, 2010.

T2. Dornbusch, Fischer and Startz, Macroeconomics, McGraw Hill, 11th edition, 2010

T3. Andrew B. Abel and Ben S. Bernanke, Macroeconomics, Pearson Education, Inc., 7th edition, 2011.

Reference Books

R1. Olivier Blanchard, Macroeconomics, Pearson Education, Inc., 5th edition, 2009

R2. Steven M. Sheffrin, Rational Expectations, Cambridge University Press, 2nd edition, 1996.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination
Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50


Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Understand various theoretical issues related to an open economy.	PO1, PO 2, PO6, PSO1
CO2	Recall of measurement of aggregate macroeconomic variable like savings, investment, GDP, money, inflation,	PO1,PO2, PO 6, PSO1

	and the balance of payments	
CO3	Explore various alternative theories of output and employment determination in a closed economy in the short run as well as long run and the role of policy in this context	PO1, PO2, PO3, PO 6, PSO1

Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO 1	PSO 2	PSO 3
ECO11501	Macroeconomics for Business	3	3				3		3		

1= weakly mapped
2= moderately mapped
3=strongly mapped

Name: Enrolment No:	
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Course: ECO11501– Macroeconomics for Business

Program: BBA
Time: 03 Hrs.

Semester: II
Max. Marks: 50

Instructions:

Attempt All Questions from **Section A** (Each Carrying 2 Marks); any **Four Questions** from **Section B** (Each Carrying 5 Marks). Any **Two Questions from Section C** (Each Carrying 10 Marks).

SECTION A (Answer All Questions)

1.	Define trade balance.	Remembering	CO1
2	Justify the statement ‘Short Run Phillips Curve is downward sloping’.	Understanding	CO3
3	Define GDP deflator.	Remembering	CO2
4	What is the relationship between investment and income in Simple Keynesian Model	Remembering	CO2
5	What do you mean by marginal propensity to consume?	Remembering	CO2
SECTION B			
1.	Explain graphically the change in the position of aggregate expenditure curve due to fall in interest rate.	Understanding	CO2
2	Discuss the nature of Long Run Phillips Curve	Applying	CO3,
3.	Illustrate Capital Account in the Balance of Payment.	Understanding	CO 1
4.	Analyse how MPC (marginal propensity to consume) and the slope of IS curve.	Analysing	CO2
SECTION C (Attempt any Two Questions)			
1.	What are the assumptions of Simple Keynesian Model and illustrate the role of inventory in Keynesian system in open economy.	Remembering, Understanding	CO1
2.	Discuss in detail the three methods of National income accounting and state the precautions that should be kept in mind while calculation national income.	Applying	CO2
3.	Discuss graphically the impact of increase in money supply in the economy on equilibrium level of income and interest rate in IS-LM model.	Applying	CO2

OBH11001	Behavioural Science-I	L	T	P	C
Version 1.1	Contact Hours – 60	3	1	0	4
Pre-requisites/Exposure	Understanding management principles				
Co-requisites	Developing human skills				
Academic year	2020-21				

Course Objectives:

1. Provide scope to the students to develop behavioral insight, identifying and prioritizing behaviors effectively, in the context of individuals, groups and organizations.
2. Use behavioral frameworks to systematically investigate and analyze behaviors.
3. Develop a behavior change intervention using a behavioral analysis.
4. Think through how a behavior change intervention can be implemented effectively.

Course Outcomes:

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

- CO1: Familiarize with basic individual and group behavioral aspects that influence organizational effectiveness, sustainability and change.
- CO2: Understand inter-personal behavior in work groups and develop knowledge and skills in communication, and relationship building.
- CO3: Understand and manage interpersonal relationships and thus maintain better workplace environment.
- CO4: Understand and participate in handling issues related to individual behavior and inter-personal behavior

Course Description:

This course fulfills behavioral requirements of BBA students and is open to any graduate student with interest in the material. This course covers essential content in addressing behavioral science concepts for application across corporate or business management domains. The course focuses on Group and Organizational dimensions of behavioural science. It provides exposure to multiple behavioral theories and application of theory in understanding the behavior of employees at work. Lectures and readings provide students with an overview of theories and their implementation. Group activities provide the opportunity to apply learning to practice simulations, and assignments to synthesize lectures and readings into intellectual and creative documents.

Course Content:

Unit I: Introduction to Organization Behavior: Concept and Emergence of OB Concept;

Disciplines contributing to the field of OB, Challenges and Opportunities for Organizational Behavior. [20 Lectures]

Unit II: Individual Dimensions in Organizational Behavior: Personality – Meaning, Theories, Determinants and Distortions; Perception – Meaning, Process, etc.; Motivation – Meaning, Process, Content Theories vs. Process Theories, Maslow’s Need Hierarchy, Herzberg’s Two Factors Theory, Goal Setting Theory, etc.; Attitude and Job Satisfaction. [20 Lectures]

Unit III: Inter-personal Behavior: Interpersonal Communication and Feedback; Transactional Analysis (TA); Johari Window; Managing misbehavior at work - Sexual abuse, Substance abuse, Cyber slacking, etc. [20 Lectures]

Text Books:

1. Aswathappa, K.: Organization Behaviour, Himalaya Publishing House, Mumbai.
2. Prasad, L.M.: Organization Theory and Behaviour, HPH, New Delhi.
3. Luthans, F.: Organizational Behaviour, Ed. VII, PHI, New Delhi.

Reference Book(s) & other resources:

1. Robins, S.P. and Sanghi, S.: Organizational Behaviour, Ed. XI, Pearson-Education, New Delhi.
2. Sakaran, U.: Organizational Behaviour, TMH, N. Delhi.
3. Newstrom, J. W. and Davis, K: Organizational Behaviour: Human Behaviour at Work, Ed. V. New Delhi: Tata McGraw Hill.
4. Mullins, L. J.: Management and Organizational Behaviour, Pearson- Education, N. Delhi.

Project:

The class will be divided into groups consisting of 5 members in each. Each group will interact with 20 people to understand the behavioural and attitudinal changes observed in them in the pandemic crisis. The objective of the project is to acquaint the students with the relevance of the behavioural theories and concepts. Students are required to submit the report just after mid-semester examination. Each group will present their work in the class such that all students should have an idea of the practical and managerial implications of behavioural concepts.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and Pos		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Familiarize with basic individual and group behavioral aspects that influence organizational effectiveness, sustainability and change.	PO1, PO 2, PSO1
CO2	Understand inter-personal behavior in work groups and develop knowledge and skills in communication, and relationship building.	PO1,PO2, PO3, PO 6, PSO3
CO3	Understand and manage interpersonal relationships and thus maintain better workplace environment.	PO2, PO4, PO 6, PSO1
CO4	Understand and participate in handling issues related to individual behavior and inter-personal behavior	PO2, PO1, PO7, PSO3

		Management Knowledge	Problem Solution	Leadership and Organization Skills	Ethics	Environment and Sustainability	Life-long Learning	Creativity and Innovation	Prepare basic knowledge, skills, tools and techniques to enable them to take up higher studies and research and research.	Development of entrepreneurial skills and spirit.	Develop competencies to be socially responsible business professionals.
Course Code	Course Title	PO1	PO2	PO3	PO 4	PO5	PO6	PO 7	PSO 1	PSO 2	PSO 3
OBH11001	Behavioral Science I	3	3	-	-	-	-	-	3	-	3

1=weakly mapped

2= moderately mapped

3=strongly mapped

<p>Name:</p> <p>Enrolment No:</p>	
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Course: OBH11001 – Behavioral Science I

Program: BBA
Time: 03 Hrs.

Semester: II
Max. Marks: 50

Instructions:

Attempt All Questions from **Section A** (Each Carrying 2 Marks); any **Four Questions** from **Section B** (Each Carrying 5 Marks). Any **Two Questions** from **Section C** (Each Carrying 10 Marks).

SECTION A (Answer All Questions)

1.	What do you understand by the term ‘Organizational Behaviour’?	Remembering	CO1
2.	How does interpersonal relationship influence team performance?	Understanding	CO1
3.	What is Self-actualization? Give example.	Remembering	CO2
4.	What is the difference between Group and Team?	Remembering	CO1
5.	Comment on the relation between employee behavior and organizational effectiveness.	Remembering	CO1

SECTION B (Attempt any Three Questions)

1.	Discuss how the subjects of Psychology, Social Psychology and Sociology contribute to the study of Organizational Behavior.	Understanding	CO2
2.	Compare Maslow’s Need Hierarchy Model of motivation with Herzberg’s Two Factor Theory of motivation.	Remembering	CO3, CO2
3.	Discuss the problems that may arise in the various phases of Group Development.	Understanding	CO 3
4.	Discuss the major factors that influence individual behavior in general.	Analyzing	CO3

SECTION C (Attempt any Two Questions)

1.	<p>More Than a Paycheck</p> <p>Lakhan Gokhale was a trainer for a large builder of homes. Gokhale had been hired fresh from graduate school with a master’s degree in English. At first, the company put him to write and revise company brochures and help in important correspondence at the senior level. Soon senior management officials noticed how well Gokhale worked with executives on their writing, and also made them feel more confident about it. The company moved Gokhale into its prestigious training department. The company’s trainers worked with thousands of supervisors, managers, and executives, helping them learn everything from new computer languages to time management skills to how to get the most out of the workers on the plant floor, many of whom were unmotivated high school dropouts. Soon Gokhale was spending all his time giving short seminars on executive writing as well as coaching his students to perfect their memos and letters.</p> <p>Gokhale’s supervisor, Mira Aiyer knew that Gokhale was getting more money than many executives who had been with the company</p>	Applying	CO4
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	<p>three times as long. Yet in her biweekly meetings with him, she could tell that he wasn't happy. When Aiyer asked him about it, Gokhale replied that he was in a bit of a rut. He had to keep saying the same things over and over in his seminars, and business memos weren't as interesting as the literature he had been trained on. But then, after trailing off for a moment, he blurted out, "They don't need me!" Since the memos filtering down through the company were now flawlessly polished, and the annual report was 20 percent shorter but said everything it needed to, Gokhale's desire to be needed was not fulfilled.</p> <p>The next week, Gokhale came to Aiyer with a proposal: What if he started holding classes for some of the floor workers, many of whom had no future within or outside the company because many could write nothing but their own names? Aiyer took the idea to her superiors. They told her that they wouldn't oppose it, but Gokhale couldn't possibly keep drawing such a high salary if he worked with people whose contribution to the company was compensated at minimum wage. Gokhale agreed to a reduced salary and began offering English classes on the factory floor. At first only two or three workers showed up. Gokhale believed that they only wanted an excuse to get away from work. But gradually word got around that Gokhale was serious about what he was doing and didn't treat the workers like kids in a remedial class.</p> <p>At the end of the year, Gokhale got a bonus from the vice president in charge of production. Although Gokhale's course took workers off the job for a couple of hours a week, productivity had actually improved since his course began, employee turnover had dropped, and for the first time in over a year, some of the floor workers had begun to apply for supervisory positions. Gokhale was pleased with the bonus, but when Aiyer saw him grinning as he walked around the building, she knew he wasn't thinking about his bank account.</p> <p>Case Questions: [5+5=10 Marks]</p> <p>A) What need theories would explain why Lakhan Gokhale was unhappy despite his high income?</p> <p>B) What do you think might have led to improvement in productivity and fall in employee turnover after Gokhale started offering English classes to the floor workers?</p>		
2.	Critically examine the relationship between expectancy, instrumentality and valence according to Vroom's Expectancy Theory of Motivation.	Applying	CO4
3.	Discuss relevance of JOHARI Window in self-analysis and self-development. Give an illustration to explain.	Creating	CO4

LWJ11014	Business Law-II	L	T	P	C
Version 1.0	Contact Hours – 60	3	1	0	4
Pre-requisites/Exposure	Introductory Idea of Business Law				
Co-requisites	-				

Course Objectives

1. To provide basic and broad knowledge in business laws in management.
2. To get the ability to apply concepts, principles and theories to understand simple business laws.
3. To be aware of the provisions of Companies Act in the business management..
4. To gain awareness of the other business laws and its impacts on businesses.

Course Outcomes

On completion of this course, the students will be able to

- CO6. Understand the basic concepts of law of torts, negligence, and defamation.
- CO7. Acquire knowledge in regarding Companies Act, 2013 and its major amendments.
- CO8. Acquire knowledge in regarding Companies Act, 2013 and its major amendments.
- CO9. Understand the basics of cyber laws and the important legislations in relation to it.
- CO10. Analyse the importance of intellectual property right and its important legislations.

Catalog Description

This course is designed to provide the student with knowledge of the legal environment in which a businesses operates, and to provide the student with knowledge of legal principles

Course Content

UNIT-I: Law of Torts

14 Lecture Hours

Law of Torts- Nature And Scope, Sources of law, Categories of torts, Offences to the person, Assault, Battery, Negligence, Professional negligence, Contributory negligence, Defamation, Economic torts, Land torts, Trespass to land, Nuisance, Approach towards 'pain and suffering'.

UNIT-II: Company Law

16 Lecture Hours

Brief History of Company Law: Definition and Characteristics, Lifting of Corporate Veil, Kinds of Companies, Exemptions and Privileges to Private Companies; Promoters' Liability, Pre-incorporation Contracts, Formation of Company. Memorandum and Articles of Association; Doctrine of Ultra-virus; Doctrine of Indoor Management.

UNIT-III: Prospectus and Other Issues

16 Lecture Hours

Prospectus: Meaning and contents, Deemed Prospectus; Shares and Debentures: Meaning, Types and their Allotment, Reduction of Share Capital, Buy-Back of Shares Borrowing Powers: Debentures-issue, floating and Fixed Charge; Registration of Mortgage and Charges, Disposal of Profits-Dividends, Issue of Bonus Shares. Directors, Managing Directors and Manager: Appointment, Retirement Removal, Duties and Rights, Company Management, Prevention of Mismanagement and Oppressions

UNIT-IV: FEMA and Cyber Laws

12 Lecture Hours

Foreign Exchange Management Act 1999 and Cyber Laws: Objectives, Scope and salient features, Current account and Capital account transactions. Capital account Convertibility Cyber Laws- Objectives, definitions, Salient features and relevant provisions of IT act 2000.

UNIT-V: Intellectual Property Legislations

10 Lecture Hours

Intellectual Property Legislations: Meaning and scope of intellectual properties. Patent Act of 1970 .Background – objects – definition – inventions, Patentee – true and first inventor, procedure for grant of process and product patents. – Infringement – remedies. Essentials of Copyright Act 1957, Trademark Act 1999, Designs Act and Geographical Indications

Reference Books

1. Law of Torts- Ratan Lal Dhiraj lal, Lexis Nexis
2. Law of Torts, R.K Bangia, Lexis Nexis
3. Tulsian - Business Law, Tata Mcgraw Hill, New Delhi.
4. Aswathappa. K & Ramachandra – Business Law, HPH, Mumbai.
5. Kapoor N.D. - Business Law, Sultan Chand & Co.
6. Bare Acts.
7. Nabhi - Business Law, Indian Law House, Mumbai.
8. Garg, Sareen, Sharma & Chawla - Business Law.
9. M.C. Kuchhal, Business Law.
10. Cyber Law- Justice Yatinder Singh, Universal Law Publications
11. Intellectual Property Rights- Ramkrishna B. and Anil Kumar H.S, Kindle Edition
12. Intellectual Property Rights-Neeraj Pandey, Kindle Edition

Reference- Online Resources:

1. Manupatra
2. Lexis and Nexis
3. Westlaw

**Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination
Examination Scheme:**

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)


Mapping between COs and Pos		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Understand the basic concepts of law of torts, negligence, defamation	PO1, PO5
CO2	Acquire knowledge in regarding Companies Act, 2013 and its major amendments.	PO5, PO2, PO4, PO6
CO3	Acquire knowledge in regarding Companies Act, 2013 and its major amendments.	PO1, PO4, PO5, PSO3
CO4	Understand the basics of cyber laws and the important legislations in relation to it.	PSO3, PO4, PO6
CO5	Analyse the importance of intellectual property right and its important legislations.	PSO3, PO4, PO6

		Management Knowledge	Problem Solution	Leadership and Organization Skills	Ethics	Environment and Sustainability	Life-long Learning	Creativity and Innovation	Prepare basic knowledge, skills, tools and techniques to enable them to take up higher studies and research.	Development of entrepreneurial skills and spirit	Develop competencies to be socially responsible business professionals
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
LWJ11014	Business Law II	-	-	-	3	3	3	-	-	-	3

1=weakly mapped

2= moderately mapped

3=strongly mapped

Name:			
Enrolment No:			
Course: LWJ11014 – Business Law II			
Program: BBA		Time: 03 Hrs.	
Semester: II		Max. Marks: 50	
Instructions:			
Attempt All Questions from Section A (Each Carrying 2 Marks); any Four Questions from Section B (Each Carrying 5 Marks). Any Two Questions from Section C (Each Carrying 10 Marks).			
SECTION A (Answer All Questions)			
1.	Define Torts. (Remembering)	2	CO1
2.	Explain Lifting of Corporate Veil. (Remembering)	2	CO2
3.	Explain the meaning of Deemed Prospectus. (Understanding)	2	CO3
4.	Define Capital Account Transactions. (Remembering)	2	CO4
5.	Define Intellectual Property. (Remembering)	2	CO5
SECTION B			
1.	Explain different categories of Torts. (Understanding)	5	CO1
2.	Distinguish between Public and Private Companies. (Analyzing)	5	CO3
3.	State the issues involved in Doctrine of Ultra-vires. (Analyzing)	5	CO2
4.	Explain the procedure of issue of Bonus Shares . (Analyzing)	5	CO4
SECTION C (Attempt any Two Questions)			
1.	Explain some of the salient features of Cyber Laws. (Creating)	10	CO4
2.	Explain the duties and rights of the Managing Director. (Understanding)	10	CO3
3.	(b) Explain the process of granting Patents in brief. (Understanding)	6	CO5
	(c) Explain the term Geographical Indication. (Analyzing)		CO2

EVS11109	Environmental Studies	L	T	P	C
Version 1.1	Contact Hours – 30	2	0	0	2
Pre-requisites/Exposure	--				
Co-requisites	--				
Academic year	2020-21				

Course Objectives:

1. To impart basic knowledge about the environment and its problem.
2. To create awareness and concern about environmental resources protection.
3. To feel connected to the intrinsic relation between humans and environment, our position in the ecosystem around us.
4. To make the students familiar with the good civic practices and policies pertaining to environment.
5. Understanding multidimensional complex nature of environmental problems and policies.
6. To motivate students for active participation in minimizing the environmental damage caused due to our action.

Course Outcomes

On completion of this course the students will be able to:

CO 1: Distinguish between various types of ecosystems, ecosystem dynamics, perceive and appreciate the surrounding nature.

CO 2: Feel connected with the intrinsic relation between humans and environment, our position in the ecosystem around us, and importance of biodiversity.

CO 3: Comprehend the presence of various pollutants, their significance, and impacts, and develop the underlying concepts involved in various air pollution prevention and mitigation measures.

CO 4: Understand the basic science which can explain the phenomena occurring around us.

CO 5: Build the in-depth knowledge about natural resources including energy resource.

CO 6: Understand the legal framework in our country for safeguarding the environment including pollution prevention, control, management, and wildlife management.

Course Description:

We can survive without everything except food, which includes fuel and other nutrients and oxygen. For these two basic requirements, we must depend on our environment. But, over exploitation of resources, polluting the media around us, has resulted in environmental backlashes of both global and local scales. We are going through the sixth mass extinction event, the Holocene Extinction, which makes studying this subject as a compulsory course even more relevant, to develop the students into responsible citizens of the future.

Course content

Unit I: Fundamentals of Environmental studies

(2 hrs)

Multidisciplinary nature of environmental studies; scope and importance; need for public awareness; concept of sustainability and sustainable development

Unit II : Natural Resources**(5hrs)**

Renewable and non-renewable resources; Forest resources: Use and over-exploitation, deforestation, case studies. Timber extraction, mining, dams and their effects on forest and tribal people, Water resources: Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams-benefits and problems, Mineral resources: Use and exploitation, environmental effects of extracting and using mineral resources, case studies, Land resources: Land as a resource, land degradation, soil erosion and desertification, Energy Resources: renewable and nonrenewable energy resources, fossil fuel types and their environmental impact, solar, wind, hydropower, biomass energy and geothermal energy

Unit III: Ecosystems& Biodiversity**(5 hrs)**

Concept of an ecosystem, Structure and function of an ecosystem, Producers, consumers and decomposers, Food chains, food webs and ecological pyramids, Energy Flow
Levels of Biodiversity: genetic, species and ecosystem diversity, Values of biodiversity, India as a mega-diversity nation, Biodiversity hotspots, Threats to Biodiversity, In-situ and Ex-situ conservation of Biodiversity

Unit – IV:Environmental Pollution**(8hrs)**

Environmental pollution: types, causes, effects and controls; Air, water and noise pollution, Pollution case studies

Unit – V: Global Issues and Environmental Policies**(5 hrs)**

Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents.
Environment Laws: Environment Protection Act; Air (Prevention & Control of Pollution) Act; Water (Prevention and control of Pollution) Act; Wildlife Protection Act; Forest Conservation Act. International agreements: Montreal and Kyoto protocols and Convention on Biological Diversity (CBD).

Unit –VI: Human Population and the Environment**(5hrs)**

Human population growth: Impacts on environment, human health and welfare. Environmental movements: Chipko, Silent valley, Environmental ethics: Role of Indian and other religions and cultures in environmental conservation. Sustainable development, Water conservation, rain water harvesting, watershed management; its problems and concerns. Environmental communication and public awareness, case studies; Swachh Bharat Mission

Text Books:	
1.	Principles of Environmental Science, 4 th edition by Cunningham, W.P. and Cunningham, M.A. (2002), Tata McGraw-Hill Publishing Company, New Delhi
2.	Basic Environmental Engineering & Elementary Biology by Monidranath Patra and Rahul Kumar Singha, Aryan Publishing house
3.	Introduction to Environmental Engineering and Science, by Masters, G.M., Prentice Hall of India, Second Indian Reprint.
Reference Books:	
1	Wastewater Engineering: Treatment and Reuse, 4 th Edition, Metcalf and Eddy, Inc. McGraw-Hill, Inc., New York, 2002
2	Environmental Engineering”, Howard S. Peavy, Donald R. Rowe and George Tchobanoglous, McGraw-Hill Education (India) Private Limited, New Delhi
3	Introduction to Environmental Engineering, 2 nd Ed. by Davis, M. L. and Cornwell D. A. McGraw Hill, Singapore.

4	Environmental Sciences: The Environment and Human Impact by Jackson, A.R.W. and Jackson, J.M., , Longman Publishers
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Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam

Examination Scheme:

Components	Internal	Mid Term	End Term
Weightage (%)	30	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Programme Outcomes
CO1	Distinguish between various types of ecosystems, ecosystem dynamics, perceive and appreciate the surrounding nature.	PO4, PO5
CO2	Feel connected with the intrinsic relation between humans and environment, our position in the ecosystem around us, and importance of biodiversity.	PO4, PO6
CO3	Comprehend the presence of various pollutants, their significance, and impacts, and develop the underlying concepts involved in various air pollution prevention and mitigation measures.	PO5, PO7
CO4	Understand the basic science which can explain the phenomena occurring around us.	PO6
CO5	Build the in-depth knowledge about natural resources including energy resource.	PO6
CO6	Understand the legal framework in our country for safeguarding the environment including pollution prevention, control, management and wildlife management.	PO4, PO5


		Management Knowledge	Problem Solution	Leadership and Organization Skills	Ethics	Environment and Sustainability	: Life-long Learning	Creativity and Innovation	Prepare basic knowledge, skills, tools and techniques to enable them to take up	Development of entrepreneurial skills and spirit.	Develop competencies to be socially responsible business professionals
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Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO 1	PSO 2	PSO3
EVS11109	Environmental Studies				3	3	3				

1=weakly mapped

2= moderately mapped

3=strongly mapped

Name:			
Enrolment No:			
Course: EVS11109 – Environmental studies			
Program: BBA		Semester: II	
Time: 03 Hrs.		Max. Marks:50	
Instructions:			
Attempt any five questions from Section A (Each Carrying 2 Marks); any four questions from Section B (Each Carrying 5 Marks). Any two question from Section C (Carrying 10 Marks).			
SECTION A (Answer any five questions) (5 x 2 = 10)			
1.	What information about any ecosystem are conveyed by ecological pyramids?	Analysing	CO1
2.	What is ecological succession?	Remembering	CO1
3.	What is the importance of healthy DO levels in water?	Understanding	CO3
4.	Mention few problems associated with large dams?	Applying	CO2
5.	What are the different types of wind turbine?	Remembering	CO5
6.	What is “fossil fuel”? Provide examples.	Remembering	CO4
SECTION B (Attempt any four questions) (4 x 5 =20)			
1.	Name any two important indoor air pollutants? What is the full form of PAH and POP? What are point and non-point sources of air pollution. Give examples. (1+1+3=5)	Remembering	CO3
2	What is salinity? What is the unit of salinity? How can aquatic ecosystems be classified based on their salinity? (1+1+3=5)	Understanding	CO4
3.	Differentiate between habitat and niche. What is an ecotone and why is it significant? Give an example of an ecotone. (2+2+1=5)	Understanding	CO1
4.	Describe the distribution of water resources.	Remembering	CO2

5.	Discuss the importance of forest resources.	Evaluating	CO5
SECTION C (Attempt any one question) (2 x 10 = 10)			
1.	Describe the chronology of development of the silent valley movement.	Remembering	CO6
2.	How does hydroelectricity get produced in hydroelectric power plant? What are the advantages and disadvantages of hydroelectric energy? (5+5=10)	Understanding	CO5

<i>IDP14001</i>	Inter-Disciplinary Project	<i>L</i>	<i>T</i>	<i>P</i>	<i>C</i>
<i>Version 1.0</i>		-	-	-	3
<i>Pre-requisites/Exposure</i>	<i>Knowledge of Basic English</i>				
<i>Co-requisites</i>	<i>Knowledge of Basic Computer Skills</i>				

Course Objectives

This course will develop a student's knowledge of and appreciation for the

- interdisciplinary nature of knowledge and learning
- importance and value of integrating knowledge and perspectives from multiple disciplines as a means to evaluating and understanding complex topics, problems, issues, phenomena, and events
- competencies learned during the educational process and to apply these competencies in a real-world application

Course Outcomes

Upon successful completion of the course, students will be able to

- C01. recognize the unique advantages of integrative research and learning
- C02. understand the fundamentals of research methods and practices of various academic disciplines
- C03. demonstrate an understanding of current issues and concerns
- C04. realize the importance of ethics in research process
- C05. understand the inter-disciplinary systems of research documentation

Typical Progress Roadmap

- After discussion with the Project Advisor(s), each student shall prepare an initial outline of their assigned project indicating the major sections of discussion, list the principal research sources for each section, and explain the overall objective of the project, including a justification of the interdisciplinary nature of the work.
- Each student shall meet with the Project Advisor(s) regularly as per the weekly Time-Table. Other meetings may be scheduled at the discretion of the Project Advisor(s) at mutually agreed upon timings.
- Typically, the progress will include a combination of industrial and academic mentoring, self study sessions, case studies, trend studies, presentation by students, interactive sessions, industrial visits etc.
- Regular submission of progress reports shall be required of each student-group as notified through the Project Advisor(s) from time to time.

Mode of Evaluation

Students will be evaluated by team participation and a team presentation at the end of the project. Interactive & continuous, task/assignment-based evaluation methodology will be applied for the course.

MKT11002	Marketing Management-I	L	T	P	C
Version 1.1	Contact Hours – 60	3	1	0	4
Pre-requisites/Exposure	Understanding management principles				
Co-requisites	--				
Academic year	2020-21				

Course objectives:

1. To develop fundamentals idea of marketing and others tools of marketing.
2. The course will help to learn different market moving techniques such as segmentation, targeting and positioning.
3. The course should develop idea on the application of various marketing tools in the marketplace.

Course Outcomes

On completion of this course, the students will be able to:

CO1: Discuss the different components of marketing and its impact on business performance.

CO2: Identify the basics of different components of marketing: STP: Segmenting, Targeting and Positioning which is treated as heart of modern marketing and consumer decision making process

CO3: Prepare marketing mix model applications based on Product and New Product development process, PLC. Students will also know the Pricing strategy of a product or service.

CO4: Illustrate different design channel of distribution, pricing in different products and modern retailing.

Course Description:

Marketing is the core objectives of each and every organization and without proper marketing outcome, the sustainability of the organization under a stake. Therefore, it is very common job of each management graduate that they should be very much clear about marketing understanding, how market operates, price design, product development and its importance, life cycle of a product and the promotional tools. This course covers all aspects above with market segmentation, targeting and positioning and will discuss how company do that with real life example. The course will cover through group discussion, presentation, and real issues.

Course Structure

Unit-I 10L

Marketing – scope, nature, definition, core marketing concept, selling vs. marketing; Marketing mix recent trends in marketing in India. Marketing environment.

Unit-II 12L

Consumer Behavior and Market Segmentation: Nature, scope, and significance of consumer behavior; Market segmentation -concept and importance; Targeting and positioning.

Unit-III 16 L

Product: Concept of product, consumer and industrial goods; Product planning and development. Product life cycle; New product development; Brand extension; Brand rejuvenation; Brand re-launch.

Price: Importance of price in the marketing mix; Factors affecting price of a product/service; pricing methods. Pricing strategy

Unit- IV 12L

Distributions Channels and Physical Distribution: Distribution channels – concept and role; Types of distribution channels; designing a distribution logistics system; Factors affecting choice of a distribution channel; Retailing and wholesaling; Physical distribution of goods; Transportation; Warehousing.

Text Book(s):-

TH-1.Ramaswamy&Namakumari, Marketing Management, Sage, 6th Ed.

TH-2.Kotler Philip and Armstrong Gary: Principles of Marketing; Prentice-Hall of India, New Delhi.

TH-3.Stanton W.J., Etzel Michael J., and Walker Bruce J; Fundamentals of Marketing; McGraw-Hill, New York

Project:

The class will be divided into Groups consist of 5 members. Each Group will select a company of their choice respect to study the Marketing Mix of the Particular Company. The Project will be brief in the session 9. The objectives of the project is to acquaint the students Marketing mix application in respect to a specific company. Students are required to submit the report just after Mid semester examination. Each group will present before all student as a result all students should have idea of Marketing Mix of around 7 to 9 companies.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and Pos		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Discuss the different components of marketing and its impact on business performance	PO1, PO 2
CO2	Identify the basics of different components of marketing: STP: Segmenting, Targeting and Positioning which is treated as heart of modern marketing and consumer	PO1,PO2, PO3, PO 6, PSO2

	decision making process.	
CO3	Prepare marketing mix model applications based on Product and New Product development process, PLC. Students will also know the Pricing strategy of a product or service.	PO2, PO4, PO 6, PSO1
CO4	Illustrate different design channel of distribution, pricing in different products and modern retailing.	PO5, PO6, PO7

		Management Knowledge	Problem Solution	Leadership and Organization Skills	Ethics	Environment and Sustainability	: Life-long Learning	Creativity and Innovation	Prepare basic knowledge, skills, tools and techniques to enable them to take up	Development of entrepreneurial skills and spirit.	Develop competencies to be socially responsible business professionals.
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO 1	PSO 2	PSO3
MKT11002	Marketing Management-I	3	3	-	-	-	3	3	3	-	-

1= weakly mapped
2= moderately mapped
3=strongly mapped

Name: Enrolment No:	
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Course: MKT11002– Marketing Management I**Program: BBA****Semester: III****Time: 03 Hrs.****Max. Marks: 50****Instructions:**

Attempt All Questions from **Section A** (Each Carrying 2 Marks); any **Four Questions** from **Section B** (Each Carrying 5 Marks). Any **Two Questions from Section C** (Each Carrying 10 Marks).

SECTION A (Answer All Questions)

1.	Define concept of societal marketing	Remembering	CO1
2	Compare and contrast between marketing vs. selling.	Understanding	CO1
3	Define the term marketing environment?	Remembering	CO2
4	What are different 4Ps of marketing	Remembering	CO1
5	What do you mean by reference pricing	Remembering	CO1
SECTION B			
1.	Explain new product development concept? What are the different stages of new product development (NPD) Process?	Understanding	CO2
2	a) How to design up and down sides of price-oriented strategy?	Remembering	CO3, CO2
3.	Illustrate pricing method with suitable examples.	Understanding	CO 3
4.	Analyse how the low- end mobile handset makers in India realised the limitations of their price-oriented strategy and started brand development	Analysing	CO3
SECTION C (Attempt any Two Questions)			
1.	<p>After introducing popcorn and Sundrop cooking oil, ITC Agrotech lauched wheat flour (atta) under the brand name Healthy world. US based food products firm, Congra, has 51 percent stake in ITC Agrotech. The vice president says, “We tool an Indian perspective out of the Congra portfolio with relevance to local palate...Healthy World marks our entry into mass market products.”</p> <p>Priced at Rs 18.50 for 1 kg pack, Healthy World comes in packs ranging from 500 gm to 1 kg. ITC Agrotech claims that it spent nearly one year on R& D before launching Healthy World, benchmarking it against national players in the branded atta category, players like HUL (Annapurna), Pillsbury. There are several regional brand too. Parameters such as softness, taste, colour and texture preferences are said to have been looked into in detail before finalizing the variant. “Our research revealed that the</p>	Applying	CO4

	<p>preferences in the North and South in India differ distinctly across almost all parameters of atta. While creamish to white colour and finer size is preferred in the South, the North consumer is more discerning as far as taste goes,” informs the marketing manager. Consumers in the South are more receptive to branded atta, but the North leads in consumption, where average monthly household consumption is 27 kg as against just 3 kg in the South.</p> <p>Conagra claims to be the largest miller in the US. ITC Agro took over the atta manufacturing portion of a partner in Chennai to streamline it in line with its parent company’s manufacturing process. What will also help ITC Agro is the fact that it has established itself as a health conscious manufacturer with Sundrop. The distribution network is already in place. In fact, the Healthy World packs too leverage this with the image of the boy somersaulting (The Sundrop trademark) with the proclamation- “from the makers of Sundrop.”</p> <p>The branded atta market is estimated to be in excess of Rs 350 crore, with category advertising spend of about Rs 20-25 crore. The theme line of Healthy World says, “More health. More Energy.”</p> <p>a) Develop a sales promotion plan to encourage continued consumption of Health World in North India.</p> <p>b) How would you make your sales promotion competition proof?</p> <p>c) Examine the result of sales promotion in the above matter?</p>		
2.	Discuss value philosophy of marketing and its application in Indian retail? Why do retailers develop their own private level brands?	Applying	CO4
3.	Design a product mix model a FMCG companies and describe its advantages and consequence in present market	Creating	CO4

FAC11007	Financial Management	L	T	P	C
Version 1.1	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Understanding basic financial terms				
Co-requisites	--				
Academic year	2020-21				

Course objectives:

4. Provide an in-depth view of the process in financial management of the firm
5. Develop knowledge on the allocation, management and funding of financial resources.
6. Improving students’ understanding of the time value of money concept and the role of a financial manager in the current competitive business scenario.
7. Enhancing student’s ability in dealing short-term dealing with day-to-day working capital decision; and also longer-term dealing, which involves major capital investment decisions and raising long-term finance

Course Outcomes

On completion of this course, the students will be able to:

CO1: Explain the concept of fundamental financial concepts, especially time value of money

CO2: Apply capital budgeting projects using traditional methods.

CO3: Analyze the main ways of raising capital and their respective advantages and disadvantages in different circumstances

CO4: Integrate the concept and apply the financial concepts to calculate ratios and do the capital budgeting

Course Description:

Finance considers the requirements for financial information both external and internal to the organisation and the role of finance professionals as key players in a dynamic and ever-changing business environment, encompassing key decisions and the fundamental principles of Business. Classroom activities including lectures, discussions and case studies (topped up with role play) will be designed to encourage students to get involved, absorb and assimilate inputs. These activities will also be supplemented by group discussions, cooperative group solving problems, live projects, analysis of video cases and debates. Class participation is a fundamental aspect of this course. Students will be encouraged to actively take part in all group activities and to give an oral group presentation. Students will be expected to interact with media resources, such as, web sites, videos, and newspapers etc.

Course Structure

Unit 1: Nature of Financial Management

10L

Finance and related disciplines; Scope of Financial Management; Profit Maximization, Wealth

Maximization - Traditional and Modern Approach; Functions of finance – Finance Decision, Investment Decision, Dividend Decision; Objectives of Financial Management; Organization of finance function; Concept of Time Value of Money, present value, future value, and annuity.

Unit 2: Risk & Return

10L

Historical return, expected return, absolute return, holding period return, annualized return, arithmetic & geometric return; Risk - Systematic & unsystematic risk – their sources and measures.

Unit 3: Long -term investment decisions

10L

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 & MIRR, Net Terminal Value, Profitability Index Method.

Unit 4: Concept and Measurement of Cost of Capital

10L

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 Historical and Market weights. 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.

Unit 5: Dividend Policy Decision

10L

Dividend and Capital; The irrelevance of dividends: General, MM hypothesis; Relevance of dividends: Walter's model, Gordon's model; Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; Combined leverage.

Unit 6: Working Capital Management

10L

Management of Cash - Preparation of Cash Budgets (Receipts and Payment Method only); Cash management technique, Receivables Management – Objectives; Credit Policy, Cash Discount, Debtors Outstanding and Ageing Analysis; Costs - Collection Cost, Capital Cost, Default Cost, Delinquency Cost, Inventory Management (Very Briefly) - ABC Analysis; Minimum Level; Maximum Level; Reorder Level; Safety Stock; EOQ, Determination of Working Capital.

Text Book(s):-

1. Financial Management by I M Pandey (Vikas Publication)

Reference Book(s):-

1. Bhalla, V.K. (2009). *Financial Management*. New Delhi: Anmol Publications
2. Brealey, R. R., Myers, S., Allen, F., & Mohanty, P. (2009). *Principles of corporate finance* (8th ed.). New Delhi: Tata Mc-Graw Hill.
3. Brigham, E F., & Davis, P. (2009). *Intermediate financial management* (10th ed.). USA: South Western.
4. Brigham, E. F., & Houston, J. F. (2007). *Fundamentals of financial Management* (11th ed.). USA: Thomson.
5. Chandra, P. (2008). *Financial management* (7th ed.). New Delhi: Mc-Graw Hill

6. Hickman, K. A., Hunter, H. O., & Byrd, J. W. (2008). *Foundations of corporate finance* (2nd ed.). USA: South Western.
7. Horne, V. (2008). *Fundamentals of financial Management* (12th ed.). New Delhi: Pearson Education.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Mid Term	Attendance	Class Assessment	End Term
Weightage (%)	20	00	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)


Mapping between COs and Pos		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Explain the concept of fundamental financial concepts, especially time value of money	PO1, PO 2
CO2	Apply capital budgeting projects using traditional methods.	PO1,PO2, PO3, PO 7, PSO1
CO3	Analyze the main ways of raising capital and their respective advantages and disadvantages in different circumstances	PO2, PO4, PO 7, PSO1
CO4	Integrate the concept and apply the financial concepts to calculate ratios and do the capital budgeting	PO1, PO6, PO7

Course Code	Course Title	Management Knowledge	Problem Solution	Leadership and Organization Skills	Ethics	Environment and Sustainability	: Life-long Learning	Creativity and Innovation	Prepare basic knowledge, skills, tools and techniques to enable them to take up	Development of entrepreneurial skills and spirit.	Develop competencies to be socially responsible business professionals.
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO 1	PSO 2	PSO3
FAC11007	Financial Management	3	3	-	-	-	-	3	3	-	

1= weakly mapped

2= moderately mapped

3=strongly mapped

Name:			
Enrolment No:			
Course: FAC11007– Financial Management Program: BBA Semester: III Time: 03 Hrs. Max. Marks: 50			
Instructions: Attempt All Questions from Section A (Each Carrying 2 Marks); any Four Questions from Section B (Each Carrying 5 Marks). Any Two Questions from Section C (Each Carrying 10 Marks).			
SECTION A (Answer All Questions)			
1.	Write down the formula for PVIFA and FVIFA.	Remembering	CO1
2.	A project costs Rs.4000 and the cash inflows for next 2 years are 2000 and 2500. If the discount rate is 10%, find the Net Present Value (NPV) of the project.	Understanding	CO1
3.	Define profitability index. Give an example.	Remembering	CO2
4.	Define debt equity ratio, working capital ratio, interest coverage ratio and Quick ratio.	Remembering	CO1
5.	How do you calculate return of an equity share?	Remembering	CO1
SECTION B			
1.	Initial outlay of a project is Rs.1, 00,000 and it can generate cash inflow of Rs.40000, Rs.30000, Rs.50000 and Rs.20000 for the next 4 years. Assume a 10% rate of interest, calculate the profitability index.	Understanding	CO2
2.	Find the effective rate of interest when the nominal rate of interest is 12% compounded yearly, semi-annually, quarterly and monthly.	Understanding	CO1
3.	You buy a house of Rs. 5 lakhs and immediately make a cash payment of Rs. 1 lakh. You take a loan for the balance amount at 12% for 20 years. How much is the annual instalment?	Analyzing	CO3
4.	An investment will see a return of Rs.2000 at the end of each year for the next 3 years and Rs.1000 at the end of each year from year 4 to 7. What is the investment amount at the beginning if the required rate of return is 13%?	Analysing	CO3
SECTION C (Attempt any Two Questions)			
1.	Suppose a firm is expecting a perpetual net operating income of Rs.150 crore on assets of Rs.1500 crore which are entirely financed by equity. The firm's equity capitalization rate is 10%. The firm is considering to substitute the equity capital by issuing perpetual	Applying	CO4

	<p>debentures of Rs.300 crore at 6% interest rate. The cost of equity is expected to increase to 10.56%.The firm is also considering raising perpetual debentures of Rs.600 crore and replacing equity. The debt-holders will charge interest of 7% and the cost of equity will rise to 12.50% to compensate shareholders for higher financial risk. Calculate the</p> <p>a) total value of the firm for all three scenarios b) WACC in all these three scenarios c) Draw the cost of capital graph explaining all three stages (increasing, optimum and declining value).</p>		
2.	<p>A project costs Rs40,000.Its stream of earnings before depreciation, interest and taxes (EBDIT) from 1 to 5 years is expected to be Rs.10000, Rs.12000, Rs.14000, Rs.16000 and Rs.20000. Assume a 50% tax rate and depreciation on straight line basis, calculate the project's Accounting rate of return. ?</p>	Applying	CO4
3.	<p>A project costs Rs.16000 and is expected to generate cash inflows of Rs.8000, Rs.7000 and Rs.6000 at the end of each year for next 3 years. Find the internal rate of return (IRR) of the project.</p>	Creating	CO4

OBH11004	Human Resource Management I	L	T	P	C
Version 1.0	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Understanding of the general principles of management				
Co-requisites	Understanding of Organization Behaviour and Business Communication				
Academic Year	2020-2021				

Course Objectives:

The objective of the course is to educate the student such that he/she understands:

1. To enable the students to understand the HR management and system at various levels in general and in certain specific industries or organizations.
2. To help the students focus on and analyse the issues and strategies required to select and develop manpower resources.
3. To develop relevant skills necessary for application in HR related issues.
4. To enable the students to integrate the understanding of various HR concepts along with the domain concept in order to take correct business decisions.

Course Outcome:

On completion of this course the students will be able to:

CO 1: Discuss the concept of human resource management and its relevance in organizations.

CO2: Develop necessary skill set for application of various HR issues.

CO3: Analyse the strategic issues and strategies required to select and develop manpower resources.

CO4: Examine the knowledge of HR concepts to take correct business decisions.

Course Description:

This course provides an overview of Human Resources Management, including an historical perspective of HR, strategies for designing HR activities, and the roles and responsibilities of HR professionals. It is a prerequisite to all upper-level HR classes for majors. This course provides an introduction to the various functions of human resource management, including job analysis, job evaluation, staffing, recruitment and selection, labour relations, planning, labour welfare, human rights legislation and employment equity.

Course Contents:

Unit I: Introduction to Human Resource Management: Definition and Concept, Features, Objectives, Functions, Process, Scope of Human Resource Management, Importance of Human Resource Management, Human Resource Practices. [10 L]

Unit II: HRM and Personnel Management: Concept of Personnel Management, Personnel Management in India, Functions of the Labour Welfare Officer, Difference Between Personnel Management and HRM. [10 L]

Unit III: Human Resource Planning: Concept of Human Resource Planning (HRP), Factors in HRP, Process of HRP. [10 L]

Unit IV: Job Analysis and Design: Job Analysis, Job Description, Writing a Job Description, Job Specification, Job Design - Various Approaches. [10 L]

Unit V: Recruitment: Concept of Recruitment, Factors Affecting Recruitment, Types of Recruitment; **Selection:** Concept of Selection, Process of Selection, Selection Tests, and Barriers in Selection. [10 L]

Unit VI: Selective Cases on the above topics. [10 L]

Suggested Readings:

Text Book(s):-

T1: Aswathappa, K.: Human Resource Management, Text & Cases, McGraw Hill (India), New Delhi.

T2: Bhattacharya, D.K.: Human Resource Management.

T3: SubbaRao, P.: Essential of HRM and Industrial Relations.

T4: Memoria, C.B.: Personnel Management.

Reference Book(s) & other resources:-

1. Monappa, Arun: Managing Human Resource.
2. Monoppa & Saiyadain: Personnel Management, Tata McGraw Hill, New Delhi.
3. Patnayak, Biswajeet: Human Resource Management, Ed. 3rd, 2006, PHI, New Delhi.
4. Armstrong, Michael: A handbook of HRM practice, Kgan Page Limited, London.
5. Rao, VSP: Human Resource Management: Text and Concept, Excel Books, New Delhi.

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam

Examination Scheme:

Components	Internal	Attendance	Mid Term	End Term
Weightage (%)	30	00	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)


Mapping between COs and Pos		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	To develop the understanding of the concept of human resource management and to understand its relevance in organizations	PO3, PO2, PSO1
CO2	To develop necessary skill set for application of various HR issues.	PO1, PO2, PO3, PO 6, PSO2

CO3	To analyse the strategic issues and strategies required to select and develop manpower resources.									PO2, PO4, PO3, PSO1	
CO4	To integrate the knowledge of HR concepts to take correct business decisions.									PO4, PO6, PO7, PSO2	
		Management Knowledge	Problem Solution	Leadership and Organization Skills	Ethics	Environment and Sustainability	: Life-long Learning	Creativity and Innovation	Prepare basic knowledge, skills, tools and techniques to enable them to take up	Development of entrepreneurial skills and spirit.	Develop competencies to be socially responsible business professionals.
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO 1	PSO 2	PSO3
OBH11004	Human Resource Management I	-	3	3	3	-	-	-	3	3	-

1=weakly mapped

2= moderately mapped

3=strongly mapped

Name:			
Enrolment No:			
Course: OBH11004 --- Human Resource Management I Program: BBA Semester: III Time: 03 Hrs. Max. Marks: 50 Instructions: Attempt All Questions from Section A (Each Carrying 2 Marks); any Four Questions from Section B (Each Carrying 5Marks). Any Two Questions from Section C (Each Carrying 10 Marks).			
SECTION A (Answer All Questions)			
1.	What is managerial judgment method?	Remembering	CO1
2.	Why manpower planning is important for any organization?	Remembering	CO1
3.	Define the concept selection?	Remembering	CO1

4	What do you understand by job design?	Remembering	CO1
5	Explain the concept of succession planning?	Understanding	CO2
	SECTION B		
1.	Define the role of HR manager in an organization. Elucidate your answer with suitable examples.	Remembering	CO2
2	What is the difference between personnel management and HRM? Explain your answer.	Remembering	CO1
3.	Suppose HR planners estimate that because of several technological innovations your company will need 25 percent fewer employees in three years. What actions would you take today?	Understanding	CO2
4.	Briefly define the difference between external and internal sources of recruitment in any company. Elucidate your answer with examples.	Remembering	CO3
	SECTION C (Attempt any Two Questions)		
1.	<p>Read the case carefully and solve the questions.</p> <p>Vishal Components Limited manufactures a wide range of automotive components. It has a workforce of 1500 including 250 supervisors and executives. Performance appraisals of these employees are being carried out annually. The parameter used for performance appraisal is sense of responsibility, superiors' dependability on subordinates, initiative, regularity and punctuality, community activity and potential for development to take higher positions. All these factors are given equal weight age .the performance appraisal has three objectives: to grant annual increment, to determine promotability and to assess training needs. In the year 2010-11, some supervisors and executives were not given any increment because as per performance appraisal, their total scores were below standard. The overall low scores were due to community activity and potential for development which were given equal weightage along with other factors. On the stoppage of annual increment, the aggrieved supervisors and executives represented their case to the managing director of the company and contended that the entire performance appraisal system was faulty. They were very much against the inclusion of community activity and potential for development in the performance appraisal meant for giving pay raise. They argued that all aggrieved supervisors and executives should be given regular annual increments and time-bound promotions .The system would be more objective, air and free from undue biases.</p> <p>Questions</p> <p>(a) As human resource manager, how will you defend the existing performance appraisal system of the company?</p> <p>(b) Will you like to incorporate changes, if any? If yes, what would be these changes and why?</p> <p>(c) Should there be separate appraisal criteria for appraising supervisors and executives? If yes, where are such</p>	Applying	CO4

	differences needs? What actions should be taken to the representation made by the aggrieved supervisors and executives?		
2.	(a) Critically examine the importance of Delphi Technique resolution technique? (b) Do you think training and development programmes are essential at all levels of management? Justify your answer with proper illustrations.	Analysing	CO3
3.	<p>Read the case carefully and solve the questions.</p> <p>The personnel office of Prashant Chemicals limited informed the middle managers through a circular that a group of consultants would be calling on them later in the week to provide training on team building. The consultants would be emphasizing on how to develop team work and to build inter group relationships throughout the Company. The information also contained the approach to be adopted by the consultants and explained the five-step process of team building: problem sensing, examining differences, giving and receiving feedback, developing interactive skills, and follow up actions. The circular also included a note on the utility of team building in organizational effectiveness. On receiving the circular, middle managers, felt tensed as they thought team building as an exercise involving a lot of hocus-pocus as they experienced in sensitivity training exercises in which participants used to attack each other and let out their aggression by heaping abuse on those disliked. Therefore, the managers felt that the consultants were not needed for team building. One of the managers commented, ‘now that as we understand what is involved in team building, we can go ahead and conduct session ourselves. All we have to do is to choose a manager who is liked by everyone and put him in the role of change agent/ consultant. After all, you really do not need high priced consultants to do team building stuff. You just have a good feel for human factor’. The other managers generally agreed. However, the corporate personal director turned down their suggestion and proceeded with his original programme of hiring consultants.</p> <p>Questions</p> <p>(a) Why did middle managers show resistance to team building approach of organization development?</p> <p>(b) Do you think the managers had accurate view of team building concept and role of external consultant in that?</p> <p>(c) Did corporate personnel office sell the concept of team building and its usefulness properly to middle managers? What actions should the department have taken?</p>	Applying	CO4

OLS11001	Supply chain Management	L	T	P	C
Version 1.0	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Basic understanding of business operation and distributions				
Co-requisites	--				

Course Objectives:

1. This course would help students develop an understanding about the role of supply chain management in business.
2. Distribution and supply chain functions, key issues of supply chain and the drivers of supply chain performance.
3. This course would also give exposure to the students with basic concepts of supply chain management for cost effective functioning of the business.
4. To provide basic knowledge of information technology application in supply chain management.

Course Outcomes

On completion of this course, the students will be able to:

- CO1. Understanding the basic fundamentals of logistics and supply chain management.
- CO2. Recognise the importance of inventory and its planning.
- CO3. Need for warehousing, network of warehouses, and distribution centres.
- CO4. Importance of transportation and its role in logistics and supply chain management.
- CO5. Awareness of information technology and its application in supply chain management.

Catalogue Description:

Over the last six decades, the discipline of business logistics has advanced from the warehouse and transportation dock to the boardroom of leading global companies. Supply chain and logistics management encompasses the development and fundamental of the logistics discipline within a supply chain structure. Logistics includes all the activities required to move product and information to, from, and between members of a supply chain. The supply chain provides the framework for businesses and their suppliers to jointly deliver goods, services, and information efficiently, effectively, and relevantly to customers. Supply chain and logistics management presents the mission, business processes, and strategies needed to achieve integrated logistical management. Classroom will be interactive and encourage students to take part in the class

activities. This course is designed to include conventional lecture sessions with other modern teaching techniques such as case study, class assignments, continuous evaluation tests, and presentation on live company based case.

Course Content:

Unit 1: 15 Lecture Hours

Introduction to Logistics and Supply Chain Management: Scope and Components of Logistics; Logistics and Marketing; Logistics Planning, Principles and focus Areas; Supply Chain Drivers and Obstacles; Demand Management and Forecasting in a Supply Chain and Supply Chain Integration.

Unit II: 15 Lecture Hours

Managing Inventory: Inventory Planning; Managing Inventory in a Supply Chain; Factors Driving Inventory; Category and Types of Inventory ; Inventory Classifications; ABC Inventory Analysis; Inventory Costs; Inventory control and functions.

Unit III: 10 Lecture Hours

Warehousing: Purpose and Reasons of Warehousing; Network of Warehouses; Distribution Centres; Market Positioning; Production Positioning; Intermediate Positioning.

Unit IV: 10 Lecture Hours

Transportation: Transportation Principles; Network Design and Selection Criteria; Relative Merits Analysis; Costs Factors; Customer Service Factors; Reverse Logistics; Advantages & Disadvantages of all forms of Logistics

Unit V: 10 Lecture Hours

Information Technology: Basic concept of information technology, Enterprise Resource Planning, Application of information technology in supply chain management.

Reference Books:

1. Janat Shah, Supply Chain Management, Pearson
2. V. V. Sople, Supply Chain Management, Pearson
3. K. Shridhara Bhat, Logistics and Supply Chain Management, e/2018, Himalaya Publishing House
4. Donald J Bowersox, David J Closs & M Bixby Cooper, Supply Chain Logistics Management, e/2019, Tata McGraw Hill education

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam

Examination Scheme:

Components	Internal	Attendance	Mid Term	End Term
Weightage (%)	30	00	20	50


Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Understanding the basic fundamentals of logistics and supply chain management.	PO1, PO2
CO2	Recognise the importance of inventory and its planning.	PO1,PO2, PO3, PSO1
CO3	Need for warehousing, network of warehouses, and distribution centres.	PO1, PO2, PO3, PO4, PO5, PO4,
CO4	Importance of transportation and its role in logistics and supply chain management.	PO1, PO5, PO7, PSO2
CO5	Awareness of information technology and its application in supply chain management.	PO11, PO12

		Management Knowledge	Problem Solution	Leadership and Organization Skills	Ethics	Environment and Sustainability	Life-long Learning	Creativity and Innovation	Prepare basic knowledge, skills, tools and techniques to enable them to take up higher studies and research	Development of entrepreneurial skills and spirit.	Develop competencies to be socially responsible business professionals.
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO 1	PSO 2	PSO3
OLS11001	Supply Chain Management	3	2	2	1	1	3	-	1	1	3

1=weakly mapped
2= moderately mapped
3=strongly mapped

Model Question Paper

Name: Enrolment No:	
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Course: OLS11001 Supply Chain Management**Program: BBA****Time: 3 Hrs.****Semester: III****Max. Marks: 50****Instructions:**

Attempt any five questions from **Section A** (each carrying 2 marks); any **Three Questions** from **Section B** (each carrying 10 marks). **Section C** is Compulsory (carrying 10 marks).

Section A (Attempt any Five)

1.	What is the importance of supply chain management in a business organisation?	2	CO1
2.	What are the components of logistics management?	2	CO2
3.	What is the requirement of inventory management for a manufacturing enterprise?	2	CO4
4.	What is market positioned warehouse?	2	CO3
5	How ERP can be used for effective supply chain management?	2	CO5
6	What is ABC analysis in inventory classification?	2	CO4
	SECTION B		
7.	What is supply chain integration? Explain the process of integrating supply chain management for a firm for efficient operation.	10	CO2
8.	Explain the transportation selection criteria for a firm keeping in view all the necessary factors in mind.		CO4
9.	What is value chain? How a firm can optimise primary and supportive activities to earn profit? Explain with diagram.	10	CO1
	SECTION C is Compulsory		
10.	Case Study on Distribution and IT	10	CO3 and CO5

OLS11002	PRODUCTION AND OPERATIONS MANAGEMENT	L	T	P	C
Version 1.0	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Basic Calculation Skills				
Co-requisites	--				
Academic Year	2020-21				

Course Objectives

1. To understand the basic concepts and theories of production management.
2. To gain a deeper insight of production management, planning and quality assurance.
3. To expand individual knowledge of production management principles and practices.
4. To apply operations management concepts and their influence on business decisions.

Course Outcomes:

On completion of this course, the students will be able to:

CO1. Discuss the fundamental concepts of Production and Operations Management.

CO2. Recognize the different techniques in Production Planning and Control.

CO3. Evaluate the importance of work-motion study and plant/facility layout.

CO4. Illustrate quality assurance in production and operations management.

Course Description:

Production and Operations Management deal with the processes that transform the inputs of an organization into final goods (or services) through a set of defined, controlled and repeatable policies. This course emphasizes the concepts and practices of managing production and operations in contemporary organizations. This course provides an introduction to the field of production and operations management. The course is designed to highlight the practical and applied techniques which can improve the organization's overall quality and productivity. All the lectures contain a blend of discussions on basic theories and advanced topics, focusing on practical implementation of knowledge. Classes will be conducted by lecture as well as power point presentation as per requirement. The tutorials will familiarize the students with practical problem-solving techniques. Students will be able to gain a strong understanding of the course via theoretical sessions, case study discussions, problem solving and discussions with the coordinator.

Course Structure:

Unit I: 15 L

Introduction of Production Management: Production Management, Productivity, Capital Productivity, Labour Productivity, Personnel Productivity, Training.

Introduction to Operations Management: Introduction, Operations Management and Strategy, Tools for Implementation of Operations, Industry Best Practices.

Unit II 15 L

Product Planning and Control: Production Planning and Control –Models, Process Planning, Aggregate Planning, Scheduling, Data Encryption, Cryptography, Public key, Private key, Computer network- concept, LAN, WAN, Intranet, Extranet, Strategic use of Internet, WWW in marketing.

Unit III 20 L

Work, Motion Study and Plant Layout: Work Study, Motion Study, Work Measurement, Work Sampling, Work Environment, Relationship between Time & Motion Study to work study.

Facility or Layout Planning and Analysis: Introduction, Objectives of Layout, Classification of Facilities, Basis for Types of Layouts, Why Layout decisions are important, Nature of layout problems, Redesigning of a layout, Evaluating Plant Layouts, Assembly Line Balancing, Material handling, Symptom of material handling, Objectives and principles of material handling, Types of material handling equipment.

Unit IV 10 L

Quality Assurance: Quality Assurance, Acceptance Sampling, Statistical Process Control, Total Quality Management, Maintenance Management, Towards TQM, ISO 9000 as a Platform, Working with Intranet, Total Productive Maintenance (TPM), Kaizen , JIT.

Text Books:

1. S.A.Kumar, N. Suresh, Production and Operations Management (With Skills Development, Caselets and Cases), New Age International Publishers.
2. P. Rama Murthy, Production and Operations Management, New Age International,
3. L.C. Jhamb, Production & Operation Management, Everest Publication
4. R.S. Russel, B.W. Taylor, Operations Management Creating Value Along The Supply Chain, John Wiley & Sons Inc.

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Examination

Examination Scheme:

Components	Mid Term	Attendance	Class Assessment	End Term
Weightage (%)	20	00	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Discuss the fundamental concepts of Production and Operations Management.	PO1, PO2, PO5, PO6, PSO1, PSO3
CO2	Recognize the different techniques in Production Planning and Control.	PO1, PO2, PO4, PO5, PSO1
CO3	Evaluate the importance of work-motion study and plant/facility layout.	PO1, PO2, PO3, PO5, PO6, PO7, PSO1, PSO2
CO4	Illustrate quality assurance in production and operations management.	PO1, PO2, PSO1

		Management Knowledge	Problem Solution	Leadership and Organization Skills	Ethics	Environment and Sustainability	Life-long Learning	Creativity and Innovation	Prepare basic knowledge, skills, tools and techniques to enable them to take up higher studies and research.	Development of entrepreneurial skills and spirit.	Develop competencies to be socially responsible business professionals.
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO 1	PSO 2	PSO3
OLS11002	Production and Operations Management	3	3	1	1	2	2	1	2	1	1

1= weakly mapped
2= moderately mapped
3=strongly mapped

Name: Enrolment No:	
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Course: OLS11002 – Production and Operations Management

Program: BBA (H.)

Semester: Odd 2020-21

Time: 03 Hrs.

Max. Marks: 50

Instructions:

Attempt All Questions from **Section A** (Each Carrying 2 Marks); any **Four Questions** from **Section B** (Each Carrying 5 Marks). Any **Two Questions from Section C** (Each Carrying 10 Marks).

SECTION A (Answer All Questions)

1.	What is the difference between Productivity and Efficiency?	Remembering	CO1						
2	Compare and contrast between PERT and CPM.	Understanding	CO2						
3	<p>A worker while working during his shift either does the job assigned to him or remains idle for one or the other reason. The following table shows that out of total 50 observations, there were 45 working observations and five idle observations.</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>State of Worker</th> <th>Number of Observations</th> </tr> </thead> <tbody> <tr> <td>Working</td> <td>45</td> </tr> <tr> <td>Idle</td> <td>5</td> </tr> </tbody> </table> <p>Based on the data provided, for a 9 hour shift, analyze the idle-time of the worker.</p>	State of Worker	Number of Observations	Working	45	Idle	5	Analysing	CO3
State of Worker	Number of Observations								
Working	45								
Idle	5								
4	What do you understand by JIT?	Remembering	CO4						
5	What are the different types of cryptographic algorithms?	Remembering	CO1						

SECTION B

1.	What do you mean by aggregate planning? What are the different strategies that you need to take when demand needs to be increased to match capacity? What are the different strategies that need to be used to increase or decrease capacity to match current demand?	Remembering	CO2																
2	<p>XYZ company specializes in door opening solutions. One part of the company focuses on manufacturing pin tumbler and lever locks for multiple brands including Union, Yale and Multi-Lock. The production line used to produce padlocks is a perfect example of a network system; the steps are shown in the Table below.</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Activity</th> <th>Description</th> <th>Immediate Predecessor</th> <th>Duration (Hours)</th> </tr> </thead> <tbody> <tr> <td>A</td> <td>Receiving raw materials</td> <td>-</td> <td>0.5</td> </tr> <tr> <td>B</td> <td>Bolt Cutting</td> <td>A</td> <td>1.0</td> </tr> <tr> <td>C</td> <td>Transfer Machines (for drilling and cutting operations)</td> <td>B</td> <td>1.5</td> </tr> </tbody> </table>	Activity	Description	Immediate Predecessor	Duration (Hours)	A	Receiving raw materials	-	0.5	B	Bolt Cutting	A	1.0	C	Transfer Machines (for drilling and cutting operations)	B	1.5	Creating, Applying, Remembering	CO2
Activity	Description	Immediate Predecessor	Duration (Hours)																
A	Receiving raw materials	-	0.5																
B	Bolt Cutting	A	1.0																
C	Transfer Machines (for drilling and cutting operations)	B	1.5																

	<table border="1"> <tbody> <tr> <td>D</td> <td>Transfer Machines (barrels)</td> <td>B</td> <td>1.4</td> </tr> <tr> <td>E</td> <td>Insert Shackle</td> <td>C,D</td> <td>2</td> </tr> <tr> <td>F</td> <td>Packaging of padlock</td> <td>E</td> <td>1.2</td> </tr> </tbody> </table> <p>Q1. Build the network diagram Q2. Identify the critical path. Q3. What is the maximum time needed for completion of the task?</p>	D	Transfer Machines (barrels)	B	1.4	E	Insert Shackle	C,D	2	F	Packaging of padlock	E	1.2																						
D	Transfer Machines (barrels)	B	1.4																																
E	Insert Shackle	C,D	2																																
F	Packaging of padlock	E	1.2																																
3.	<p>A new healthcare facility is targeted to serve seven census tracts in Delhi. The table below shows the coordinates for the centre of each census tract along with the projected populations, measured in thousands. Customers will travel from the seven census tract centres to the new facility when they need healthcare. Two locations being considered for the new facility are (5.5, 4.5) and (7,2), which are the census tracts C and F. Details of seven census tracts, co-ordinate distances along with the population for each centre are given below. If we use the population as the loads and use rectilinear distance, identify the location is better in terms of total load-distance score?</p> <table border="1"> <thead> <tr> <th>Sr. No.</th> <th>Census Tract</th> <th>(x, y)</th> <th>Population</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>A</td> <td>(2.5, 4.5)</td> <td>2</td> </tr> <tr> <td>2</td> <td>B</td> <td>(2.5, 2.5)</td> <td>5</td> </tr> <tr> <td>3</td> <td>C</td> <td>(5.5, 4.5)</td> <td>10</td> </tr> <tr> <td>4</td> <td>D</td> <td>(5, 2)</td> <td>7</td> </tr> <tr> <td>5</td> <td>E</td> <td>(8, 5)</td> <td>10</td> </tr> <tr> <td>6</td> <td>F</td> <td>(7, 2)</td> <td>20</td> </tr> <tr> <td>7</td> <td>G</td> <td>(9, 2.5)</td> <td>14</td> </tr> </tbody> </table>	Sr. No.	Census Tract	(x, y)	Population	1	A	(2.5, 4.5)	2	2	B	(2.5, 2.5)	5	3	C	(5.5, 4.5)	10	4	D	(5, 2)	7	5	E	(8, 5)	10	6	F	(7, 2)	20	7	G	(9, 2.5)	14	Applying	CO3
Sr. No.	Census Tract	(x, y)	Population																																
1	A	(2.5, 4.5)	2																																
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5	E	(8, 5)	10																																
6	F	(7, 2)	20																																
7	G	(9, 2.5)	14																																
4.	<p>What is work measurement? What is work sampling?</p> <p>A work sampling investigation was conducted to estimate the time for which the workers in plant remain idle. A total of 720 observations were made about the workers. In 45 observations the workers were found idle. If the confidence level is 95% identify the absolute accuracy of the current estimate of the proportion of time consumed by idleness.</p>	Remembering, Analysing	CO3, CO4																																
SECTION C (Attempt any Two Questions)																																			
1.	<p>The ABC Company makes a variety of candies in three factories worldwide. Its line of chocolate candies exhibits a highly seasonal demand pattern, with peaks during the winter months and valleys during the summer months. Given the following costs and quarterly sales forecasts, evaluate whether (a) level production, or (b) chase demand would be more economically meet the demand for chocolate candies:</p>	Evaluating	CO2																																

Quarter	Sales Forecast (lbs)
Spring	80,000
Summer	50,000
Fall	120,000
Winter	150,000

Hiring Cost = \$100 per worker
 Firing Cost = \$500 per worker
 Inventory carrying cost = \$0.50 per pound per quarter
 Regular production cost per pound = \$2.00
 Production per employee = 1000 pounds per quarter
 Beginning workforce = 100 workers

2. The MS 800 car is to be assembled on a conveyor belt. Five hundred cars are required per day. Production time per day is 420 minutes, and the assembly steps and times for the wagon are given below. Identify the balance that minimizes the number of workstations, subject to cycle time and precedence constraints.

Task	Task Time (in seconds)	Description	Tasks that must precede
A	45	Position rear axle support and hand fasten	-
B	11	Four screws to nuts	A
C	9	Insert rear axle	B
D	50	Tighten rear axle support	-
E	15	Position front axle assembly	D
F	12	Fasten with four screws to nuts	C
G	12	Tighten front axle assembly screws	C
H	12	Position rear wheel 1 and fasten hubcap	E
I	12	Position rear wheel 2 and fasten hubcap	E
J	8	Position front wheel 1 and fasten hubcap	F, G, H, I

Applying

CO3

	K	9	Position front wheel 2 and fasten hubcap	J		
3.	<p>What do you mean by Total Quality Management and Total Productive Maintenance? What is the difference between partial and total productivity? Based on the information given below, find the productivity indices (labour productivity, capital productivity, material productivity, energy productivity, total productivity, total factor productivity).</p> <p>Output – Rs 10000/- Human Input – Rs 3000/- Material Input – Rs 2000/- Capital Input – Rs 3000/- Energy Input – Rs 1000/- Other Misc. Input – Rs 500/- The values are in terms of base year rupee value.</p>				Remembering	CO1, CO4

OBH11005	Behavioural Science II	L	T	P	C
Version 1.1	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Understanding of Individual Behaviour				
Co-requisites	Human Skills of a Manager				
Academic Year	2020-21				

Course Objectives:

1. Familiarize the student with the concepts and applications of individual, group and organizational behaviour that impact and control organizational effectiveness, sustainability and change.
2. Understand human behaviour in groups and develop knowledge and skills pertaining to leadership, power, communication, negotiation and conflict management, and change management.
3. Develop skills to handle group development, conflict management and contribute to building positive organization climate in the work space.
4. Familiarize with basic organizational processes to bring about organizational effectiveness and organizational change.

Course Outcomes

On completion of this course, the students will be able to:

CO1: Familiarize with basic individual and group behavioral aspects that influence organizational effectiveness, sustainability and change.

CO2: Understand inter-personal behavior in work groups and develop knowledge and skills in communication, and relationship building.

CO3: Understand and manage interpersonal relationships and thus maintain better workplace environment.

CO4: Understand and participate in handling issues related to individual behavior and inter-personal behavior

Course Description:

This course fulfills behavioral requirements of BBA students and is open to any graduate student with interest in the material. This course covers essential content in addressing behavioral science concepts for application across corporate or business management domains. The course focuses on Group and Organizational dimensions of behavioural science. It provides exposure to multiple behavioral theories and application of theory in understanding the behavior of employees at work. Lectures and readings provide students with an overview of theories and their implementation. Group activities provide the opportunity to apply learning to practice simulations, and assignments to synthesize lectures and readings into intellectual and creative documents.

Course Structure:

Unit I: Group and Interpersonal Dimensions: Group Formation, Classification, Stages of Group Development, Dysfunctional Groups, Group Decision Making; Conflict Management - Types of Conflicts, Traditional and modern approaches to Conflict, Resolution of Conflict; Leadership – Styles & Theories; Power; Communication; Negotiation

[30 Lecture Hours]

Unit II: Organizational Dimensions and Processes: Organization Culture – Concept; Organizational Climate - Concept, Determinants, OCTAPACE Model; Organizational Effectiveness - Concept and Measurement; Organizational Change – Concept, Resistance and Management.

[30 Lecture Hours]

Text Book(s):-

1. Aswathappa, K.: Organization Behaviour, Himalaya Publishing House, Mumbai.
2. Prasad, L.M.: Organization Theory and Behaviour, HPH, New Delhi.
3. Luthans, F.: Organizational Behaviour, Ed. VII, PHI, New Delhi.

Reference Book(s) & other resources:-

1. Robins, S.P. and Sanghi, S.: Organizational Behaviour, Ed. XI, Pearson-Education, New Delhi.
2. Sakaran, U.: Organizational Behaviour, TMH, N. Delhi.
3. Newstrom, J. W. and Davis, K: Organizational Behaviour: Human Behaviour at Work, Ed. V. New Delhi: Tata McGraw Hill.
4. Mullins, L. J.: Management and Organizational Behaviour, Pearson- Education, N. Delhi.

Project:

The class will be divided into groups consisting of 5 members in each. Each group will interact with 20 people to understand the behavioural and attitudinal changes observed in them in the pandemic crisis. The objective of the project is to acquaint the students with the relevance of the behavioural theories and concepts. Students are required to submit the report just after mid-semester examination. Each group will present their work in the class such that all students should have an idea of the practical and managerial implications of behavioural concepts.

Modes of Evaluation: Assignment/Quiz/Project/Presentation/Extempore/Written Exam


Examination Scheme:

Components	Internal	Attendance	Mid-Term	End-Term
Weightage (%)	30	00	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and Pos											
	Course Outcomes (COs)									Mapped Program Outcomes	
CO1	Familiarize with basic individual and group behavioral aspects that influence organizational effectiveness, sustainability and change.									PO1, PO 2	
CO2	Understand inter-personal behavior in work groups and develop knowledge and skills in communication, and relationship building.									PO1,PO2, PO3, PO 6, PSO2	
CO3	Understand and manage interpersonal relationships and thus maintain better workplace environment.									PO2, PO4, PO 6, PSO1	
CO4	Understand and participate in handling issues related to individual behavior and inter-personal behavior									PO5, PO6, PO7	
		Management Knowledge	Problem Solution	Leadership and Organization Skills	Ethics	Environment and Sustainability	Life-long Learning	Creativity and Innovation	Prepare basic knowledge, skills, tools and techniques to enable them to take up higher studies and research	Development of entrepreneurial skills and spirit.	Develop competencies to be socially responsible business professionals.
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO 1	PSO 2	PSO3
OBH11005	Behavioral Science II	3	3	2	1	1	2	2	1	1	3

1=weakly mapped
2= moderately mapped
3=strongly mapped

Name: Enrolment No:	
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Course: OBH11005 – Behavioral Science II

Program: BBA
Time: 03 Hrs.

Semester: III
Max. Marks: 50

Instructions:

Attempt All Questions from **Section A** (Each Carrying 2 Marks); any **Four Questions** from **Section B** (Each Carrying 5 Marks). Any **Two Questions from Section C** (Each Carrying 10 Marks).

SECTION A (Answer All Questions)

1.	What is the significance of behavioral skills in the organizational setting?	Remembering	CO1
2.	Discuss your understanding of the terms, <i>Values, Ethics & Beliefs</i> with the help of a suitable example.	Understanding	CO1
3.	Discuss the key features of Transaction Analysis.	Remembering	CO2
4.	Discuss relevance of JOHARI Window in self-analysis and self-development.	Remembering	CO1
5.	Discuss the subjects contributing to the study of Organizational Behaviour.	Remembering	CO1

SECTION B

1.	As the team leader/manager, how would you develop team spirit among your group of subordinates? Highlight on change in focus of the members from individual objectives to team objectives.	Understanding	CO2
2.	Have you ever been involved in a team where dominating team members hurt the team's performance? Share what type of conflict happened and how the team dealt with this.	Remembering	CO3, CO2
3.	What are the qualities that an effective leader must have in order to survive in today's competitive environment?	Understanding	CO 3
4.	What is Grape-vine communication? Give an illustration to explain how it occurs.	Analysing	CO3

SECTION C (Attempt any Two Questions)

1.	<p>Differing Perceptions</p> <p>Susan Harrington continued to drum her fingers on her desk. She had a real problem and wasn't sure what to do next. She had a lot of confidence in Jack Reed, but she suspected she was the last person in the office who did. Perhaps if she ran through the entire story again in her mind she would see the solution. Susan had been distribution manager for Clarkston Industries for almost twenty years. An early brush with the law and a short stay in prison had made her realize the importance of honesty and hard work. Henry Clarkston had given her a chance despite her record, and Susan had made the most of it. She now was one of the most respected managers in the company. Few people knew her background.</p> <p>Susan had hired Jack Reed fresh out of prison six months ago. Susan understood how Jack felt when Jack tried to explain his past</p>	Applying	CO4
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	<p>and asked for another chance. Susan decided to give him that chance just as Henry Clarkston had given her one. Jack eagerly accepted a job on the loading docks and could soon load a truck as fast as anyone in the crew. Things had gone well at first. Everyone seemed to like Jack, and he made several new friends. Susan had been vaguely disturbed about two months ago, however, when another dock worker reported his wallet missing. She confronted Jack about this and was reassured when Jack understood her concern and earnestly but calmly asserted his innocence. Susan was especially relieved when the wallet was found a few days later.</p> <p>The events of last week, however, had caused serious trouble. First, a new personnel clerk had come across records about Jack's past while updating employee files. Assuming that the information was common knowledge, the clerk had mentioned to several employees what a good thing it was to give ex-convicts like Jack a chance. The next day, someone in bookkeeping discovered some money missing from petty cash. Another worker claimed to have seen Jack in the area around the office strongbox, which was open during working hours, earlier that same day.</p> <p>Most people assumed Jack was the thief. Even the worker whose wallet had been misplaced suggested that perhaps Jack had indeed stolen it but had returned it when questioned. Several employees had approached Susan and requested that Jack be fired. Meanwhile, when Susan had discussed the problem with Jack, Jack had been defensive and sullen and said little about the petty-cash situation other than to deny stealing the money.</p> <p>To her dismay, Susan found that rethinking the story did little to solve his problem. Should she fire Jack? The evidence, of course, was purely circumstantial, yet everybody else seemed to see things quite clearly. Susan feared that if she did not fire Jack, she would lose everyone's trust and that some people might even begin to question her own motives.</p> <p>Case Questions: [5+5=10 Marks]</p> <p>A) Explain the events in this case in terms of perception. Does personality play a role?</p> <p>B) What should Susan do? Should she fire Jack or give him another chance?</p>		
2.	"Perception of an individual is strongly influenced by the perceiver, the perceived and the situation." Discuss the statement with diagnosis of an incident.	Applying	CO4
3.	As a change agent, which model do you think is most appropriate for implementing change? Discuss.	Creating	CO4

SOC14100	Community Service	L	T	P	C
Version 1.0		-	-	-	1
Pre-requisites/Exposure	Knowledge of Basic English				
Co-requisites	Knowledge of Basic Computer Skills				

Course Objectives

1. To familiarise the students on the concept 'giving back to the society'.
2. To familiarize the students on the issues faced by marginalized communities.
3. To provide an experiential platform to the students on any one or two issues as an internship.

Course Outcomes

On completion of this course, the students will be able to

CO1: Understand the concept of social responsibility through an internship.

CO2: Acquire hands on experience in 'giving back to the society' through the concept of social responsibility through an internship.

Catalog Description

Along with Intelligent Quotient, it is important for students to enhance their Emotional Quotient as well. The Social Internship offers opportunity to the student to be empathetic towards social issues facing our society. To help and support the affected community / cause through a field internship is the essence of the course in 'giving back to the society'.

Course Content

Unit I:

Introduction to the course. A brief on social issues facing the society with both global and Indian examples.

Unit II:

Minimum 24 hours of field work on a social issue and helping the marginalized / affected community / cause with photographs and testimonies.

Unit III:

Submission of individual reflection on the social service rendered.

The benefits that accrue to the students are

A.) Subjective

1. Psychosomatic benefits: Volunteering increases overall life satisfaction and also helps to relive stress and acts as an anti-depressant.
2. Intellectual benefits: Enhances knowledge through new experiences, and develops communication skills.

3. Career benefits : Enhances career prospects by acquisition of work-related skills, builds good references for employers and provides a forum to network with future potential employers. It also The experience allows gained helps students to take up leadership positions. Letters of recommendation can also be easily sought. Research shows that students who indulge in volunteer work perform better in studies as it invigorates their passion for learning
4. Personal benefits : Real world skills like leadership, problem-solving, collaboration with others, time management and communication skills, learn patience and empathy.
5. Connect learning to real world and enables deeper and lifelong learning.

B.) Community

1. Collective benefits: Strong interpersonal bonds are created, and leads to increased civic and social awareness and responsibility.

Further Reading :

1. Tadevosyan, Gohar & Schoenhuth, Michael. Participatory Research Approach : Principles, Challenges and Perspectives. http://ysu.am/files/01G_Tadevosyan_M_Schoenhuth.pdf
2. Bergold, Jarg & Thomas Stefan. Participatory Research Methods: A Methodological Approach in Motion <http://www.qualitative-research.net/index.php/fqs/article/view/1801/3334>

Plan of Work

1. Reading on social issues facing the society with both global and Indian examples.
2. Selecting an issue where the student wishes to contribute and wants to make a difference.
3. Areas - The internship may be broadly completed by getting in touch with NGO in your city / town / Police / Municipal Corporation / Local Gram Panchayat / Hospital / State Health Department / Women & Child Development Centre / CSR departments of Corporates / school / Old Age Home / Orphanage / Literacy Drive / Aanganwadi Centres / etc.
4. **Online Discussion** – Through discussion, students elaborate their preferred area of work with reference to the Global Scenario and India. Reason for choosing that area also needs and resources of the people in their area of Social Internship and also submit the testimonials, which include signature of the authority where students initiated their work, or the signature of the authority in whose area students are currently working or photographs of work (photographs must include students working).
5. **Final Report Submission** - Submission of the Testimonials include signatures of the authorities you have worked with, or the signature of the authority in whose area you have worked or photographs of your work (photographs must include you working). Students' accomplishment in their area of operation along with the major successes student experienced and major challenges faced.
6. Students will submit the complete elaborated report along with testimonials and completion certificate in the form of signed Template
 - The registration for all students will open twice, during winter and summer breaks. They may enroll for the internship in either of the two breaks.

- The student will have to submit a continuous record of their 10 to 15 days internship in the form of photographs and testimonies (wherever required).

Mode and Scheme of Online Evaluation:

Modes of Evaluation: Online – Quiz / Assignment / Discussions / Case Studies

Examination Scheme:

Components	MSE (Discussion Initiating Internship Template)	+	MSE III (Detailed Assignment – Report Submission + Testimonials Photographs/Videos) Student Experience Sharing Video	ESE
Weightage (%)	0		0	100

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Understand the concept of social responsibility through an internship.	PO6, PS03
CO2	Acquire hands on experience in ‘giving back to the society’ through the concept of social responsibility through an internship.	PO6, PS03

		Management Knowledge	Problem Solution	Leadership and Organization Skills	Ethics	Environment and Sustainability	Life-long Learning	Creativity and Innovation	Prepare basic knowledge, skills, tools and techniques to enable them to take up	Development of entrepreneurial skills and spirit.	Develop competencies to be socially responsible business professionals.
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
SOC14100	Community Service	-	-	-	-	-	3	-	-	-	3

1=weakly mapped
 2= moderately mapped
 3=strongly mapped

EIC11001	Venture Ideation	L	T	P	C
Version 2.0		2	0	0	2
Pre-requisites/Exposure	Basic knowledge of English and computer applications such as Internet Explorer and MS Office				
Co-requisites	--				

Course Objectives

1. To help the students understand the way to be an Entrepreneur
2. To identify the right business opportunity
3. To empower students to perform a technical feasibility study and thereby developing a prototype
4. To help students in identifying their customers using primary and secondary research methods.
5. Expose students to various factors of market and competition with the help of market feasibility study, forecasting techniques, business model canvass and insights about financial statements.
6. To prepare students with finalizing their entrepreneurial Portfolio

Course Outcomes

On completion of this course, the students will be able to:

- CO1. Assess personal capacity in the context of the entrepreneurial process
- CO2. Assess characteristics of successful entrepreneurs and entrepreneurial forms and processes
- CO3. Apply resources, research and tools for Entrepreneurial ventures
- CO4. Analyze and apply opportunity identification techniques, feasibility terminology, processes and models
- CO5. Develop Ideation and planning documents for entrepreneurial venture

Catalog Description

Over the last decade, the core of our economy has been transitioning from one of industrial might, large monolithic corporations and mass production towards one of networks, flexible enterprises comprising many smaller units and unique value. This new economy is based on innovation originating in creativity and design; it is also disrupting long-standing and established employment patterns and bringing to the fore the importance of entrepreneurship. This core unit will bring together creativity, design and entrepreneurship at the conceptual and more practical level. It aims to explore the nature, determinants and consequences of creativity, design and entrepreneurship as well as the interaction between them.

Course Content

Unit 1. Introduction

6 hours

Preview of the Course, Introduction to the Course, Guest Lecture with U.S. Secretary of Commerce Penny Pritzker – Meaning of Innovation, Entrepreneurial opportunities, Factors influencing the feasibility of an innovation, Innovation strategy: technology-push or market-pull, Product-market fit, How to develop a business model, Walkthrough of the business model canvas, Welcome to Innovation for Entrepreneurs: From Idea to Marketplace.

Unit 2. Customer Discovery and Validation

6 hours

Customer types, Customer archetypes, Customer segments and business models, Customer segments, value propositions, product features, value mapping, interviewing customer, insights of your customers.

Unit 3: Product Understanding and Marketing.

6 hours

Customer value, The DNA of customer-centricity, Crossing the chasm, Qualitative and quantitative marketing research, importance and methods of market segmentation, Focusing on the target market, Beyond the chasm, Strategic implications of beyond the chasm, E-commerce: The internet as a selling platform.

Unit 4. Prototyping and Testing.

6 hours

Planning for prototyping, Rapid prototyping and development, Lean startup MVPs, Choosing a wire framing/UX prototyping tool, Anatomy of an experience map, What you'll learn from user testing, Analytics and insight, Troubleshooting your customer discovery, Levels of a product/service.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:

Components	Continuous Assessment (course era)	Summative Assessment (Video pitch for a business venture concept, Business model for a start-up using theories on creativity, design and entrepreneurship.)
Weightage (%)	50 %	50 %

Relationship between the Program Outcomes (POs), Program Specific Outcomes (PSOs) and Course Outcomes (COs)

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
C01	-	-	-	-	-	2	-	-	-	-	2	-	-	-
C02	-	-	-	-	-	3	-	-	-	-	3	-	-	-
C03	-	-	-	-	-	3	-	3	-	-	3	-	-	-
C04	-	-	-	-	-	2	-	3	-	-	3	-	-	-
C05	-	-	-	-	-	3	-	3	-	-	2	-	-	--
Average	-	-	-	-	-	2.6	-	3	-	-	2.6	-	-	--

1=Weakly mapped

2= Moderately mapped

3=Strongly mapped

MKT11003	Marketing Management-II	L	T	P	C
Version 1.1	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Understanding Marketing Management-I				
Co-requisites	--				
Academic year	2020-21				

Course objectives:

1. To develop fundamentals idea of marketing and others tools of marketing.
2. The course will help to learn different market moving techniques such as segmentation, targeting and positioning.
3. The course should develop idea on the application of various marketing tools in the marketplace.

Course Outcomes

On completion of this course, the students will be able to:

CO1: Discuss the different components of promotion, marketing information system and marketing research.

CO2: Identify the basics of different components of marketing: like selling skills, research tools and techniques etc.

CO3: Prepare marketing promotion mix model applications based on Product and New Product development process, Students will also know the Promotion strategy of a product or service.

CO4: Illustrate different contemporary issues in marketing to judge the best practices in the industries.

Course Description:

Marketing is the core objectives of each and every organization and without proper marketing outcome, the sustainability of the organization under a stake. Therefore, it is very common job of each management graduate that they should be very much clear about marketing understanding, how market operates, price design, promotion and different strategy of selling to generate more revenue for firms. This course covers all aspects like different tools of promotion and its applications, how to make effective selling and managing marketing information system and mostly important part which is marketing research to develop a strategic decision skills. The course will cover through group discussion, presentation, and real market problem discussion.

Course Structure

Unit-I 12 Hrs

Promotion: Promotion mix, IMC, Sales promotion, personal selling, direct marketing. Methods of promotion; Advertising, Measuring effective advertising media – their relative merits and limitations; sales promotion, Personal selling; and publicity.

Unit-II 10 Hrs

Marketing information system, Marketing Planning- Corporate, SBU, SWOT analysis, Porters Five Forces Model,

Unit-III 12 Hrs

Salesmanship and Qualities of Salesman: Buyer-seller dyads; Product knowledge; Customer knowledge – buying motives and selling points, Scientific Selling Process: Basic steps in personal selling – prospecting, pre-approach, and qualifying; concept of system selling.

UNIT-IV 12 Hrs

Marketing Research: Meaning, Definitions, Importance & Scope, Steps involved in Marketing Research, Major Techniques of Marketing Research, MIS

UNIT-V 12 Hrs

Contemporary topics

Services Marketing, Customer Relationship Management, Retail Management, Green Marketing, Digital Marketing (Basics only), Digital marketing, Web site design

Text Book(s):-

TH-1.Ramaswamy&Namakumari, Marketing Management, Sage, 6th Ed.

TH-2.Kotler Philip and Armstrong Gary: Principles of Marketing; Prentice-Hall of India, New Delhi.

TH-3.Stanton W.J., Etzel Michael J., and Walker Bruce J; Fundamentals of Marketing; McGraw-Hill, New York

Project:

The class will be divided into Groups consist of 5 members. Each Group will select a company of their choice respect to study the Marketing Mix of the Particular Company. The Project will be brief in the session 9. The objectives of the project is to acquaint the students Marketing mix application in respect to a specific company. Students are required to submit the report just after Mid semester examination. Each group will present before all student as a result all students should have idea of Marketing Mix of around 7 to 9 companies.

**Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination
Examination Scheme:**

Components	Mid Term	Attendance	Class Assessment	End Term
Weightage (%)	20	00	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and Pos		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Discuss the different components of marketing and its impact on business performance	PO1, PO 2
CO2	Identify the basics of different components of marketing: STP: Segmenting, Targeting and Positioning which is treated as heart of modern marketing and consumer decision making process.	PO1,PO2, PO3, PO 6, PSO2
CO3	Prepare marketing mix model applications based on Product and New Product development process, PLC. Students will also know the Pricing strategy of a product or service.	PO2, PO4, PO 6, PSO1
CO4	Illustrate different design channel of distribution, pricing in different products and modern retailing.	PO5, PO6, PO7

		Domain Knowledge	Problem Solution	Leadership and Organization Skills	Ethics	Environment and Sustainability	: Life-long Learning	Creativity and Innovation	Development of knowledge in the area of digital and allied technologies including digital tools such as SEO, SEM, social	Develop competencies to be socially responsible business professionals	Develop competencies to be socially responsible business professionals.
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO 1	PSO 2	PSO3
MKT11003	Marketing Management-II	2	3	1	1	1	2	1	1	1	

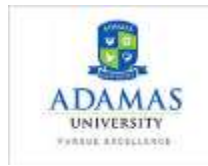
1= weakly mapped

2= moderately mapped

3=strongly mapped

Name:

Enrolment No:



ADAMAS UNIVERSITY
SCHOOL OF BUSINESS & ECONOMICS
END SEMESTER EXAMINATIONS
Course: MKT11003– Marketing Management II

Program: BBA- DM
Time: 03 Hrs.

Semester: IV
Max. Marks: 50

Instructions:

Attempt All Questions from **Section A** (Each Carrying 2 Marks); any **Four Questions** from **Section B** (Each Carrying 5 Marks). Any **Two Questions** from **Section C** (Each Carrying 10 Marks).

SECTION A (Answer All Questions)

1.	Define concept of societal marketing	Remembering	CO1
2	Compare and contrast between marketing vs. selling.	Understanding	CO1
3	Define the term marketing environment?	Remembering	CO2
4	What are different 4Ps of marketing	Remembering	CO1
5	What do you mean by reference pricing	Remembering	CO1

SECTION B

1.	Explain new product development concept? What are the different stages of new product development (NPD) Process?	Understanding	CO2
2	a) How to design up and down sides of price-oriented strategy?	Remembering	CO3, CO2
3.	Illustrate pricing method with suitable examples.	Understanding	CO 3
4.	Analyse how the low- end mobile handset makers in India realised the limitations of their price-oriented strategy and started brand development	Analysing	CO3

SECTION C (Attempt any Two Questions)

1.	After introducing popcorn and Sundrop cooking oil, ITC Agrotech launched wheat flour (atta) under the brand name Healthy world. US based food products firm, Congra, has 51 percent stake in ITC Agrotech. The vice president says, “We tool an Indian perspective out of the Congra portfolio with relevance to local palate...Healthy World marks our entry into mass market products.” Priced at Rs 18.50 for 1 kg pack, Healthy World comes in packs ranging from 500 gm to 1 kg. ITC Agrotech claims that it spent	Applying	CO4
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	<p>nearly one year on R& D before launching Healthy World, benchmarking it against national players in the branded atta category, players like HUL (Annapurna), Pillsbury. There are several regional brand too. Parameters such as softness, taste, colour and texture preferences are said to have been looked into in detail before finalizing the variant. “Our research revealed that the preferences in the North and South in India differ distinctly across almost all parameters of atta. While creamish to white colour and finer size is preferred in the South, the North consumer is more discerning as far as taste goes,” informs the marketing manager. Consumers in the South are more receptive to branded atta, but the North leads in consumption, where average monthly household consumption is 27 kg as against just 3 kg in the South. Conagra claims to be the largest miller in the US. ITC Agro took over the atta manufacturing portion of a partner in Chennai to streamline it in line with its parent company’s manufacturing process. What will also help ITC Agro is the fact that it has established itself as a health conscious manufacturer with Sundrop. The distribution network is already in place. In fact, the Healthy World packs too leverage this with the image of the boy somersaulting (The Sundrop trademark) with the proclamation- “from the makers of Sundrop.”</p> <p>The branded atta market is estimated to be in excess of Rs 350 crore, with category advertising spend of about Rs 20-25 crore. The theme line of Healthy World says, “More health. More Energy.”</p> <p>a) Develop a sales promotion plan to encourage continued consumption of Health World in North India.</p> <p>b) How would you make your sales promotion competition proof?</p> <p>c) Examine the result of sales promotion in the above matter?</p>		
2.	Discuss value philosophy of marketing and its application in Indian retail? Why do retailers develop their own private level brands?	Applying	CO4
3.	Design a product mix model a FMCG companies and describe its advantages and consequence in present market	Creating	CO4

FAC11008	Cost and Management Accounting	L	T	P	C
Version 1.1	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Understanding basic terms related to finance.				
Co-requisites	--				
Academic year	2020-21				

Course objectives:

8. Provide an understanding of the ways in which management accountants can provide relevant information for a variety of decisions to be made in managing any organisation.
9. Develop ability to identify, use and interpret the results of costing techniques appropriate to different activities and decisions and formulate and use standards and budgets for planning and control purposes.
10. Improving student's ability to understand the role of responsibility accounting and performance measurement; understand the behavioural implications of performance measurement and transfer pricing systems in divisionalised businesses.
11. Enhancing the appreciation for the need to relate management accounting systems to contemporary thinking about organisational planning and control.

Course Outcomes

On completion of this course, the students will be able to:

CO1: Explain the fundamental purposes of cost and management accounting. As part of this learning, students will be able to appreciate the *use of different costs for different purposes*.

CO2: Apply traditional and contemporary approaches to cost allocation.

CO3: Analyze relevant information for decision making purposes in order to produce financial analyses for a range of decisions such as product-mix, pricing, outsourcing and special orders.

CO4: Integrate the concept of standard costs with other theories to prepare budgets for planning and control purposes.

Course Description:

The subject 'Cost and Management Accounting' is very important and useful for optimum utilisation of existing resources. These are branches of accounting and had been developed due to limitations of financial accounting. It is an indispensable discipline for corporate management, as the information collected and presented to management based on cost and management accounting techniques helps management to solve not only specific problems but also guides them in decision making. Classroom activities including lectures, discussions and case studies (topped up with role play) will be designed to encourage students to get involved, absorb and assimilate inputs. These

activities will also be supplemented by group discussions, cooperative group solving problems, live projects, analysis of video cases and debates. Class participation is a fundamental aspect of this course. Students will be encouraged to actively take part in all group activities and to give an oral group presentation. Students will be expected to interact with media resources, such as, web sites, videos, and newspapers etc.

Course Structure

Unit I **10L**

Introduction and Accountants Role in the organization, Cost Allocations, Activity Based Costing; Activity Based Costing Exercises and Problem Solving

Unit II **10L**

Cost Volume Profit Analysis (CVP), Marginal Costing, CVP & Marginal Costing Exercises and Problem Solving.

Unit III **10L**

Standard Costing; Standard Costing, Exercises and Problem Solving, Planning: Master Budget, Budgets and Budgeting Cycles, Advantages, Steps in Developing Operating Budgets, Cash Budgets.

Unit IV **10L**

Flexible Budgets and Cost Variances, Flexible Budgets Exercises and Problem Solving; Cost Variances Exercises and Problem Solving

Unit V **10L**

Management Control Systems, Transfer Pricing; Transfer Pricing Exercises and Problem Solving

Text Book(s):-

2. Managerial Accounting: Ronald W Hilton, G Ramesh, M Jayadev, Tata McGraw-Hill
3. Cost Accounting: A Managerial Emphasis by Charles T. Horngren, Srikant M. Datar and George Foster, PHI Private Limited
4. Cost Accounting: A Managerial Emphasis by Horngren, Datar, Foster, Rajan and Ittner, Pearson

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:

Components	Mid Term	Attendance	Class Assessment	End Term
Weightage (%)	20	00	30	50


Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and POs

	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Explain the fundamental purposes of cost and management accounting. As part of this learning, students will be able to appreciate the use of different costs for different purposes.	PO1, PO 2
CO2	Apply traditional and contemporary approaches to cost allocation.	PO1,PO5, PO 3, PO 6, PSO2
CO3	Analyze relevant information for decision making purposes in order to produce financial analyses for a range of decisions such as product-mix, pricing, outsourcing and special orders.	PO2, PO4, PO 6, PSO1, PSO2
CO4	Integrate the concept of standard costs with other theories to prepare budgets for planning and control purposes.	PO5, PO6, PO7

		Domain Knowledge	Problem Solution	Leadership and Organization Skills	Ethics	Environment and Sustainability	: Life-long Learning	Creativity and Innovation	Development of knowledge in the area of digital and allied technologies including digital tools such as SEO, SEM, social	Develop competencies to be socially responsible business professionals
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO 1	PSO 2
FAC11008	Cost and Management Accounting	3	3	2	1	1	3	2	1	3

1= weakly mapped
2= moderately mapped
3=strongly mapped

Name:	
Enrolment No:	

ADAMAS UNIVERSITY
SCHOOL OF BUSINESS & ECONOMICS
END SEMESTER EXAMINATION
Course: FAC11008 – Cost and Management Accounting

Program: BBA
Time: 03 Hrs.

Semester: IV
Max. Marks: 50

Instructions:

Attempt All Questions from **Section A** (Each Carrying 2 Marks); any **Four Questions** from **Section B** (Each Carrying 5 Marks). Any **Two Questions** from **Section C** (Each Carrying 10 Marks).

SECTION A (Answer All Questions)

1.	Define Maximum Stock Level.	Remembering	CO1												
2	Define Economic Ordering Quantity.	Understanding	CO1												
3	State the main point of difference between Halsey and Rowan System.	Remembering	CO2												
4	State the difference between cost, price and value with an example.	Remembering	CO1												
5	What is the primary difference between cost accounting and management accounting?	Remembering	CO1												
SECTION B															
1.	Two components A and B are used as follows – Normal Usage – 50 per week each Maximum usage – 75 per week each Minimum usage – 25 per week each Re-order Quantity – A = 300 units; B = 500 units Re-order period – A == 4 to 6 weeks B == 2 to 4 weeks Calculate for each component (a) Re-order Level; (b) Minimum Level; (c) Maximum Level; (d) Average Stock Level	Understanding	CO2												
2	From the following particulars with respect to a particular item of materials of a manufacturing company, calculate the best quantity to order: <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Ordering quantities (Ton)</th> <th style="text-align: right;">Price per ton (₹)</th> </tr> </thead> <tbody> <tr> <td>Less than 250</td> <td style="text-align: right;">6.00</td> </tr> <tr> <td>250 but less than 800</td> <td style="text-align: right;">5.90</td> </tr> <tr> <td>800 but less than 2,000</td> <td style="text-align: right;">5.80</td> </tr> <tr> <td>2,000 but less than 4,000</td> <td style="text-align: right;">5.70</td> </tr> <tr> <td>4,000 and above</td> <td style="text-align: right;">5.60</td> </tr> </tbody> </table> The annual demand for the material is 4,000 ton. Stock holding costs are 20% of material cost p.a. The delivery cost per order is ₹6.0	Ordering quantities (Ton)	Price per ton (₹)	Less than 250	6.00	250 but less than 800	5.90	800 but less than 2,000	5.80	2,000 but less than 4,000	5.70	4,000 and above	5.60	Understanding	CO1
Ordering quantities (Ton)	Price per ton (₹)														
Less than 250	6.00														
250 but less than 800	5.90														
800 but less than 2,000	5.80														
2,000 but less than 4,000	5.70														
4,000 and above	5.60														
3.	Pepsi Company produces a single article. Following cost data is given about its product: Selling price per unit Rs.40 Marginal cost per unit Rs.24	Analyzing	CO3												

	Fixed cost per annum Rs. 16000 Calculate: (a)P/V ratio (b) break even sales (c) sales to earn a profit of Rs. 2,000 (d) Profit at sales of Rs. 60,000?																		
4.	Johnny Ltd. manufactures a single product having a marginal cost of Rs. 1.50 per unit. Fixed cost is Rs. 30,000 per annum. The market is such that up to 40,000 units can be sold at a price of Rs. 3.00 per unit, but any additional sale must be made at Rs. 2.00 per unit. Company has a planned profit of Rs. 50,000. How many units must be made and sold	Analysing	CO3																
SECTION C (Attempt any Two Questions)																			
1.	Prepare a statement showing the pricing of issues, on the basis of (a) Simple Average and (b) Weighted Average methods from the following information pertaining to Material-DS 2016 March 1 Purchased 100 units @ ₹10 each 2 Purchased 200 units @ ₹ 10.2 each. 5 Issued 250 units to Job X vide M.R.No.12 7 Purchased 200 units @ ₹10.50 each 10 Purchased 300 units @ ₹10.80 each 13 Issued 200 units to Job Y vide M.R.No.15 18 Issued 200 units to Job Z vide M.R.No.17 20 Purchased 100 units @ ₹11 each 25 Issued 150 units to Job K vide M.R.No.25	Applying	CO4																
2.	A company is providing its product to the consumer through the wholesalers. The managing director of the company thinks that if the company starts selling through retailers or to the consumers directly, it can increase its sales, charge higher prices and make more profit. On the basis of the following information, advise the managing director whether the company should change its channel of distribution or not:	Applying	CO4																
<table border="1"> <thead> <tr> <th>Particulars</th> <th>Wholesaler</th> <th>Retailer</th> <th>Consumer</th> </tr> </thead> <tbody> <tr> <td>Sales per unit (Rs.)</td> <td>3.60</td> <td>5.25</td> <td>6.00</td> </tr> <tr> <td>Estimated Sales per year (units)</td> <td>1, 00, 000</td> <td>1, 20, 000</td> <td>1, 80, 000</td> </tr> <tr> <td>Selling and distribution Overheads (per unit in Rs.)</td> <td>0.40</td> <td>1.00</td> <td>1.50</td> </tr> </tbody> </table>		Particulars	Wholesaler	Retailer	Consumer	Sales per unit (Rs.)	3.60	5.25	6.00	Estimated Sales per year (units)	1, 00, 000	1, 20, 000	1, 80, 000	Selling and distribution Overheads (per unit in Rs.)	0.40	1.00	1.50		
Particulars	Wholesaler	Retailer	Consumer																
Sales per unit (Rs.)	3.60	5.25	6.00																
Estimated Sales per year (units)	1, 00, 000	1, 20, 000	1, 80, 000																
Selling and distribution Overheads (per unit in Rs.)	0.40	1.00	1.50																
3.	From the following information's find out: a. P/V Ratio	Creating	CO4																

	b. Sales & c. Margin of Safety Fixed Cost = Rs.40, 000 Profit = Rs. 20,000 B.E.P. = Rs. 80,000		
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OBH11006	Human Resource Management II	L	T	P	C
Version 1.0	Contact Hours - 60	3	1	0	4
Prerequisites/Exposure	Understanding of the general principles of management				
Co-requisites	Understanding of Organization Behaviour and Business Communication				
Academic Year	2020-2021				

Course Objectives:

The objective of the course is to educate the student such that he/she understands:

5. Training and career development, training needs analysis, principles of wage determination, salary structure, grades, range, overtime payments etc.
6. Job evaluation, its purpose, methods and procedure, wage policies and regulations in India,
7. Performance management systems in the present organizations
8. Industrial relations machinery, preventive and settlement machinery, grievance and the procedure for the redressal of grievance, roles, rights and responsibilities of trade union, collective bargaining process in the organizations
9. Worker's participation in management, quality of work life, health and safety, voluntary welfare schemes for education, recreation, housing, medical services, an outline of social security measure, etc. In organizations.

Course Outcome:

On completion of this course the students will be able to:

CO1: Discuss the concept of training and development and its relevance in organizations.

CO2: Develop necessary skill set for application of various HR issues.

CO3: Analyse the strategic issues and strategies required to select and develop manpower resources.

CO4: Examine the knowledge of HR concepts to take correct business decisions.

Course Description:

This course provides an introduction to the various functions of human resource management to learn performance management system, Industrial relations machinery, preventive and settlement machinery, grievance and the procedure for the redressal of grievance, roles, rights and responsibilities of trade union, collective bargaining, worker's participation in management, quality of work life, health and safety, voluntary welfare schemes for education, recreation, housing, medical services, an outline of social security measure, etc.

Course Contents:

Unit I: Introduction to Training & Development: Definition and Concept, Features, Objectives, Functions, Process, Concept and Significance of Training, Training Needs, Training Methods, Types of Training [10 L]

Unit II: Performance appraisal: Introduction, Concept of Performance Appraisal, Purpose, Process, Methods, Major Issues in Performance Appraisal [10 L]

Unit III: Wages and Salary: Introduction, Nature and significance of Wage and Salary Administration, Theories of Wages, Methods of Wage Fixation [10 L]

Unit IV: Incentives: Introduction, Concept of Incentives, Effective Incentive system, Types of Incentive Scheme [8 L]

Unit V: Employee Relations: Introduction, Concept, Managing Discipline, Managing Grievance, Employee Counseling, Trade Union, Industrial Disputes [8 L]

Unit VI: Employee Empowerment: Introduction, Concept of Employee Empowerment, Process of Empowerment, Empowerment in Indian Scenario, Empowerment in Global Scenario [7 L]

Unit VII: Selective Cases on the above topics. [7 L]

Suggested Readings:

Text Book(s):-

T1: Aswathappa, K.: Human Resource Management, Text & Cases, McGraw Hill (India), New Delhi.

T2: Bhattacharya, D.K.: Human Resource Management.

T3: SubbaRao, P.: Essential of HRM and Industrial Relations.

T4: Memoria, C.B.: Personnel Management.

Reference Book(s) & other resources:-

1. Monappa, Arun: Managing Human Resource.
2. Monappa & Saiyadain: Personnel Management, Tata McGraw Hill, New Delhi.
3. Patnayak, Biswajeet: Human Resource Management, Ed. 3rd, 2006, PHI, New Delhi.
4. Armstrong, Michael: A handbook of HRM practice, Kgan Page Limited, London.
5. Rao, VSP: Human Resource Management: Text and Concept, Excel Books, New Delhi.

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam

Examination Scheme:

Components	Internal	Attendance	Mid Term	End Term
Weightage (%)	30	00	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)


Mapping between COs and Pos		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Discuss the concept of training and development and its relevance in organizations.	PO1, PO2, PSO1
CO2	Develop necessary skill set for application of various HR issues.	PO1,PO2, PO3, PO 6, PSO2
CO3	Analyse the strategic issues and strategies required to select and develop manpower resources.	PO2, PO4, PO 6, PSO1
CO4	Examine the knowledge of HR concepts to take correct business decisions.	PO5, PO6, PO7, PSO2

		Management Knowledge	Problem Solution	Leadership and Organization Skills	Ethics	Environment and Sustainability	: Life-long Learning	Creativity and Innovation	Prepare basic knowledge, skills, tools and techniques to enable them to take up higher studies and research	Development of entrepreneurial skills and spirit.	Develop competencies to be socially responsible business professionals.
Course Code	Course Title	PO1	PO2	PO3	PO4	PO 5	PO 6	PO7	PSO 1	PSO 2	PSO 3
OBH11006	Human Resource Management II	3	3	2	1	1	2	2	1	1	

1=weakly mapped

2= moderately mapped

3=strongly mapped

Name: Enrolment No:			
Course: OBH11006--- Human Resource Management II Program: BBA Time: 03 Hrs. Instructions: Attempt All Questions from Section A (Each Carrying 2 Marks); any Four Questions from Section B (Each Carrying 5Marks). Any Two Questions from Section C (Each Carrying 10 Marks).			
SEMESTER: IV Max. Marks: 50			
SECTION A (Answer All Questions)			
1.	What is MBO?	Remembering	CO1
2	Why training is important for any organization?	Remembering	CO1
3	Define potential appraisal.	Remembering	CO1
4	What do you understand IR?	Remembering	CO1
5	Explain collective bargaining.	Understanding	CO2
SECTION B			
1.	Define the role of trade union in any organization. Elucidate your answer with suitable examples.	Remembering	CO2
2	What is the difference between training and development in any organization? Explain your answer.	Remembering	CO1
3.	Suppose HR planners estimate that because of several technological innovations your company will need 25 percent fewer employees in three years. What actions would you take today?	Understanding	CO2
4.	Briefly define the difference between on-the- job and off –the –job training in a company. Elucidate your answer with examples.	Remembering	CO3
SECTION C (Attempt any Two Questions)			
1.	Read the case carefully and solve the questions. Shravan, President of Apex Door, has a problem. No matter how often he tells his employees how to do their jobs, they invariably “decide to do it their way”, as he puts it and arguments ensue between Shravan, the employee and the employee’s supervisor. One example is the door-design department, where the designers are expected to work with the architects to design doors that meet the specifications. While it’s not “rocket science”, as Shravan puts it, the designers invariably make mistakes- such as designing in too much steel, a problem that may cost Apex tens of thousands of wasted rupees, once you consider the number of doors in, say a 30 storey office tower. The current training process is as follows. None of the jobs has a training manual, although several have somewhat out-of-date job descriptions. The training for new people is all on the job. Usually, the person leaving the company trains the new	Applying	CO4

	<p>person during the one or two week overlap period, but if there's no overlap, the new person is trained as well as possible by other employees who have filled occasionally on the job in the past. The training is basically the same throughout the company-for machinists, secretaries, assemblers and accounting clerks, for example.</p> <p>Questions What do you think is Apex's training process?</p> <p>a) Could it help to explain why employees "do things their way" and if so, how?</p> <p>b) Explain in detail what you would do to improve the training process at Apex. Make sure to provide specific suggestions.</p>		
2.	<p>(a) Critically examine the importance of 360 degree performance appraisal technique.</p> <p>(b) Do you think training and development programmes are essential at all levels of management? Justify your answer with proper illustrations.</p>	Analysing	CO3
3.	<p>"Organizations don't change, people change and then people change organizations." How does HRD change people? Elucidate your answer with proper illustrations.</p>	Applying	CO4

IST11001	Management Information System & ERP	L	T	P	C
Version 1.0	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Basic Knowledge about Management Principles				
Co-requisites	-				

Course Objectives

1. To describe the role of information technology and decision support systems in business and record the current issues with those of the firm to solve business problems.
2. To introduce the fundamental principles of computer-based information systems analysis and design and develop an understanding of the principles and techniques used.
3. To enable students understand the various knowledge representation methods and different expert system structures as strategic weapons to counter the threats to business and make business more competitive.
4. To enable the students to use information to assess the impact of the Internet and Internet technology on electronic commerce and electronic business and understand the specific threats and vulnerabilities of computer systems.
5. To provide the theoretical models used in database management systems to answer business questions.

Course Outcomes

On completion of this course, the students will be able to

- CO11. Relate the basic concepts and technologies used in the field of management information systems.
- CO12. Compare the processes of developing and implementing information systems.
- CO13. Outline the role of the ethical, social, and security issues of information systems.
- CO14. Translate the role of information systems in organizations, the strategic management processes, with the implications for the management.
- CO15. Apply the understanding of how various information systems like DBMS work together to accomplish the information objectives of an organization along with implementation of MIS.

Catalog Description

This course helps students see the connection between information systems (IS) and business performance. The use of information and communication technologies (ICT) by individuals and organizations dominates the business world. There is a fundamental change going on in the way that organizations run businesses and interact with each other. New types of infrastructure and applications are developed and utilized such as ERP (enterprise resource planning), IOS (inter-organizational systems), RFID (radio frequency identification), CRM (customer relationship management), to name a few. The aim of the course is to enable students to assess the opportunities and problems that managers in a wide range of organizations face as they attempt to use these IT applications to add value to their businesses. It also aims to help students understand transformational changes within and across industries. These changes have strategic implications for many businesses.

Course Content

Unit I: Introduction**10 Lecture Hours**

Basic concepts in organization and management. Information technology versus information systems. Concept of fit between an organization and its information systems.

Unit II: Decision Making**12 Lecture Hours**

Management Decision Types – Structured, Semi-structured, Unstructured. Role of information systems in decision making. Transaction Processing Systems, Management Information Systems, Decision Support systems.

Unit III: Information Systems**12 Lecture Hours**

Information Systems and Competitive Advantage. Porter’s 5 Forces Model, impact of information systems on industry dynamics. Concept of value chain and eco-systems and impact of information systems on a firm and its eco-system’s performance. ERP, SCM and KMS systems.

Unit IV: Data and Information Management**14 Lecture Hours**

Components of information technology infrastructure. Changing parameters of computing – mainframes to client servers to cloud computing. Importance of Data, Data Management Concepts. Keeping abreast of current trends in IT : Social, Mobile, Analytics, Cloud, AI, ML.

Unit V: IT Implementation**12 Lecture Hours**

Deploying information systems in organizations. Make or Buy. IT implementation Life Cycle. In-house versus Outsourcing.

Reference Books

1. Jawadekar, W.S., “Management Information Systems”, Tata McGraw Hill Private Limited, New Delhi, 2009.
2. Kenneth C. Laudon and Jane P. Laudon: “Management Information Systems” 9/e, Pearson Education, New Delhi.
3. Alex Leon and Mathew Leon: “Data Base Management Systems”, Vikas Publishing House, New Delhi.
4. Goyal, D.P.: “Management Information System”, MACMILLAN India Limited, New Delhi, 2008.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination**Examination Scheme:**

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and Pos

	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Relate the basic concepts and technologies used in the field of management information systems.	PO1, PO6
CO2	Compare the processes of developing and implementing information systems	PO2, PO6, PO7
CO3	Outline the role of the ethical, social, and security issues of information systems	PO4, PO5, PO6
CO4	Translate the role of information systems in organizations, the strategic management processes, with the implications for the management.	PO1, PO4, PO6, PO7
CO5	Apply the understanding of how various information systems like DBMS work together to accomplish the information objectives of an organization along with implementation of MIS.	PO1, PO2, PO3, PO4, PO6, PO7


		Management Knowledge	Problem Solution	Leadership and Organization Skills	Ethics	Environment and Sustainability	Life-long Learning	Creativity and Innovation	Prepare basic knowledge, skills, tools and techniques to enable them to take up higher studies and research.	Development of entrepreneurial skills and spirit.	Develop competencies to be socially responsible business professionals.
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
IST11001	Management Information System & ERP	3	2	1	3	1	3	2	3	3	3

1=weakly mapped

2= moderately mapped

3=strongly mapped

Model Question Paper

Name: Enrolment No:			
Course: IST11001 –Management Information system & ERP Program: BBA Time: 03 Hrs. Semester: IV Max. Marks: 50			
Instructions: Attempt All Questions from Section A (Each Carrying 2 Marks); any Four Questions from Section B (Each Carrying 5 Marks). Any Two Questions from Section C (Each Carrying 10 Marks).			
SECTION A (Answer All Questions)			
1.	Define MIS. (Remembering)	2	CO1
2.	Define Data and Information. (Remembering)	2	CO1
3.	Explain the meaning of Data Mining. (Understanding)	2	CO2
4.	Define Structured Decision. (Remembering)	2	CO4
5.	Define ERP. (Remembering)	2	CO4
SECTION B			
1.	Explain Information Life Cycle (Understanding)	5	CO4
2.	Distinguish between Strategic Decision and Stand Alone Decision. (Analyzing)	5	CO1
3.	State the ethical issues involved in Planning of MIS implementation. (Analyzing)	5	CO3
4.	Explain Software Reliability. (Analyzing)	5	CO5
SECTION C (Attempt any Two Questions)			
1.	Organization Structure influences MIS and in turn, MIS influences Organization Structure – Discuss in detail with suitable example. (Creating)	10	CO5
2.	Explain the need and demerits of Information System Audit. (Understanding)	10	CO3
3.	Define DBMS. (Remembering)	4	CO5
	Explain the need for using as a database management system while thinking of implementation of MIS in the organization. (Understanding)	6	

MGT11005	Introduction to Research Methodology	L	T	P	C
Version 1.2	Contact Hours – 60	3	1	0	4
Pre-requisites/Exposure	Basic idea of Mathematics				
Co-requisites	--				
Academic year	2020-21				

Course Objectives

1. To provide understanding and learning fundamental concepts in the field of Business Research.
2. To get detail idea how to design research in relation to various business Problem.
3. To equip the students with research tools to conduct research and analysis for effective decision making.
4. To explore in the area of proposal writing and report preparation.

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

CO 1- Discuss basic concept of research methodology, identification of problem etc.

CO 2- Recognize and develop on understanding of qualitative and quantitative research.

CO3- Identify different Concept of Measurement and Levels of measurement and hypothesis testing.

CO 4- Demonstrate different statistical tools with different business problems

CO 5: Develop knowledge and skills on writing of research report

Course Description:

In present market scenario business decision can be taken on concrete practical evidences. Research methodology is an important subject for every business professional to take a fact based decision for the organization. It is fundamental subjects for the business that are making their business in analytics based decision making. This course will help the students to get knowledge on identification of research problem in relation to various business problems, design of problem, collection of information, development of questionnaire, analysis of the data by using different statistical tools.

Course Contents:

UNIT I:

14 Hrs

Introduction: Concept of Research and Its Application in Various Functions of Management, Types of Research, Types of Business Problems Encountered by the Researcher, Problems and Precautions to the Researchers.

Process of Research: Steps Involved in Research Process. Research Design: Various Methods of Research Design, Collection of Data.

UNIT II: 10 Hrs

Concept of Sample, Sample Size and Sampling Procedure, Various Types of Sampling Techniques, Determination and Selection of Sample Member, Types of Data: Secondary and Primary, Various Methods of Collection and Data,

UNIT-III: 12 Hrs

Preparation of Questionnaire and Schedule, Types of Questions, Sequencing of Questions, Check Questions, Length of Questionnaire, Precautions in Preparation of Questionnaire and Collection of Data. Measurement and scaling techniques.

UNIT- IV: 14 Hrs

Unit- Analysis of Data: Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance, Use of SPSS / Excel in Data Analysis, Testing of hypothesis- mean, proportion, variances; Application and Analysis of Variance (ANOVA). Measurement and Central Tendency, Measure of Dispersion and their Advantages.

UNIT V 8 Hrs

Report Preparation: Types and Layout of Research Report, Precautions in Preparing the Research Report. Bibliography and Annexure in the Report: Their Significance, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons.

Suggested Readings:

- 1. Kothari C R – Research Methodology Methods & Techniques (New Age International Publishers)**
- 2 Saunders - Research Methods for Business students (Prentice hall, 2nd Edition, 2007)**
- 2. Cooper and Schindler - Business Research Methods (Tata Mc Graw Hill, 9th Edition)**

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:

Components	Mid Term	Attendance	Class Assessment	End Term
Weightage (%)	20	00	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and Pos		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Discuss basic concept of research methodology, identification of problem etc.	PO1, PO 2
CO2	Recognize and develop on understanding of qualitative and quantitative research.	PO1,PO2, PO3, PO 6, PSO2
CO3	Identify different Concept of Measurement and Levels of measurement and hypothesis testing.	PO2, PO4, PO 6, PSO1
CO4	Demonstrate different statistical tools with different business problems.	PO5, PO6, PO7
CO5	Develop knowledge and skills on writing of research report.	PO4, PO5, PSO 2

Course Code	Course Title	Management Knowledge	Problem Solution	Leadership and Organization Skills	Ethics	Environment and Sustainability	Life-long Learning	Creativity and Innovation	Prepare basic knowledge, skills, tools and techniques to enable them to take up	Development of entrepreneurial skills	Develop competencies to be socially responsible business professionals.
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO 1	PSO 2	PSO3
MGT11005	Introduction to research methodology	2	2	3	2	1	2	2	3	1	

1= weakly mapped

2= moderately mapped

3=strongly mapped

Name:
Enrolment No:



Course: MGT11005– Introduction to Research Methodology
Program: BBA **Semester: IV**
Time: 03 Hrs. **Max. Marks: 50**

Instructions:

Attempt All Questions from **Section A** (Each Carrying 2 Marks); any **Four Questions** from **Section B** (Each Carrying 5 Marks). Any **Two Questions** from **Section C** (Each Carrying 10 Marks).

SECTION A (Answer All Questions)

1.	Define concept of research methodology	Remembering	CO1
2.	Compare and contrast between research method and methodology	Understanding	CO1
3.	Define independent and dependent variables	Remembering	CO2
4.	What are important aspects of questionnaire	Remembering	CO1
5.	What do you mean hypothesis testing?	Remembering	CO1

SECTION B

1.	Explain the criteria of goodness of measurement scale.	Understanding	CO2
2.	How does the case study method differ from survey method?	Remembering	CO3, CO2
3.	Illustrate and explain the procedure of selection of random sample.	Understanding	CO 3
4.	Analyse the merits and limitations of case study method in business research	Analysing	CO3

SECTION C (Attempt any Two Questions)

1.	<p>1. Set up an analysis of variance table for the following per acre production data for three varieties of wheat, each grown on 4 plots and state if the verity differences are significant. (Critical value- 4.26).</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th colspan="4">Per acre production data</th> </tr> <tr> <th rowspan="2">Plot of land</th> <th colspan="3">Variety of wheat</th> </tr> <tr> <th>A</th> <th>B</th> <th>C</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>6</td> <td>5</td> <td>5</td> </tr> <tr> <td>2</td> <td>7</td> <td>5</td> <td>4</td> </tr> <tr> <td>3</td> <td>3</td> <td>3</td> <td>3</td> </tr> <tr> <td>4</td> <td>8</td> <td>7</td> <td>4</td> </tr> </tbody> </table>	Per acre production data				Plot of land	Variety of wheat			A	B	C	1	6	5	5	2	7	5	4	3	3	3	3	4	8	7	4	Applying	CO4
Per acre production data																														
Plot of land	Variety of wheat																													
	A	B	C																											
1	6	5	5																											
2	7	5	4																											
3	3	3	3																											
4	8	7	4																											
2.	Two researchers adopted different sampling techniques while	Applying	CO4																											

investigating the same group of customers to find the number of customers falling in different buying-intelligence levels.

Researcher	No of customers in each level				Total
	Below average	Average	Above average	Genius	
1	86	60	44	10	200
2	40	33	25	2	100
Total	126	93	69	12	300

Are the two sampling techniques and buying intelligence significantly independence. Test at 5% level of significance (value-7.815)

3. Develop a research questionnaire in relation to a market problem with the help of Likert and multiple scaling.

Creating

CO4

EIC11001	Entrepreneurship Development	L	T	P	C
Version 1.0	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Basic understanding of business, innovation and marketing				
Co-requisites	--				

Course Objectives:

1. To expose students about entrepreneurship and its importance in every sector of economy since it opens up the door for enterprise creation in every sector of business.
2. Skilling up youth is to encourage them to set up their own micro/small enterprises or engage themselves productively in larger enterprises.
3. Creating an entrepreneurial eco-system essential in our country.
4. Developing an entrepreneurship movement through its education.

Course Outcomes:

On completion of this course, the students will be able to:

- CO1. Understanding the basic fundamentals of entrepreneurship.
CO2. Recognise the importance of having strong entrepreneurial characteristics.
CO3. Process of business idea generation and converting the idea into a business model.
CO4. Role of government agencies that renders support in terms of policies, assistances etc.
CO5. Sustenance and growth of the enterprises by start-up entrepreneurs.

Catalogue Description

Entrepreneurship is generally understood to be the practice of starting new business organisations in response to perceived opportunities. It results in establishment of small one-person businesses as also large organisations capable of creating many job opportunities. Entrepreneurship has been identified as one of the major trends shaping business, economy and even society. The modern study of entrepreneurship owes a lot to the pioneering efforts of Joseph Schumpeter and other economists. Similarly, Frank Wright, Peter Drucker, and many others have successfully contributed to the growth of entrepreneurship theory, practice and research. In recent times, entrepreneurship and entrepreneurs have received a lot of attention from academicians, writers, media, and general public. The achievements and contributions of entrepreneurs have been acknowledged by society. Many entrepreneurs are honoured and awarded for their achievements nationally as well as internationally.

Course Content:

Module 1:

10 Lecture Hours

Introduction - Understanding the meaning of Entrepreneurial ship - Characteristics of an Entrepreneur - Classification of the Entrepreneurs – MSME Classification in India- Entrepreneurial Scene in India - Factors influencing Entrepreneurship.

Module II **10 Lecture Hours**

Early Career Dilemmas of an Entrepreneur, The Entrepreneur’s Role, Task and personality
A typology of Entrepreneurs: Defining Survival and success, Entrepreneurship as a Style of Management

Module III **10 Lecture Hours**

Entrepreneurial growth - Role played by government and Non-Government agencies - EDP’s, WBIDC, SIDBI, IDBI, IFCI. Rural Entrepreneurs - Small scale entrepreneurs and Export Entrepreneurs .

Module IV **10 Lecture Hours**

Business plan, Business idea generation Techniques - Identification of Business Opportunities - Marketing Feasibility - Financial Feasibility - Technical - Legal - Managerial and Location Feasibility.

Module V **10 Lecture Hours**

Project Appraisal - Methods - Techniques - Preparation of Business Plan - Content of a Business Plan - Project Report.

Module VI **10 Lecture Hours**

Start of an enterprise - Franchising and Acquisition - Product Strategies - Pricing Strategies - Distribution Strategies - Promotional Strategies. How to be a successful Entrepreneur? Learning to be Successful - Successful entrepreneurs.

Reference Books:

1. Vasant Desai - Dynamics of Entrepreneurial Development and Management. HPH(2019)
2. Khanna - Entrepreneurial Development. S. CHAND (2018)
3. Rajeev Roy- Entrepreneurship, Oxford University Press

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam

Examination Scheme:

Components	Internal	Attendance	Mid Term	End Term
Weightage (%)	30	00	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)


Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Understanding the basic fundamentals of entrepreneurship.	PO1, PO2
CO2	Recognise the importance of having strong entrepreneurial characteristics.	PO1,PO2, PO3, PSO1
CO3	Process of business idea generation and converting the idea into a business model.	PO1, PO2, PO3, PO4, PO5, PO4,

CO4	Role of government agencies that renders support in terms of policies, assistances etc.	PO1, PO5, PO7, PSO2
CO5	Sustenance and growth of the enterprises by start-up entrepreneurs.	PO11, PO12

Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO 1	PSO 2	PSO3
EIC11002	Entrepreneurship Development	3	3	-	-	-	-	3	3	-	3

1=weakly mapped
2= moderately mapped
3=strongly mapped

Model Question Paper

Name: Enrolment No:			
Course: EIC11002 Entrepreneurship Development Program: BBA Time: 3 Hrs. Semester: IV Max. Marks: 50			
Instructions: Attempt any five questions from Section A (each carrying 2 marks); any Three Questions from Section B (each carrying 10 marks). Section C is Compulsory (carrying 10 marks).			
Section A (Attempt any Three)			
1.	What are the characteristics of an entrepreneur?	2	CO1
2.	Write principles of effectuation.	2	CO2

3.	What is the flow of an entrepreneurial idea?	2	CO4
4.	What is design thinking?	2	CO3
5	What is practice venture?	2	CO5
6	Define small and micro enterprise.	2	CO4
	SECTION B		
7.	Explain the factors influencing entrepreneurship.	10	CO2
8.	Write a business plan for a service idea.	10	CO4
9.	Explain the Government support available to start-up ventures.	10	CO1
	SECTION C is Compulsory		
10.	Case Study on Distribution and IT	10	CO3 and CO5

IST11002	Spreadsheet and Its Application in Business	L	T	P	C
Version 1.0	Contact Hours – 30	0	0	4	2
Pre-requisites/Exposure	Basic Computer Knowledge				
Co-requisites	-				

Course Objectives

1. To equip students with basic understanding of Spreadsheets.
2. To help students to understand the application of Spreadsheets in business.
3. To help students to be skilled in advanced formulas and functions.
4. To help students to perform operations and data analysis using Spreadsheets.

Course Outcomes

On completion of this course, the students will be able to

- CO16. Understand and adapt skills to perform basic tasks using Spreadsheet.
CO17. Apply skills to analyze data.
CO18. Apply skills to perform tasks using Spreadsheet related to business.

Course Description

Data is the essence of everything these days. Skillful data analysis gives edge to a company over its competitors. For data analysis, knowledge of exact process is very essential. This course enables students to intricacies of MS Excel as a Spreadsheet software. After completion of this course students will be well aware of the basic and advanced excel features which will allow them to perform data analysis in real time. This will also help them while they are searching for job by increasing their employability skills.

Course Content

Unit-1 Introduction to MS Excel

10 Lecture Hours

Introduction, Working with Excel Workbook, Sheets, Cells, Basic and Advanced Formatting, Filtering Data, Sorting Data – Basic and Advanced, Printing Datasheets.

Unit-2: Excel Formulas and Functions

10 Lecture Hours

Introducing Formulas and Functions – Using formulas, Auto sum, Using Relative and Absolute References.

Unit-3: Business Application of Spreadsheet

10 Lecture Hours

Creating Charts, Working with Lookups, Pivot Tables, Goal Seek, Scenarios, Data Validation, Removing Duplicates, Hyperlinking – within and outside Excel. Tracking Changes, Introduction to Macros.

Reference Books

1. Alexander M, Kusleika R, Walkenbach J, "Excel 2019 Bible", Wiley.

2. Frye C, "Microsoft Excel 2019 Step by Step", Microsoft

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Mid Term	Attendance	Class Assessment	End Term
Weightage (%)	20	00	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)


Mapping between COs and Pos		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Understand and adapt skills to perform basic tasks using Spreadsheet.	PO1, PO6
CO2	Apply skills to analyze data.	PO2, PO4, PO6
CO3	Apply skills to perform tasks using Spreadsheet related to business.	PO1, PO2, PO4, PO6, PO7

		Management Knowledge	Problem Solution	Leadership and Organization Skills	Ethics	Environment and Sustainability	Life-long Learning	Creativity and Innovation	Prepare basic knowledge, skills, tools and techniques to enable them to take up higher studies and research.	Development of entrepreneurial skills and spirit.	Develop competencies to be socially responsible business professionals.
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
IST11002	Spreadsheet and Its Application in Business	3	3	-	3	-	3	1	3	3	3

1=weakly mapped

2= moderately mapped

3=strongly mapped

Name:			
Enrolment No:			
Course: IST11002 – Spreadsheet and Its Application in Business Program: BBA Time: 03 Hrs. Semester: IV Max. Marks: 50			
Instructions: Attempt All Questions from Section A (Each Carrying 2 Marks); any Four Questions from Section B (Each Carrying 5 Marks). Any Two Questions from Section C (Each Carrying 10 Marks).			
SECTION A (Answer All Questions)			
1.	Explain Absolute Cell Reference. (E)	1	CO1
2.	Explain the use of AutoSum. (E)	1	CO2
3.	Explain the term Data Range. (E)	1	CO3
4.	Explain when to use Pie Chart. (E)	1	CO3
5.	Define Data. (U)	1	CO1
SECTION B			
1.	List the steps of Absolute Cell Referencing. (A)	5	CO1
2.	List the steps of using CONCATENATE in MS Excel. (A)	5	CO2
3.	List the steps of Hyperlinking a Cell in a Single Worksheet from outside links. (A)	5	CO3
4.	List out the merits of MS Excel in Business Data Analysis. (A)	5	CO1
SECTION C (Attempt any Two Questions)			
1.	Create an Employee Payroll System. State by using VLOOKUP how the data can be retrieved at a glance. (C)	10	CO3
2.	Create a Student Database and then list the steps using PIVOT TABLE how data filter can be applied.	10	CO3
3.	Create a Region wise Sales Database and apply Conditional Formatting selecting Salesmen from different regions depending on their Monthly Sales achieved and % achieved of Total Monthly Sales. List all the steps. (C)	10	CO2

PSG11021	Human Values and Professional Ethics	L	T	P	C
Version 1.0		2	0	0	2
Pre-requisites/Exposure	--				
Co-requisites	--				

Course Objectives

- To inculcate human values and professional ethics in students.
- To enhance the understanding of students towards personal, professional & societal relationships and achieve harmony in life.
- To develop moral responsibilities and ethical vision.

Course Outcomes

At the completion of the course, the student should be able to:

- CO1. Understand the importance of values, ethics, harmony and lifelong learning in personal and professional life
- CO2. Apply the knowledge to perform self-exploration and transformation augmenting harmony, peace and positivity in the surroundings
- CO3. Appreciate the core values that shape the ethical behavior of a professional

Catalog Description

This course aims to develop an understanding for a movement from rule based society to a relationship based society. Apart from teaching values, this course encourages students to discover what values are for them and for society. Self-exploration also enables them to critically evaluate their pre-conditionings and present beliefs. It is designed in a way where students get familiar with the Ethical Code of Conduct, Ethical Dilemma, Conflict of Interest and all this will help them eventually in their professional life.

Course Content

Unit I: Introduction to Human Values: Character, Integrity, Credibility, Mutual Respect, Dedication, Perseverance, Humility and Perception. Self-Assessment & Analysis, Setting Life Goals, Consciousness and Self-Transformation. Team Work, Conflict Resolution, Influencing and Winning People, Anger Management, Forgiveness and Peace, Morality, Conscience. Yoga and Spirituality

Unit II: Harmony and Life Long Learning: Harmony in human being, Nature and Existence. Harmony in family and society –Responsibilities towards society, Respecting teachers. Transition from School to College - Freedom & Responsibilities, Respecting Cultural Diversity, Learning beyond the Classrooms, Independent study and research

Unit III: Introduction to Professional Ethics: Work Ethics, Engineering Ethics, Moral Dilemma, Moral Development Theories, Ethical Theories- Kantianism, Utilitarianism, etc , Case Studies for Choice of the theory, Code of Ethics

Unit IV: Individual to Global Issues: Industrial Standards, A Balanced Outlook on Law, Safety,

Responsibility, Rights, Confidentiality, Conflict of Interest, Occupational Crime, Whistle Blowing, Environmental Ethics, Business Conduct in MNC, E-Professionalism (IPR, Internet Ethics & Privacy issues)

Text Books

1. Shetty, Foundation Course in Human Values and Professional Ethics [R.R. Gaur, R. Sangal, G.P. Bagaria]

Modes of Evaluation: Quiz/Assignment/ Seminar/Written Examination Scheme:

Components	MSE I	MSE II (Activity)	Quiz/Assignment/Seminars etc	ESE
Weightage (%)	10	10	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Programme Outcomes
CO1	Understand the importance of values, ethics, harmony and lifelong learning in personal and professional life	PO8
CO2	Apply the knowledge to perform self-exploration and transformation augmenting harmony, peace and positivity in the surroundings	PO6
CO3	Appreciate the core values that shape the ethical behavior of a professional	PO8

Course Code	Course Title	Engineering Knowledge PO1	Problem analysis PO2	Design/development of solutions PO3	Conduct investigations of complex PO4	Modern tool usage PO5	The engineer and society PO6	Environment and sustainability PO7	Ethics PO8	Individual or team work PO9	Communication PO10	Project management and finance PO11	Life-long Learning PO12
PSG11021	Human Values and Professional Ethics						2		1 & 3				

1=weakly mapped

2= moderately mapped

3=strongly mapped

Course Outcomes Assessment

This course strongly contributes towards the program outcomes '**Ethics (P08)**' and '**Life Long Learning (P012)**' moderately contributes towards the program outcome '**The Engineer and Society (P06)**' and weakly contributes towards '**Environment and Sustainability (P07)**'. The outcome will be measured by the performance of students in various class tests/assignments in addition to the End Semester Examination (ESE) that contains significant number of questions/activities, related to becoming a better human being and professional.

CLASS ACTIVITY/ASSIGNMENT SHEET

The following activities are provided as base guidelines. The teacher may go beyond these to attain

the desired course outcomes.

CLASS ACTIVITY 1: SELF ANALYSIS

Introduce yourself. What are your goals in life? How do you set your goals in life? How do you differentiate between right and wrong? What have been your achievements and shortcoming in life? Analyse them.

CLASS ACTIVITY 2: SETTING GOALS

Short term goals and long term goals (discussing one's goals). How do we set our goal? How to handle

responsibilities which have to be fulfilled while working for goals. CLASS ACTIVITY 3: HARMONY

Now-a-days, there is a lot of voice about many techno-genic maladies such as energy and natural

resource depletion, environmental pollution, global warming, ozone depletion, deforestation, soil

degradation, etc. – all these seem to be man-made problems threatening the survival of life on Earth

– What is the root cause of these maladies & what is the way out in your opinion?

On the other hand, there is rapidly growing danger because of nuclear proliferation, arms race, terrorism, criminalization of politics, large scale corruption, scams, breakdown of relationships, generation gap, depression & suicidal attempts, etc. – what do you think, is the root cause of these threats to human happiness and peace – what could be the way out in your opinion?

CLASS ACTIVITY 4: BIOGRAPHY

Read biography of a successful person in your field. Share his/her journey from start to fame. What characteristic traits and qualities made that person achieve success? How can you cultivate these attributes in yourself?

CLASS ACTIVITY 5: CASE STUDIES ON ETHICS

Provide Case Studies related to ethical issues to team of students and ask questions. The team will

need to discuss and then state the answers with justification. CLASS ACTIVITY 6: SELF EVALUATION

The course is going to be over now. Evaluate your state before and after the course in terms of

- a. Thought

- b. Behavior
- c. Work
- d. Realization

Do you have any plan to participate in the transition of the society after graduating from the institute? Write a brief note on it.

MODEL QUESTION**Course: PSG11021 - Human Values and Professional Ethics****Programme: UG All program****Semester: I Time: 03 hrs.****Max. Marks: 50****Instructions:**

Attempt any **Four Questions** from **Section A** (each carrying 6 marks); any **Two Questions** from **Section B** (each carrying 10 marks). **Section C** is Compulsory (carrying 16 marks).

SECTION A (Attempt any Four Questions)

1.	What do you mean by happiness and Prosperity? Critically examine the prevailing notions of happiness in the society and their consequences.	[06]
2.	How do the current world views lead to contradictions and dilemmas in professional life? – Explain.	[06]
3.	What do you mean by ‘Universal Human Order’?	[06]
4.	“Physical facilities are necessary and complete for animals, while they are necessary but not complete for humans.” Comment.	[06]
5.	Why do you think that there should be emphasis on Life Long Learning in the current academic setting?	[06]

SECTION B (Attempt any Two Questions)

6.	Critically examine the issues in professional ethics in the current scenario. List any five unethical practices in profession today and the methods being tried to curb them.	[10]
7.	What are the implications of value based living at all four levels of living? Explain.	[10]
8.	Discuss the Basic Aspects and Characteristic Features of Kohlberg’s Theory and Gilligan’s Theory.	[10]

SECTION C is Compulsory

9.	<p style="text-align: center;">Case Study</p> <p style="text-align: center;">VI HI FI Hose Company</p> <p>Anhydrous ammonia is used to fertilize the crops. The anhydrous ammonia reacts violently with water. Pressurized tanks provided with wheels carry this fertilizer, and tanks are pulled by tractors. Farmers take these tanks on rent. They take on rent or purchase the hose to carry this ammonia from the tank to perforated blades that dig into the soil and spread ammonia. Leaks from the hose are very dangerous.</p> <p>In the past, the hoses were made of steel-mesh reinforced rubber, which were similar to automobile tyres. Later, the reinforced-plastic hoses were introduced and they satisfied the standards. The VI HI FI has been marketing these hose to the farmers. The officials of the company arranged for testing the hose as a consultancy work in the Agricultural College. The tests indicated that the plastic did not react initially to the anhydrous</p>	[8+8]
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ammonia. But over the years, the plastic was found to degrade and lose some mechanical properties. Hence, the company attached warnings on all the hoses, indicating that they should be replaced periodically.

After a few years of use of the product in the market, several accidents occurred where the hoses ruptured during use and severely injured and blinded the farmers. Legal action followed and the company argued in defense that the farmers had misused the hoses and not heeded the replacement warnings. But they have to make substantial out-of-court settlements. The company then dropped the product line and advertised in the press asking the farmers to turn-in their hoses for full refunds. The advertisement stated that the hoses are 'obsolete', and not that are unsafe.

(a) What are the factual, conceptual and normative issues?

(b) What are the methods suggested for resolving these issues?

OBH11008	Compensation & Rewards Management	L	T	P	C
Version 1.0	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Understanding of HRM function and practices				
Co-requisites	Understanding of strategic impact of HRM on business				
Academic Year	2020-2021				

Course Objectives

1. To learn basic compensation concepts and the context of compensation practice
2. To illustrate different ways to strengthen the pay-for-performance link
3. To learn the concepts of payment and employee benefits issues for contingent workers
4. To understand the Legal Framework of Employee Compensation
5. To learn some of the implications of strategic compensation and possible employer approaches to managing legally required benefits

Course Outcome

On completion of this course the students will be able to:

- CO1: Discuss and design a pay system that is consistent for employees within the organization (internal consistency).
- CO2: Develop a pay structure that will ensure that the firm is competitive with other similar firms (external competitiveness), and conduct a market survey to determine appropriate pay levels and administer a compensation system according to the firm's policies and the legal requirements.
- CO3: Analyse a variety of reward systems used to determine individual pay levels.
- CO4: Examine typical employee benefits components and systems, and describe in detail those that are legally required.

Course Description:

This course examines the full range of compensation topics with emphasis on how compensation systems will likely impact productivity, equity, and the firm's ability to recruit and keep highly skilled and motivated employees. Topics include: equity issues and requirements; design and use of wage and salary surveys; performance, merit and incentive pay systems; statutory and non-statutory employee benefit packages and systems; and administration of compensation systems. It includes an in-depth exploration of various compensation systems to establish policy formulation, internal/external equity, and legal requirements. Participants will develop competencies in salary surveys, and benefits administration.

Course Contents

Topics covered in this module include:

Unit I: Wage and Salary: Meaning and Concept of Wage and Salary; Objectives, Principles and Importance of Wage and Salary Administration; Theories of Wage and Salary; **Employee Reward System:** Concept, Components of Employee Reward, and Factors affecting the Rate of Pay.

[10 L]

Unit II: Wage and Salary Determination: Wage and Salary Structure, Essentials of a sound Wage and Salary Structure, Purpose & Types; Concept of Minimum Wages, Fair Wages,

Living Wages: Need Based Wages, Dearness Allowance, Fringe Benefits, Bonus and Executive Compensation.

[10 L]

Unit III: Machineries for Wages and Salary Fixation: Wage Laws, Wage Boards, Pay Commission, Adjudication, Collective Bargaining etc.

[10 L]

Unit IV: Techniques for Fixation of Wage and Salary Levels: Concept (Basic Elements only): Job Analysis, Job Description, Job Specification, Job Evaluation, Work Study.

[10 L]

Unit V: Wage Payment System: Time Wage, Piece Wage, Balance Method; Wage Incentives: Meaning, Essentials of a Sound Incentive Plan, Types of Wage Incentive Plans, Indian Practices.

[10 L]

Unit VI: Legislation and Compensation: Payment of Wages Act, 1936; Minimum Wages Act, 1948; Equal Remuneration Act, 1976; **Other Legislations:** Payment of Bonus Act, 1965; Payment of Gratuity Act, 1971; Employee's Provident Funds; and Miscellaneous Provisions Act, 1952.

[10 L]

Suggested Readings:

Text Book(s):-

1. Belcher, D.W.: Wage and Salary Administration, Prentice Hall.
2. Dasgupta, A.K.: A Theory of Wage Policy, OUP.

Reference Book(s) & other resources:-

1. Armstrong, Michael: Employee Rewards, Kogan Page.
2. Armstrong and Murlis; Reward Management: A Handbook of Salary Administration, Kogan Page.
3. Sarma, A. M.: Understanding Wage System.
4. Henderson R.: Compensation Management – Rewarding Performance, Prentice Hall Inc.

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam

Examination Scheme:


Components	Internal	Attendance	Mid-Term	End-Term
Weightage (%)	30	00	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Discuss and design a pay system that is consistent for employees within the organization (internal consistency).	PO1, PO2
CO2	Develop a pay structure that will ensure that the firm is competitive with other similar firms (external competitiveness), and conduct a market survey to determine appropriate pay levels and administer a compensation system according to the firm's policies and the legal requirements.	PO1, PO2, PO3, PO6, PSO2
CO3	Analyse a variety of reward systems used to determine individual pay levels.	PO2, PO4, PO5, PSO1
CO4	Examine typical employee benefits components and systems, and describe in detail those that are legally required.	PO5, PO6, PO7, PSO2

		Management Knowledge	Problem Solution	Leadership and Organization Skills	Ethics	Environment and Sustainability	: Life-long Learning	Creativity and Innovation	Prepare basic knowledge, skills, tools and techniques to enable them to take up higher studies and research	Development of entrepreneurial skills and spirit.	Develop competencies to be socially responsible business professionals
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO 1	PSO 2	PSO3
OBH11008	Compensation & Reward Management	3	-	3	3	1	2	2	1	1	3

- 1= weakly mapped
- 2= moderately mapped
- 3=strongly mapped

Name:			
Enrolment No:			
Course: OBH11008--- Compensation & Reward Management Program: BBA Semester: V Time: 03 Hrs. Max. Marks: 50 Instructions: Attempt All Questions from Section A (Each Carrying 2 Marks); any Four Questions from Section B (Each Carrying 5Marks). Any Two Questions from Section C (Each Carrying 10 Marks).			
SECTION A (Answer All Questions)			
1.	Define living wage.	Remembering	CO1
2	Explain broad banding.	Understanding	CO2
3	What is need based minimum wage?	Remembering	CO1
4	Explain job design.	Understanding	CO2
5	What do you mean by job enrichment?	Remembering	CO1
SECTION B			
1.	Discuss and explain the various types of wage payment system in India.	Understanding	CO2
2	Explain the difference between intrinsic and extrinsic rewards? Elucidate your answer with suitable examples.	Understanding	CO2
3.	Suppose HR planners estimate that because of several technological innovations your company will need 25 percent fewer employees in three years. What actions would you take today?	Understanding	CO2
4.	Do you think compensation plans are linked to business strategy of an organization? Justify your answer.	Analysing	CO3
SECTION C (Attempt any Two Questions)			
1.	Examine the provision for fixation of wage period and time of payment of wages under the Payment of Wages Act, 1936.	Analysing	CO3
2.	‘Job rotation, job enlargement and job enrichment are simply attempts by managers to avoid individuals at work.’ Comment. An individual hired for a position finds out that the work he was asked to do was not the work he was hired to do. Is it possible? Discuss.	Applying	CO5
3.	Examine the provisions of the Minimum Wages Act, 1948 relating to method of wage payment.	Analysing	CO3

FAC11010	Investment Management	L	T	P	C
Version 1.1	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Understanding basic financial terms				
Co-requisites	--				
Academic year	2020-21				

Course objectives:

12. The objective of this course is to introduce the intuition and concepts of Investment analysis and portfolio management.
13. Two broad decisions have been taken by any investors: allocation of the total investment in available asset classes and how to select the assets within asset classes for investment. The decision of allocation and selection of investment assets is based on the trade-off between risk and return, availability of the risk mitigating tools and investment horizon with other parameters.
14. The aim of the course is to provide the theoretical underpinning of the subject with the implications in the real world.
15. The course will help the participants in developing skills required to conduct assessment of current issues covered by media and specialized journals.

Course Outcomes

On completion of this course, the students will be able to:

CO1: Explain the concept of financial instruments and explain how they work in detail, contrast key characteristics of given financial instruments, briefly recall important historical trends in the innovation of markets, trading and financial instruments

CO2: Apply key facts related to the historical return and risk of bond and equity markets

CO3: Analyze market microstructure and evaluate its importance to investors and the fundamental drivers of diversification as an investment strategy for investors

CO4: Integrate various financial concepts and apply them to give suggestions to investors regarding investment.

Course Description:

Investment philosophy suggests that investments have to be done in the best possible manner to get the best return within stipulated time and considering all the risks, be it individual or corporate. Investment professionals are key players in a dynamic and ever-changing business environment, encompassing key decisions on behalf of the investors. Classroom activities including lectures, discussions and case studies (topped up with role play) will be designed to encourage students to get involved, absorb and assimilate inputs. These activities will also be supplemented by group discussions, cooperative group solving problems, live projects,

analysis of video cases and debates. Class participation is a fundamental aspect of this course. Students will be encouraged to actively take part in all group activities and to give an oral group presentation. Students will be expected to interact with media resources, such as, web sites, videos, and newspapers etc.

Course Structure

Unit 1: Financial markets and instruments 10L

Money and bond markets; Money market instruments; Bond market instruments; Equity markets; Equity instruments; Derivatives markets; Managed funds; Exchange traded funds; Exchange trading and over-the-counter trading; Clearing, settlements, margin trading, short sales and contingent orders; Regulation of financial markets.

Unit 2: Fund management and investment 10L

Historical mutual fund performance; Market efficiency and behavioral finance; Return based trading strategies; Performance of hedge funds; Statistical arbitrage.

Unit 3: Market microstructure 10L

Types of markets; Limit Order Markets; Bid-ask bounce (Roll); Adverse selection (Glosten-Milgrom); Optimal insider trading (Kyle); Market microstructure and investment analysis.

Unit 4: Diversification 10L

Expected portfolio returns and variance; Utility functions and expected utility; Risk aversion; The mean-variance problem; the index model; Abnormal returns: Treynor-Black model; Factor models.

Unit 5: Portfolio immunization 10L

Bond math; Term structure of interest rates; Yield to maturity; Duration; Immunization of bond and equity portfolios.

Unit 6: Risk and performance measurement 10L

Types of risk; Risk decomposition; Value-at-risk (VaR); Risk-adjusted performance measures; Performance measurement with changing portfolios (market timing).

Text Book(s):-

1. Investment Management by V.K. Bhalla
2. Financial Management by I.M.Pandey (Vikas Publication)

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Mid Term	Attendance	Class Assessment	End Term
Weightage (%)	20	00	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and POs

	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Explain the concept of financial instruments and explain how they work in detail, contrast key characteristics of given financial instruments, briefly recall important historical trends in the innovation of markets, trading and financial instruments	PO1, PO2, PSO1
CO2	Apply key facts related to the historical return and risk of bond and equity markets	PO1, PO2, PO3, PO 6, PSO2
CO3	Analyze market microstructure and evaluate its importance to investors and the fundamental drivers of diversification as an investment strategy for investors	PO2, PO4, PO 6, PSO1
CO4	Integrate various financial concepts and apply them to give suggestions to investors regarding investment.	PO5, PO7, PSO2

		Management Knowledge	Problem Solution	Leadership and Organization Skills	Ethics	Environment and Sustainability	Life-long Learning	Creativity and Innovation	Prepare basic knowledge, skills, tools and techniques to enable them to take up	Development of entrepreneurial skills and spirit.	Develop competencies to be socially responsible business professionals
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO 1	PSO 2	PSO3
FAC11010	Investment Management	3	3	2	1	1	1	1	3	3	-

1= weakly mapped
2= moderately mapped
3=strongly mapped

Name: Enrolment No:	
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Course: FAC11010 – Investment Management**Program: BBA**
Time: 03 Hrs.**Semester: V**
Max. Marks: 50**Instructions:**

Attempt All Questions from **Section A** (Each Carrying 2 Marks); **Four Questions** from **Section B** (Each Carrying 5 Marks). Any **Two Questions** from **Section C** (Each Carrying 10 Marks).

SECTION A (Answer All Questions)

1.	Define yield to maturity with an example.	Remembering	CO1
2	Define Net Asset Value (NAV). Write few lines on NAV of mutual funds.	Remembering	CO1
3	How do you define Capital Asset Pricing Model (CAPM)?	Remembering	CO2
4	What is a Systematic Investment Plan (SIP). Are they part of mutual fund?	Understanding	CO1
5	A company paid dividend of Rs.3.70 in the previous year. The dividends in the futures are expected to grow perpetually at a rate of 8%. Find out the share price today if the market capitalizes dividend at 12%.	Analyzing	CO1
SECTION B			
1.	Suppose you borrow a 3 year loan of Rs.10000 at 9% from your employer to buy a motorcycle. If your employer requires three equal end-of-year repayments, then what will be the annual instalment amount? Show the loan amortization schedule.	Understanding	CO2
2	Suppose an investor is considering purchase of 5 year Rs.1000 par value bond bearing a nominal rate of interest of 7% per annum. The investor's required rate of return is 8%. What should he be willing to pay now to purchase the bond if it matures at par?	Understanding	CO1
3.	Write a note on limits to diversification. Draw a graph of it as well explaining the limits.	Analyzing	CO3
4.	Write a note on portfolio of risky and risk free security along with the graph.	Analysing	CO3
SECTION C (Attempt any Two Questions)			
1.	Answer the following questions: a) What are the features of equity fund? b) Mention the type of equity funds. c) What are the benefits of investing in equity fund? d) Write a short note on taxation of equity funds. e) How does a mutual fund work?	Applying	CO4
2.	1. Calculate the correlations between two securities X and Y based on the following data. (10)	Applying	CO4

		State of economy	Probability	Returns of X	Returns of Y		
		A	.1	-8	14		
		B	.2	10	-4		
		C	.4	8	6		
		D	.2	5	15		
		E	.1	-4	20		
3.	Write a note on Zero correlation and positive correlation along with graph.					Creating	CO4

OBH11009	Performance Management Systems	L	T	P	C
Version 1.1	Contact Hours - 60	3	1	0	1
Pre-requisites/Exposure	Understanding of the function and practices of HRM				
Co-requisites	Understanding of strategic planning and intent				
Academic Year	2020-21				

Course Objectives:

The objective of the course is to inculcate among the students the ability to:

1. Design an organization's Performance Management Process that is compliant with law and supports organizational mission and strategy.
2. Compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems.
3. Employ job-related performance standards and performance indicators that reflect the employee's range of responsibilities.
4. Assess how increased employee involvement can contribute to effective performance and coach employees to identify career paths and resources available to support individual development.
5. Identify and communicate appropriate actions with employees (e.g. training and development, wage increase, promotion, bonus etc.) based on their performance strengths and weaknesses.

Course Outcomes:

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

- CO 1: Understand the introductory concept and theoretical framework of Performance Management
- CO 2: Understand the Performance Management Process & Appraisal Methods
- CO 3: Understand Performance Planning, Potential Appraisal and Competency Mapping
- CO 4: Understand the overall concepts of Compensation Management and Compensation related legislations
- CO 5: Develop an understanding on Compensation Systems, Wage & Salary Administration, Incentives and Profit Sharing, etc.
- CO 6: Understand the concepts, implications and applications of Benefits, Rewards & Recognition, Managerial Remuneration and International Compensation
- CO 7: Develop an understanding of legally required Discretionary Benefits and Protection Programs, Voluntary Retirement Scheme, Tax Planning, etc.

Course Description:

This course examines the importance of an effective Performance Management System in helping organizations define and achieve short and long term goals. It explains and reinforces the concept that Performance Management is not a one-time supervisory event, but an ongoing process of planning, facilitating, assessing, and improving individual and organizational performance. In addition, the course emphasizes the importance of measuring the effectiveness of human resource activities that are designed to enhance individual and

organizational performance.

Course Content:

Unit-I: Introduction to Performance Management: Perspective, Purpose, Principles of Performance Management; Relation of Performance Management with the other HR Processes: Link between Performance Management, Human Resource Development and Rewards Management; Theoretical framework of Performance Management.

[3 Lecture Hours]

Unit-II: Performance Management Process & Measurement: Process of Performance Management; Performance Management Cycle; Developing the person in the Role; Performance Coaching; Issues relating to measurement of results and behaviour; Collecting performance specific information; Performance Appraisal; Appraisal Methods (Traditional vs. Modern): Ranking, Forced Distribution, Paired Comparison, Check List, Critical Incident, Graphic Rating Scale, BARS, MBO, Human Resource Accounting, 360 degree Feedback: Uses, Rationale and Scope.

[10 Lecture Hours]

Unit-III: Performance Planning: Performance Management Planning Process; Evaluating the Performance Planning Process; Specific Issues relating to Team Performance Management; Concept of Potential Appraisal, Performance Appraisal and Potential Appraisal; Requirements for an Effective Potential Appraisal System; Understanding Competence and Competency; Issues in Competency Management; Competency Mapping: Approaches and Process; Competency Modeling and Competency Assessment.

[5 Lecture Hours]

Unit - IV: Compensation Management: An Overview - Compensation & Non-compensation Dimensions, Extrinsic & Intrinsic Compensation, 3-P Concept in Compensation Management, Compensation as Retention Strategy, Significant Compensation Issues, Strategic Compensation, Organisational and External Factors Affecting Compensation Strategies, Compensation Policies; **Compensation Related Legislations:** Wage Laws, Fair Labour Standards Act (FLSA), Pay Discrimination, Disabilities Act, Occupational Safety & Health related Legislations.

[4 Lecture Hours]

Unit - V: Compensation Systems: Seniority Pay, Merit Pay, Incentive Pay, Person-Focused Pay; **Designing Compensation Systems:** Internal Consistency, Job Analysis, Job Evaluation, External Competitiveness, Constructing Pay Structure, Pay Level Mix; **Wage & Salary Administration:** Wage Concept, Wage Policy, Institutional Mechanisms for Wage Determination, Pay Commission, Wage Boards, Public Sector Pay Revision, ILO and Collective Bargaining, Union Role in Wage and Salary Administration; **Incentives:** Types of Incentive Schemes, Wage Incentive Plans, Prevalent Systems & Guidelines for Effectives Incentive Schemes, Non-Monetary Incentives; **Profit Sharing:** Cafeteria Style of Compensation, Equity & Bonus, Problems related to Equity & Bonus, Employee Stock Option Plan (ESOP).

[7 Lecture Hours]

Unit - VI: Benefits: Concept, Nature and Classification of Employee Benefits, Employee Benefit Programs, Strategic Perspectives on Benefits, Factors Influencing Choice of Benefit

Program; **Rewards & Recognition:** Concept of Reward Management, Developing Reward Policies, Reward Strategy, Developing Total Reward Approach, Reward Management in Service Sector, Total Reward Framework of Service Industries in India, Factors affecting Reward Management Policies in Service Sector, Process of Designing a Successful Reward Strategy; **Managerial Remuneration:** Concept and Elements of Executive Compensation, CEO-to-worker pay ratio, Remuneration Ceilings, Benchmark Compensation Package as per the Industry Standards; **International Compensation:** Expatriate Compensation and its Objectives, Elements of Expatriate's Compensation Package.

[8 Lecture Hours]

Unit - VII: Legally Required Discretionary Benefits Protection Programs: Income & Health, Paid Time Off & Other Services, Social Security Administration (SSA), Unemployment & Retirement, Medicare & Workers Compensation, Retirement Benefits; **Voluntary Retirement Scheme:** Concept of Voluntary Retirement Scheme (VRS), Approaches to Deal with Workforce Redundancy, Costs and Benefits to the Company, VRS for Public Sector Employees, Worker Adjustment and Retraining Notification Act (WARN); **Tax Planning:** Concept of Tax Planning, Role of Tax Planning in Compensation Benefits, Tax-efficient Compensation Package, Tax Implications of Employee Compensation Package to Employer, Fixation of Tax Liability, Salary Restructuring, Recent Trends in Taxation.

[8 Lecture Hours]

Text Books:

1. Rao, T.V.: Appraising and Developing Managerial Performance, Excel Books.
2. Sharma, Davinder,: Performance Appraisal and Management, Himalaya Publishing House.
3. Bhattacharya, D.K.: Compensation Management, Oxford University Press.
4. Henderson, R.I.: Compensation Management in a knowledge-based world, Pearson Education.

Reference Books:

1. Aguinis, H.: Performance Management, Pearson Education.
2. Chadha: Performance Management, Excel Books.
3. Armstrong, Michael, Baron: Performance Management, Jaico Publishers.
4. Robert Bacal: Performance Management, McGraw-Hill Education, 2007.
5. Rao, T.V.: Performance Management and Appraisal Systems: HR Tools for Global Competitiveness, Response Books, New Delhi, 2007.
6. Kohli, A.S., Deb T.: Performance Management, Oxford University Press.
7. Mulkovich, G.T. & Newmann, J.: Compensation planning, McGraw Hill Publication.
8. Singh, B. D.: Compensation and reward management, Excel Publication.

Project:

The student is required to identify and approach a company and study its Performance Management System and Performance linked Compensation. This is required to be done in coordination with the company's HR team member if possible. The objective of the project is

to acquaint the students with the actual practices of Performance Management System and Compensation. Students are required to submit their project reports just after mid-semester examination. Each student is also required to present the work in the class such that all students have a clear idea of how Performance and Compensation are actually managed in the organizations.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:


Components	Mid Term	Attendance	Class Assessment	End Term
Weightage (%)	20	00	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and Pos		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Understand the introductory concept and theoretical framework of Performance Management	PO1, PO 2
CO2	Understand the Performance Management Process & Appraisal Methods	PO1,PO2, PO3, PO 6, PSO2
CO3	Understand Performance Planning, Potential Appraisal and Competency Mapping	PO2, PO4, PO 6, PSO1
CO4	Understand the overall concepts of Compensation Management and Compensation related legislations	PO5, PO6, PO7
CO5	Develop an understanding on Compensation Systems, Wage & Salary Administration, Incentives and Profit Sharing, etc.	PO2, PO4, PO 6, PSO1
CO6	Understand the concepts, implications and applications of Benefits, Rewards & Recognition, Managerial Remuneration and International Compensation	PO1,PO2, PO3, PO 6, PSO2
CO7	Develop an understanding of legally required Discretionary Benefits and Protection Programs, Voluntary Retirement Scheme, Tax Planning, etc.	PO5, PO6, PO7

Course Code	Course Title	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
OBH11009	Performance Management System	3	3	2	1	1	2	2	1	1	3

1=weakly mapped
2= moderately mapped
3=strongly mapped

Name: Enrolment No:			
Course: OBH11009 – Performance Management System Program: BBA Semester: V Time: 03 Hrs. Max. Marks: 50			
Instructions: Attempt All Questions from Section A (Each Carrying 1 Mark); Four Questions from Section B (Each Carrying 5 Marks). Any Two Questions from Section C (Each Carrying 10 Marks).			
SECTION A (Answer All Questions)			
1.	What do you mean by ‘Competence of an employee’?	Remembering	CO1
2	What is the rationale behind setting up of Pay Commission?	Understanding	CO1
3	What is ‘Employee Stock Options’?	Remembering	CO2
4	What are Fringe Benefits?	Remembering	CO1
5	What is ‘Piece-Rate System’ in Compensation Management?	Remembering	CO1
SECTION B			

1.	Explain the compensation philosophies adopted by various organizations for providing compensation.	Understanding	CO2
2.	What do you mean by Performance Appraisal? How is it related to Performance Management?	Remembering	CO3, CO2
3.	What is 360 degree performance appraisal? Discuss its advantages and disadvantages.	Understanding	CO 3
4.	Elaborate the compensation philosophies adopted by various organizations for providing compensation.	Analysing	CO3
SECTION C (Attempt any Two Questions)			
1.	What is meant by 'Performance Audit'? Write the process of Performance Audit. What are the stages involved in the Performance Management Cycle?	Applying	CO4, CO5, CO6, CO7
2.	What is STEP in Performance Management and how is it completed? Give an illustration of your own assuming that you are the HR manager of a company.	Applying	CO4, CO5, CO6, CO7
3.	As the HR Head of a company, what methods of Performance Appraisal would you recommend and why?	Creating	CO4, CO5, CO6, CO7

MKT11004	Digital Marketing	L	T	P	C
Version 1.1	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Understanding marketing				
Co-requisites	--				
Academic year	2020-21				

Course objectives:

1. To develop fundamentals idea of Digital marketing .
2. The course will help to learn different digital marketing techniques in modern business environment.
3. The course should develop idea on the application of various digital marketing policies .

Course Outcomes

On completion of this course, the students will be able to:

CO1: Understand basic concept of digital marketing and its application in business.

CO2: Various components of digital marketing and its application in business

CO3: Appraise the application of digital marketing strategy and digital marketing mix

CO4: Understanding how to create a website in different aspects of business

CO5: Understanding Ad words and various digital advertise process in practical

CO6: Understand of E-retailing, E-retail activities, Implications for e-retail marketing strategy

Course Description:

When small businesses get started, their focus is often on how to get their first group of customers through the door. They may rely on traditional forms of advertising, such as print ads and coupon mailers or even big signs on the side of the road. They may trust that since they know they offer a good product or service, it's only a matter of time until customers will find their way to them. While this strategy may bring in a trickle of business, there is a better and easier way. Small businesses should consider the huge marketplace of prospects online. No small business, no matter how new, should overlook this vast marketplace. The group of potential customers that are found online is a much larger group of people than you are likely to be able to attract locally. Using digital marketing, you can reach an enormous audience in a way that is both cost-effective and measurable.

Course Structure

Unit I

Concept, significance, nature, objectives and scope of digital marketing, applications of digital marketing, stages of digital marketing, impact of digital marketing on society and business, Digital marketing Vs Traditional Marketing

Unit-II:

Internet Micro Environment, Different Components, Marketplace, Customers, Online buyer behavior, competitors, suppliers. Internet Macro Environment, Social Factors, Legal issues, Technological factors, Economic factors, political factors

Unit-III:

Digital marketing strategy, scope, integrated digital marketing, Channel marketing strategy, Internet and Marketing Mix, Strategic Goal setting, Strategy formulation

Unit-IV:

Identification of Website Types, Selection of template, Edit Website, Content writing, Publish website

Unit-V:

Ad words overview, Introduction, Signup, concept of Display Ad, Video Ad, Shopping Ad

Unit-VI:

Online customers, E-retailing, E-retail activities, Implications for e-retail marketing strategy, B2B e-context, commercial exchanges, Trading relationship, digital marketing

Text Book(s):-

TH 1: Alan Charlesworth : Digital Marketing: A Practical Approach, Routhledge Taylor and Francis Group

TH 2: Dave Chaffy, Fiona E Chadwick, K Johnston, R Mayer Internet Marketing : Strategy, Implementation and Practices , Pearson

TH 3: Raghevendra K and Shruthi Prabhakar Digital Marketing

Project:

The class will be divided into Groups consist of 5 members. Each Group will select a company of their choice respect to study the Digital Marketing of the Particular Company. The Project will be brief in the session 9. Each group will present before all student as a result all students should have idea of Digital Marketing.

**Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination
Examination Scheme:**


Components	Mid Term	Attendance	Class Assessment	End Term
Weightage (%)	20	00	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and Pos		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Concept, significance, nature, objectives and scope of digital marketing, applications of digital marketing, stages of digital marketing, impact of digital marketing on society and business, Digital marketing Vs Traditional Marketing	PO1, PO 2
CO2	Internet Micro Environment, Different Components, Marketplace, Customers, Online buyer behavior, competitors, suppliers. Internet Macro Environment, Social Factors, Legal issues, Technological factors, Economic factors, political factors	PO1,PO2, PO3, PO 6, PSO2
CO3	Digital marketing strategy, scope, integrated digital marketing, Channel marketing strategy, Internet and Marketing Mix, Strategic Goal setting, Strategy formulation	PO2, PO4, PO 6, PSO1
CO4	Identification of Website Types, Selection of template, Edit Website, Content writing, Publish website	PO5, PO6, PO7
CO5	Ad words overview, Introduction, Signup, concept of Display Ad, Video Ad, Shopping Ad	PO5, PO6
CO6	Online customers, E-retailing, E-retail activities, Implications for e-retail marketing strategy, B2B e-context, commercial exchanges, Trading relationship, digital marketing	PO5, PO6, PO7

		Management Knowledge	Problem Solution	Leadership and Organization Skills	Ethics	Environment and Sustainability	: Life-long Learning	Creativity and Innovation	Prepare basic knowledge, skills, tools and techniques to enable them to take up	Development of entrepreneurial skills and spirit.	Develop competencies to be socially responsible business professionals
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO 1	PSO 2	PSO3
MKT11004	Digital Marketing	3	3	2	1	1	2	3	3	1	3

1= weakly mapped
2= moderately mapped
3=strongly mapped

Name: Enrolment No:			
Course: MKT11004– Digital Marketing			
Program: BBA Time: 03 Hrs.		Semester: V Max. Marks: 50	
Instructions: Attempt All Questions from Section A (Each Carrying 2 Marks); Four Questions from Section B (Each Carrying 5 Marks). Any Two Questions from Section C (Each Carrying 10 Marks).			
SECTION A (Answer All Questions)			
1.	Define concept of Digital Marketing?	Remembering	CO1
2	Figure out the difference between Traditional and Digital Marketing?	Understanding	CO1
3	What are the elements of Internet Micro Business Environment?	Remembering	CO2
4	What is CPC?	Remembering	CO1
5	What is CTR?	Remembering	CO1
SECTION B			

1.	Discuss the goal of Digital Marketing and explain the impact of digital marketing on success of the firm.	Understanding	CO2
2	Identify the major drivers of internal and external digital marketing elements.	Remembering	CO3, CO2
3.	Write Short notes: ECPC, B2B, C2C with proper example	Understanding	CO 3
4.	Explain the impact of digital technology on consumer behaviour.	Analysing	CO3
SECTION C (Attempt any Two Questions)			
1.	<p>A manufacturer and installation service company for custom security systems needed to expand its reach and drive new sales. The new website just wasn't pulling in the target number or quality of leads they were hoping to garner, despite aggressive marketing efforts.</p> <p>The strategy to drive more traffic involved focusing on the Google AdWords account to help the company realize return for its advertising expenses. The advertising funds weren't being spent as wisely as they could have been. The AdWords account was organized to focus on the keywords that would deliver the best leads back to the company. Expensive keywords that weren't entirely relevant to the business were eliminated, making advertising an effective driver of sales leads.</p> <p>The impact of online advertising was further increased by more effective landing pages. Many savvy marketers miss the importance of a landing page that delivers in a compelling way, the exact information a person is seeking when clicking an ad.</p> <p>The website copy was also improved, adding keyword-rich text throughout, to improve search engine visibility. The effort also included redesigning the company's website and appropriately indexing the website with Google, to support organic search results.</p> <p>The end effect was that the organic search rankings improved dramatically. More important, they began driving sales for the first time from their website, achieving just under Rs. 2 crores in online sales by the end of their first full year with the new strategy.</p> <p>This translated to nearly Rs. 20 in sales for Re. 1 spent on advertising. The following year, continuing optimizations allowed for an additional 40% increase in revenue with only a 30% increase in advertising spend.</p> <p>Questions:</p> <ol style="list-style-type: none"> 1. Critically examine the case and comments whether the company's digital marketing strategy is effective. 2. What other digital marketing strategy the firm can adopt to increase further sales? 	Applying	CO4
2.	How would you develop digital marketing strategy for a start-	Applying	CO4

	up firm? Explain the steps.		
3.	What are the strategic planning and operational decisions must be made by an apparel retailer in digital marketing point of view?	Applying	CO4

FAC11009	Financial Services	L	T	P	C
Version 1.0	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Basic Understanding of Economics Concepts				
Co-requisites	Regulatory frameworks				

Course Objectives:

1. To acquire the skills necessary to manage a financial firm, to describe and apply financial concepts, theories, and tools.
2. To understand the role of regulatory organisation in smooth functioning of financial system.
3. To make student aware about different sources of funding and also avenues of investments

Course Outcomes:

On completion of this course, the students will be able to

CO 1 Understanding the basics of financial system and development

CO 2 Developing business plan to acquire Venture capital funding

CO 3 Applying the concept of factoring and forfaiting process

CO 4 Analyzing Leas and Hire Purchase as source of finance for long term assets

CO 5 Evaluating Mutual Funds as an investment opportunity and learning portfolio management

CO 6 Understanding credit rating process and its importance

Course Description:

Financial system of a country is closely related to the economic development. There is drastic change in the functioning of financial system in this era of liberalization, privatization and globalisation. The purpose of including Financial Services as a subject is to give a clear understanding and knowledge of financial system in the present scenario.

Course Content:

Module 1 Financial Services

10 Lecture Hours

Role of Financial Services in economic development, Evolution of Financial Services Sector in India, Marketing of Financial Services (Introduction)

Module 2 Venture Capital

10 Lecture Hours

Venture Capital Financing, International Experiences in Venture Capital Financing, Venture Capital Financing in India, Pitfalls to be avoided, Preparation & evaluation of Business Plan

Module 3 Factoring & Forfaiting:

10 Lecture Hours

Factoring Services - Features Merits and Demerits, Cost Benefit Analysis, Forfaiting:

Features, merits & Limitations

Module 4 Leasing and Hire Purchase

10 Lecture Hours

Development of Leasing and Hire Purchase, Types of Leasing, Pricing Methodology and Financial analysis, Taxation, Legal Framework for Leasing and Hire Purchase Companies

Module 5 Mutual Funds:

10 Lecture Hours

The concept & Role of M/Fs, History of M/Fs in India, Types of M/Fs, Fund Structure & constituent, Selecting the right Investment Products for Investors, Comparison of Investment products, Measuring of Risk In M/Fs, Recommending model Portfolios & selecting the right funds.

Module 6 Credit Rating & other Financial Services

10 Lecture Hours

Credit rating concept of Credit rating, Types of credit rating, Advantages and Disadvantages of credit rating, Credit rating agencies and their methodology and process, Individual Credit rating, Sovereign Credit Rating Practices. Custodial Services, Credit Cards

Reference Books

1. Bharati Pathak (2018), Indian Financial System, 5th Edition, Pearson Education
2. Khan, M.Y (2017), Financial Services, 9th Edition, Tata McGraw Hill
3. Suresh Padmalatha and Justin Paul, (2017), Management of Banking and Financial Services, 4th Edition, Pearson Education
4. Financial Institutions And Markets By L M Bhole, Jitendra Mahakud, Mc-Graw Hills

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam

Examination Scheme:

Components	Internal	Attendance	Mid Term	End Term
Weightage (%)	30	00	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and Pos		
	Course Outcomes (COs)	Mapped Program Outcomes
CO 1	Understanding the basics of financial system and development	PO1, PO3
CO 2	Developing business plan to acquire Venture capital funding	PO2, PO4 PSO1
CO 3	Applying the concept of factoring and forfaiting process	PO2, PO4, PO5, PSO1
CO 4	Analyzing Leas and Hire Purchase as source of finance for long term assets	PO2, PO6, PSO1
CO 5	Evaluating Mutual Funds as an investment opportunity and learning portfolio management	PO2, PO6, PO7, PSO1

CO 1	Understanding the basics of financial system and development	PO2, PO3, PSO1
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		Management Knowledge	Problem Solution	Leadership and Organization Skills	Ethics	Environment and Sustainability	: Life-long Learning	Creativity and Innovation	Prepare basic knowledge, skills, tools and techniques to enable them to take up	Development of entrepreneurial skills and spirit.	Develop competencies to be socially responsible business professionals
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO 1	PSO 2	PSO3
FAC11009	Financial Services	3	3	2	1	1	2	2	3	1	3

1=weakly mapped

2= moderately mapped

3=strongly mapped

Model Question Paper

Name:		
Enrolment No:		
Course: FAC11009 Financial Services		
Program: BBA		Time: 03 Hrs.
Semester: V		Max. Marks: 50
Instructions:		
Attempt All Questions from Section A (Each Carrying 2Marks); any Four Questions from Section B (Each Carrying 5Marks). Any Two Questions from Section C (Each Carrying 10 Marks).		
SECTION A (Answer All Questions)		
1.	Define Venture Capital Financing	Remembering CO2
2.	Analyze benefits of factoring	Analyzing CO3
3.	What do you mean by Growth Fund?	Remembering CO5

4.	Demonstrate the utility of Lease financing	Applying	CO4
5.	Investigate different source of funds	Creating	CO1
SECTION B			
1.	Discuss the characteristics and functions of financial markets	Understanding	CO1
2.	Elaborate the features and types of venture capital financing.	Creating	CO2
3.	Appraise the concept of mutual fund investment. Also discuss how a mutual fund is set up and what is NAV?	Evaluating	CO5
4.	Examine the importance of credit rating process and its benefits to investors.	Analyzing	CO6
SECTION C (Attempt any Two Questions)			
1.	Identify the rights and duties of Lessee and Lessor. Also elaborate the advantages and disadvantages of Lease financing.	Applying and Creating	CO4
2.	Elaborate the various modes venture capital financing adopted by the venture capital financing companies. Also discuss the various areas to be covered in a business plan report prepared to acquire funding through venture capital financing.	Creating and Understanding	CO2
3.	Critically discuss the advantage of investments through mutual funds.	Creating	CO5

MGT11003	Business Ethics & Corporate Governance	L	T	P	C
Version 1.0, Scheme: 2020-21	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Business Law 1, Business Ethics & Values				
Co-requisites	--				

Course Objectives:

4. To understand what is a corporation, types of ownership and the concept of corporate governance.
5. To gain exposure to the various laws and norms applicable in rendering effective corporate governance.
6. To enable students to identify sustainability and CSR issues and to design, conduct and evaluate sustainability assessment for policy making.

Course Outcomes

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

- CO1 Describe** what is a corporation, types of ownership and the concept of Corporate governance
- CO2 Summarize** the concept of Board of directors, types of directors, differences among them, their remuneration, their rights etc. as per the Companies Act , 2013
- CO3 Explain** the concepts of financial oversight and audit mechanism, Role of SEBI, Risk management, Misgovernance, Whistle-blowers' protection etc.
- CO4 Interpret** the meaning, history, concept, evolution etc. of CSR, as well as CSR in India, relevant codes and initiatives
- CO5 Compare** CSR-Legislation In India & the world and **analyse** the scope for CSR Activities under Schedule VII
- CO6 Combine** the knowledge of CSR in India, and successful corporate initiatives & challenges of CSR to gain unique insights.

Course Description:

The course seeks to develop a sound understanding of the concepts of corporate governance and sustainable organisations. The objective is to expose the students to various issues, norms and laws related to corporate governance. It attempts to establish a scientific base in sustainable development and policy-making as a strategic tool in organisations. It presents the

main questions and answers related to sustainability, the theories describing them and the empirical work and the history, need and benefits of Corporate Social Responsibility.

Course Structure:

MODULE I

(9 Hours)

Introduction to the concept of corporations, extended view of corporate citizenship. Owners and stakeholders: Types of owners, Rights and privileges of shareholders, Ownership structures and corporate governance, Perspectives on Corporate Governance: Theoretical background, Market and control model of governance chain

MODULE II

(9 Hours)

Board of Directors: Types of Directors, Importance of Independent Directors, Board Committees and Chairman: Separation OF CEO & Board Chairman post, Nomination Committee, Board Selection, Boards Performance Evaluation, Executive Compensation: Role of Remuneration Committee, Human Side of Governance

MODULE III

(9 Hours)

Financial Oversight and Audit Mechanisms: Audit Committee, Disclosure mechanisms, Role of SEBI, Governance and Risk Management, Risk Management Committee, Corporate Misconduct & Misgovernance: Reasons for Corporate Misconduct, Whistle Blower's Protection, Factors Responsible for Obstructing Effective Corporate Governance Practices

MODULE IV

(9 Hours)

Introduction to CSR: Meaning & Definition of CSR, History & evolution of CSR. Concept of Charity, Corporate philanthropy, Corporate Citizenship, relation between CSR and Corporate governance; environmental aspect of CSR; Chronological evolution of CSR in India; major codes on CSR; Initiatives in India.

MODULE V

(9 Hours)

CSR-Legislation In India & the world. Section 135 of Companies Act 2013.Scope for CSR Activities under Schedule VII, Appointment of Independent Directors on the Board, and Computation of Net Profit's Implementing Process in India.

MODULE VI

(9 Hours)

The Drivers of CSR in India, Market based pressure and incentives civil society pressure, the regulatory environment in India Counter trends. Review current trends and opportunities in CSR.CSR as a Strategic Business tool for Sustainable development. Review of successful corporate initiatives & challenges of CSR. Case Studies of Major CSR Initiatives.

Text Books

T1. Fernando, A.C.: Corporate Governance- Principles, Policies and Practices, ed. Pearson Education.

T2. Corporate Governance in India - Jayati Sarkar, Subrata Sarkar, Sage Publications

T3. Corporate Social Responsibility in India - Sanjay K Agarwal

T4. Corporate Social Responsibility: Concepts and Cases: The Indian - C. V. Baxi, Ajit Prasad

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam

Examination Scheme:

Components	Internal	Attendance	Mid Term	End Term
Weightage (%)	30	00	20	50


Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and POs											
	Course Outcomes (COs)	Mapped Program Outcomes									
CO1	Understand what is a corporation, types of ownership and the concept of Corporate governance	PO1, PO3, PSO2									
CO2	Describe the Board of directors, types of directors, differences among them, their remuneration, their rights etc. as per the Companies Act , 2013	PO1									
CO3	Concepts of financial oversight and audit mechanism, Role of SEBI, Risk management, Misgovernance, Whistle-blowers' protection etc.	PO1, PO3, PO4, PSO1, PSO3									
CO4	Meaning, history, concept, evolution etc. of CSR. CSR in India, codes and initiatives	PO1, PO4, PO5									
CO5	CSR-Legislation In India & the world. Scope for CSR Activities under Schedule VII	PO3, PO5, PSO3									
CO6	Knowledge of CSR in India, successful corporate initiatives & challenges of CSR.	PO2, PO5, PO6, PO7, PSO1, PSO3									
		Management Knowledge	Problem Solution	Leadership and Organization Skills	Ethics	Environment and Sustainability	Life-long Learning	Creativity and Innovation	Prepare basic knowledge, skills, tools and techniques to enable them to take up higher studies and research.	Development of entrepreneurial skills and spirit.	Develop competencies to be socially responsible business professionals
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO 1	PSO 2	PSO3
MGT11003	Business Ethics & Corporate Governance	1	1	2	3	3	1	1	1	2	3

1=weakly mapped

2= moderately mapped
3=strongly mapped

Model Question Paper

Name: Enrolment No:			
Course: MGT11003 Business Ethics & Corporate Governance Program: BBA (H) (Dual) Time: 03 Hrs. Semester: Odd 2020-21 Max. Marks: 50			
Instructions: Attempt all questions from Section A (each carrying 2 marks); any Four Questions from Section B (each carrying 5 marks), and any Two Questions from Section C (carrying 10 marks).			
Section A (Attempt ALL questions)			
1.	What is the Indian equivalent of ‘Tzedakah’ in Judaism?	2	CO4
2.	Name two major differences between Equity shareholders and Preference shareholders	2	CO1
3.	Which country has a mandatory legal code on CSR?	2	CO4
4.	Name two Intergovernmental organisations which have a role driving SR activities.	2	CO3
5.	What is the minimum number of directors required for a public limited company?	2	CO2
SECTION B (Attempt any Four Questions)			
6.	Describe the Stewardship Theory of Corporate Governance.	5	CO2
7.	What is Organizational misconduct? What are the main reasons for such misconduct?	3 2	CO3 CO3
8.	Explain the role and importance of the ‘Nomination Committee’.	3 2	CO2 CO2
9.	Explain the role of ‘Responsible Investing’ as a driver of CSR. Please provide an example for illustration .	4 1	CO6 CO6
10.	Describe the evolution of Corporate Social Responsibility.	5	CO4
11.	Explain the major responsibilities of a Corporation.	5	CO1
SECTION C (Attempt any One Question)			
12.	Describe the concept of ‘Whistle Blower’s Protection’. What is the Indian legal code for ‘Whistle Blower’s Protection’ and what are its provisions?	4 2 4	CO3 CO3 CO3

13.	<p>What are the qualifications for Independent Directorship under the Companies Act, 2013? Please describe in your own words the rationale for each of these provisions.</p>	5 5	CO2 CO2
14.	<p>Case: Satyam scandal</p> <p><u>Initial confession and charges</u> On 7 January 2009, the chairman of Satyam, Byrraju Ramalinga Raju, resigned, confessing that he had manipulated the accounts of Rs 14,162 crore in several forms. The global corporate community was said to be shocked and scandalised. In February 2009, CBI took over the case and filed three partial charge sheets (dated 7 April 2009, 24 November 2009, and 7 January 2010), over the course of the year. All charges arising from the discovery phase were later merged into a single charge sheet. On 10 April 2015, Byrraju Ramalinga Raju was convicted with 10 other members.</p> <p><u>Role of Auditors</u> PricewaterhouseCoopers affiliates served as independent auditors of Satyam Computer Services when the report of scandal in the account books of Satyam Computer Services broke. The Indian arm of PwC was fined \$6 million by the SEC (US Securities and Exchange Commission) for not following the code of conduct and auditing standards in the performance of its duties related to the auditing of the accounts of Satyam Computer Services. In 2018, SEBI (Securities and Exchange Board of India) barred Price Waterhouse from auditing any listed company in India for 2 years, saying that the firm was complicit with the main perpetrators of the Satyam fraud and did not comply with auditing standards. SEBI also ordered disgorgement of over Rs 13 crore wrongful gains from the firm and two partners. PwC announced their intent to get a stay order.</p> <p>Questions:</p> <p>a) Describe the major issues in this case in terms of the principles of: i) Corporate Governance, and ii) Corporate Social Responsibility</p> <p>b) What are your suggestions to ensure that such failures are not repeated in future?</p>	4 2 4	CO1/CO3 CO4 CO1/CO3/CO4

MKT11025	International Business	L	T	P	C
Version 1.0	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Basic Knowledge of Economics and Marketing				
Co-requisites	--				

Course Objectives:

1. This course provides an overview of the importance of international business and trade in the global economy.
2. Students will learn various international trade theories.
3. It explores the factors that influence success in international markets.
4. Students will learn about the techniques and strategies associated with marketing, distribution, and managing international business effectively.
5. Will learn various tariff and non-tariff barriers in trade; trade agreements, objectives and its impact international business.

Course Outcomes

On completion of this course, the students will be able to

CO1. Recognise the concepts of international business and international trade theories

CO2. Understanding globalization and its effects on international business.

CO3. Getting familiar with the operational environment of international business in foreign market.

CO4. Understanding marketing challenges in international market and adapting to these challenges.

CO5. Familiarity with tariff and non-tariff barriers, role of WTO and regional trade agreements.

Course Description:

Globalisation and information technology along with adapted mindset and attitude of the people brought paradigm shifts in international business by removing the boundaries among the countries, cultures, industries as well as disciplines that transformed the international business as a distinct discipline. These shifts brought vibrant changes among the international as well as domestic business houses. Learn about the fundamentals of international business and the global economy. Students will acquire an appreciation of the different dimensions of the global economy, understand the drivers of global business, analyse the main economic and business organisations which facilitate global business. This course is designed to include conventional lecture sessions with other modern teaching techniques such as case study, class assignments, continuous evaluation tests, and presentation on international business of a

domestic company.

Course Content:

Unit 1: 15 Lecture Hours

Business, Trade and the Economy: Terminology, Concepts and Business Communications Practices, The Importance of International Business, The Impact of International Business on India. Introduction to International Trade Theory: Mercantilism, Absolute Cost Advantage Theory, Comparative Cost Advantage Theory, Porter's Diamond of Advantage Theory and international Interdependence

Unit II: 10 Lecture Hours

Global Environment for Business: Globalization and its effects on Business, Factors Influencing Participation in International Business, Foreign Market selection process. Foreign market Entry modes: Franchising, Exporting, Licensing, International Agents, International Distributors, Cross Border Mergers & Acquisitions, Strategic Alliances, Joint Ventures

Unit III: 10 Lecture Hours

Factors Influencing Success in International Markets: Cultural Factors, Political, Economic, and Geographic Factors, Avoiding & Managing Common Mistakes & Problems, India's International Competitiveness.

Unit IV: 10 Lecture Hours

Marketing Challenges, Approaches and Distribution: Marketing Challenges in international market, Marketing Approaches, Logistics & Global Distribution network.

Unit V: 15 Lecture Hours

Understanding Integrations: Tariff and Non-Tariff barriers, General Agreement on Trade and Tariffs (GATT), General Agreement on Trade and Services (GATS). Understanding Functions of: Global Integrations- WTO. Regional Integrations: European Union (EU), North American Free Trade Agreement (NAFTA), South Asian Association for Regional Co-operation (SAARC).

Reference Books

1. Daniels, J.D., Radebaugh L.H., Sullivan D.P. & Prashant Salwan (2019), International Business: Environments and Operations, Pearson Hall, Delhi
2. P. Subba Rao, International Business, Himalaya Publishing House
3. Svend Hollensen and Madhumita Banerjee, Global Marketing, Pearson
4. Charles W L Hill. And Arun Kumar Jain (2018), International Business: competing in the global market place, 6ed. Mc Graw-Hill

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam

Examination Scheme:

Components	Internal	Attendance	Mid Term	End Term
Weightage (%)	30	00	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Recognise the concepts of international business and international trade theories	PO1, PO2, PO3
CO2	Understanding globalization and its effects on international business.	PO1, PO2, PO3, PSO1
CO3	Getting familiar with the operational environment of international business in foreign market.	PO1, PO2, PO3, PO4, PO5, PO4,
CO4	Understanding marketing challenges in international market and adapting to these challenges.	PO4, PO5, PO7, PSO8
CO5	Familiarity with tariff and non-tariff barriers, role of WTO and regional trade agreements.	PO11, PO12

		Management Knowledge	Problem Solution	Leadership and Organization Skills	Ethics	Environment and Sustainability	: Life-long Learning	Creativity and Innovation	Prepare basic knowledge, skills, tools and techniques to enable them to take up	Development of entrepreneurial skills and spirit.	Develop competencies to be socially responsible business professionals.
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO 1	PSO 2	PSO3
MKT11025	International Business	3	3	-	-	-	-	3	3	-	3

- 1=weakly mapped
 2= moderately mapped
 3=strongly mapped

Model Question Paper

<p>Name:</p> <p>Enrolment No:</p>	
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Course: MKT11025 International Business			
Program: BBA		Time: 3 Hrs.	
Semester: Even 2020-21		Max. Marks: 50	
Instructions:			
Attempt any five questions from Section A (each carrying 2 marks); Three Questions from Section B (each carrying 10 marks). Section C is Compulsory (carrying 10 marks).			
Section A (Attempt any Three)			
1.	What is diamond of national advantage theory? Justify whether this theory is still valid in today's globalised context.	2	CO1
2.	What is international business? What are the competitive advantages of India for international business?	2	CO2
3.	Briefly write the factors influences in participation of international business to a country/company?	2	CO4
4.	Discuss the various modes available for entering into a foreign market to a firm?	2	CO3
5	What refers to economic factors in terms of a foreign market? How does an economic factor can affect business of a firm in international market?	2	CO5
6	What is culture? Why culture influence preferences of customer?	2	CO4
SECTION B			
7.	Who developed absolute advantage theory? Explain the concept of absolute advantage theory with the production example of two countries?	10	CO1
8.	Explain the factors affecting international business operations of a firm in global market.	10	CO4
9.	Explain the role of WTO in the context of globalisation of markets.	10	CO5
SECTION C is Compulsory			
10.	Case Study	10	CO3

MKT11006	CONSUMER BEHAVIOR	L	T	P	C
Version 1.1	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Understanding marketing and psychology				
Co-requisites	--				
Academic year	2020-21				

Course Objectives:

1. Proficient and knowledgeable about the various disciplines contribution in understanding buyer behaviour in a holistic manner.
2. Familiar with the advances in consumer research in deciphering buyer motivation, and behaviour (pre-purchase, purchase and post purchase), impact of social and cultural variables on consumption decisions)
3. Equipped with frameworks to analyse consumers' behaviour and use them in designing marketing strategies and in enhancing the effectiveness of marketing programmes.

Course Outcomes for MBA52103

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

CO1- Discuss consumer Value Framework as a framework for understanding Consumer Behaviour in a marketing context.

CO2- Recognise behavioural pattern of the consumer in individual and group settings.

CO3- Identify behavioural changes of the consumers with changing in social- cultural status.

CO 4- Illustrate buying behaviours followed by marketers using different models of consumer behaviour.

Course Description:

Consumer behaviour is major concern for each and every student of marketing professionals. In this course student learn how to understand behavioural pattern of individual consumers and group. How perception and attitude changes in different situation. This course is a blending between theoretical concept and case study and also research outcome. The learning process not only through class participation but with group discussion, case analysis, research finding, thought of expert in this area. The course also have some hands on training like CLV, Customer acquisition and retention which may help the students to do better customer prediction in terms of their buying pattern. Some real assignment will be given looking into the current topic.

Course Content:

Module 1 (15 Hours)

Consumer Behaviour- Introduction; Consumer Decision Making Process; value satisfaction and retention; Consumer research; Segmentation, targeting and positioning; Consumer behaviour models: Howard and Sheth, Nicosia and Engle and Blackwell model.

Module II (15 Hours)

Consumer as an individual – Consumer perception; Motivation; Consumer learning; Consumer

attitude formation and change. CLV and its application.

Module III (15Hours)

Consumer and cultural influences, Social class influences, Group influences and consumer behaviour, Reference group and opinion leadership.

Module IV (15 Hours)

Diffusion and adaptation of innovation; family life cycle; social standing and consumer behaviour, Consumer retention exercise in excel.

CASES:

1. Starbucks: Just who is their customers.
2. How "Maggi Noodles" tried to gain Trust via Digital Medium
3. Articles on behavioural models

Suggested Readings

TH-1- Schiffman, L G and Kamar, Consumer Behaviour , Pearson

TH-2- Schiffman, L G and Kanuk, L L Consumer Behaviour New Delhi, Prentice Hall of India,

TH-3 Suja Nair , Consumer Behaviour in Indian Perspective, Himalaya Publishing house.

TH-4- Kazmi S H H; Akthar, J; Consumer Behavior- Text and Cases, Excel Book

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam

Examination Scheme:


Components	Internal	Attendance	Mid Term	End Term
Weightage (%)	30	00	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and Pos		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Discuss consumer Value Framework as a framework for understanding Consumer Behaviour in a marketing context.	PO1, PO 2, PSO1
CO2	Recognise behavioural pattern of the consumer in individual and group settings.	PO2, PO3, PO 6, PSO2
CO3	Identify behavioural changes of the consumers with changing in social- cultural status.	PO2, PO4, PO 6, PSO1
CO4	Illustrate buying behaviours followed by marketers using different models of consumer behaviour.	PO6, PO7, PSO3

		Management Knowledge	Problem Solution	Leadership and Organization Skills	Ethics	Environment and Sustainability	: Life-long Learning	Creativity and Innovation	Prepare basic knowledge, skills, tools and techniques to enable them to take up	Development of entrepreneurial skills and spirit.	Develop competencies to be socially responsible business professionals.
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO 1	PSO 2	PSO3
MKT11006	Consumer Behaviour	3	2	3	2	1	2	2	3	1	3

1= weakly mapped
2= moderately mapped
3=strongly mapped

Name:			
Enrolment No:			
Course: MKT11006– Consumer Behaviour			
Program: BBA		Semester: V	
Time: 03 Hrs.		Max. Marks: 50	
Instructions:			
Attempt All Questions from Section A (Each Carrying 2 Marks); any Four Questions from Section B (Each Carrying 5 Marks). Any Two Questions from Section C (Each Carrying 10 Marks).			
SECTION A (Answer All Questions)			
1.	Define concept of perceptual mapping	Remembering	CO1
2	Compare and contrast between individual and group behaviour	Understanding	CO1
3	Describe market application of Nicosia model.	Remembering	CO2
4	What are different role played by opinion leader?	Remembering	CO1
5	What do you mean by diffusion of innovation?	Remembering	CO1
SECTION B			

1.	Recall advertisements where you feel the advertiser is using spokesperson as a referent or an expert. Explain your reason for selecting the particular advertisement.	Remembering	CO2
2	Explain with examples how marketers can use group influence for developing marketing and person selling strategies.	Understanding	CO3, CO2
3.	Illustrate classical conditioning theory of learning with suitable example.	Understanding	CO 3
4.	Analyse the role of family life cycle in developing market segmentation.	Analysing	CO3
SECTION C (Attempt any Two Questions)			
1.	<p>Gini and Jony had a very humble beginning, when the brother prakash, jay and anil started business in 1980 with a handful of machines and each of the brothers handling the various aspect of business, namely procurement of material, production, delivery or billing. Mr anil lakhani, the managing director of Gini & Jony, recalls the place from where they used to purchase the cloth was back in 1980. The entire Crawford market is labyrinth of various market intertwined into one another. One had to pass through lanes and by lane of various wholesale cloth market to reach the wholesale cloth market from where we used to purchase cloth. Of course in the course traversing those lanes and by lanes, the brothers journey has led them to the creation of a premier children's apparel brand in India, today.</p> <p>Creation of the brand name: It was during one of Prakash Lakhani's overseas trip, that the idea of creating their own brand struck and thus Gini & Jony came into existence. Since they were already in the children garment business, it was decided to venture into retailing. For selecting the brand name, the idea was to have a name which would be easy to remember as well as give a westernized look and feel to the brand. It is decided it will enter into retailing. This move was to ensure that the demand is always there especially since the market was not bombarded with Gini & Jony brand offerings. Initially, the children's garment were imported, subsequently it was decided to use cotton to manufacture apparel for children.</p> <p>The three brands In the organized kids wear garments, Gini & Jony boasts of a very modern approach to fashion and lifestyle, offering an array of collections spanning premium garments, trendy party wear, casual day wear and the right style of the right occasion. The thematic concept for kids was mother brand Gini & Jony Freedom Wear which was a phenomenal success and act as premium range offering. One of the sub brand GJ Jeans unlimited. This brand was come across hip n trendy range of denims for kids and teen under age 18.</p>	Applying	CO4

	<p>Another sub brand was palm-tree, which specialized everyday dressing and kids dream holiday adding a twist of fun to the garments.</p> <p>Plan for the future: The maker of GJ have ambitious plan of investing heavily and opening exclusive GJ outlets for each of the three brands. While this focus on the domestic markets, it is also keen to tap the export market. Exports of the brand accounts to 8-10% of the total business. Where the focus was on the Middle East. By the next year, the company planned to have exclusive branded outlet in the Middle East as well as in Europe.</p> <p>To promote the brand, the company had organized an exclusive fashion show of each brand I the presence of illustrious dignitaries from the fashion industries.</p> <p>Competition: GJ specifically caters to the need of the kids wear segment. Children who form a part of this segment are actively involved in the decision making process. They are greatly influenced by their peer style of dressing, views and opinion. Understanding their behavior of kids there are some competing brands who are Pepe Jeans, Weekender kids, KG Denims's. Westside.</p> <p>Q. A. Since the children and youth of today are very fashion conscious, what methods should be applied by GJ to ensure that they have offerings to match the fast changing lifestyles? B. Since youngsters have a penchant for fashion labels, what type of reference appeal can be used to promote the brand?</p>		
2.	Generally, it is accepted that Smoking is injurious to health' but it is still too early to say that everyone who used to smoke has quit smoking. Suggest strategies by which you can change the attitude of those who smoke.	Analysing	CO3
3.	Design a product mix model a FMCG companies and describe its advantages and consequence in present market .	Creating	CO4

MKT11005	SERVICES MARKETING	L	T	P	C
Version 1.1	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Basic knowledge on Marketing Management				
Co-requisites	Concepts of Management Functions				
Academic Year	2020-2021				

Course Objectives:

1. To provide an in-depth understanding of the unique challenges of service sectors in general in managing and delivering quality services in particular.
2. Students will be introducing to tools and strategies that address the service challenges.
3. The course will help to learn service operations like Services offerings, Price, Integrated marketing communications and distributions and its applications.

Course Outcomes

On completion of this course, the students will be able to:

At the end of the course, the student will be able to learn and practice:

Course Outcomes for SERVICES MARKETING (MBA 33129)

CO- 1 Understand the nature of services, and distinguish between products and services.

CO- 2 Demonstrate knowledge on Extended services marketing mix and their application in service sector.

CO- 3 Learn the major elements needed to improve the marketing of services like service GAPS and how to overcome.

CO- 4 How to provide service quality to customers by SERVQUAL model.

CO- 5 Develop an understanding of the roles of relationship marketing and customer service in adding value to the customer's perception of a service and marketing mix strategies for service sector.

CO- 6 Demonstrate integrative knowledge of marketing issues associated with service productivity, perceived quality, customer satisfaction and loyalty.

Course Description:

In today's economy, services comprise a substantial portion of the consumer marketplace. Consumers are exposed to an overwhelming number of services in various industries, such as Banking, Telecom, Retail, Transportation, Restaurant, health care services and software as a service. Service marketing is the promotion of economic activities by a company to individuals and business customers. It includes everything from office and car rentals to wellness treatments.

Course Content:

Unit-1:	10L
Services Marketing Implications: Service Industry, Characteristics of Services, Service Marketing Mix. The GAPS Model of Service Quality: The customers Gaps, Providers Gaps.	
Unit- II:	10L
Service Consumer expectations: Consumer evaluation & decision Customer Perception of Services: Service quality, Service encounter	
Unit- III:	10L
Communication in Service Marketing: Service communication challenges, Strategies to match service promises with Delivery.	
Unit- IV	10L
Service Distribution: Service organizations, Distribution- Various Issues Pricing of Services: Pricing, Profit concern,	
Unit- V:	10L
Managing Demand & Supply: Capacity, demand & Supply, Waiting lines, Service Design, Standards & Evidence: Service design, Standards.	
Unit- VI:	10L
Services Delivery process & Recovery: Customer Complaint; Service switching & Recovery issues CRM in Services: Relationships marketing, IT- Enhance CRM, Estimating CLTV	

Text Books:

TH-1. Services marketing: Integrated customer focus Across the firm, Valarie A Zeithaml, Dwayne D Gremier, Mary Jo Bitner and Ajay Pandit; Mc Graw Hill. Companies

TH-2. Services Marketing, Concepts, Planning and implementation, Bhattacharjee, C; Excell Project:

The class will be divided into groups of five members each. Each group has to select a service organization of their choice. The project emphasis on service operation of the selected organizations. The group has to study that organization thoroughly about the 7Ps of service marketing mix and operations. For the project student can use the sources like the company websites, interact with the company manager, interactions of the customers of the company concern and own experience with the company if any. The Project will be briefed in the 3rd h and required to complete by 30th session. After 15th session each group has to brief the progress of their project. After one week of mid semester examination all groups are required to submit the final report. Each group will be assigned a date for presentation. Ten marks for presentation and 10 marks for presentation.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination

Examination Scheme:


Components	Mid Term	Attendance	Class Assessment	End Term
Weightage (%)	20	00	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and Pos		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Understand the nature of services, and distinguish between products and services.	PO1, PO 2
CO2	Demonstrate knowledge on Extended services marketing mix and their application in service sector.	PO1,PO2, PO3, PO 6, PSO2
CO3	Learn the major elements needed to improve the marketing of services like service GAPS and how to overcome.	PO2, PO4, PO 6, PSO1
CO4	How to provide service quality to customers by SERVQUAL model.	PO5, PO6, PO7 PSO3
CO5	Develop an understanding of the roles of relationship marketing and customer service in adding value to the customer's perception of a service and marketing mix strategies for service sector.	PO5, PO6, PSO2
CO6	Demonstrate integrative knowledge of marketing issues associated with service productivity, perceived quality, customer satisfaction and loyalty.	PO6, PO7 POS3

Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO 1	PSO 2	PSO3
MKT11005	Services Marketing	3	3	2	1	1	3	2	3	2	

- 1= weakly mapped
 2= moderately mapped
 3=strongly mapped

Name:			
Enrolment No:			
Course: MKT11005 – Services Marketing			
Program: BBA		Semester: V	
Time: 03 Hrs.		Max. Marks: 50	
Instructions: Attempt All Questions from Section A (Each Carrying 2 Marks); Four Questions from Section B (Each Carrying 5 Marks). Any Two Questions from Section C (Each Carrying 10 Marks).			
SECTION A (Answer All Questions)			
1.	Define the concept of Service GAP?	Remembering	CO1
2	Name five pure services you used more frequently?	Understanding	CO1
3	Define customer life time value?	Remembering	CO2
4	What is service encounter or moment of truth?	Remembering	CO1
5	What is cost based pricing?	Remembering	CO1
SECTION B			
1.	Explain different characteristics of services? How services are different from products?	Understanding	CO2
2	Why people do or do not complain to service failure?	Remembering	CO3, CO2
3.	Illustrate different approaches or methods of pricing services? Why pricing of services is difficult.	Understanding	CO 3
4.	Analyse the benefits of customers relationships management in services?	Analysing	CO3
SECTION C (Attempt any Two Questions)			
1.	One of the most difficult tasks that marketers face is understanding what customers expect from completely new services, and nowhere is this problem more evident than when these new services involve technology customers almost always resist new technology initially- perhaps because they do not understand it, perhaps because they fear change even when the technology leads to improved service. Technology that makes obtaining service easier and faster is springing up	Applying	CO4

all over, even in airports around the country. Customers are accepting some new service technologies and resisting others.

Here are two innovations that are meeting different fates.

One new service technology that is rapidly being accepted by customers is automatic airline check-in customers walk up to computer screens, slide credit cards, and use touch pads to retrieve their boarding passes and receipts. Unless the flight is international customers can check luggage automatically as well, and an attendant takes their luggage from them before they go to their gates. The service takes less time than working with an attendant, and most airlines have added more computers than they previously had lines for attendants, saving customers considerable time. When these computer screens were first installed customers were not sure what to expect and did not know how to use them. Airlines that supplied extra employees to stand and help customers use the computers found success in converting customers from the human handling to the technology. Today, most customers prefer the computers because of their speed and ease.

Another airport technology that is being accepted more slowly by customers is called Exist Express and is a technology substitute for toll booths as customers leave airport parking areas. It works like this: Before customers exit the airport, they use a machine to pay their parking fees in advance. They insert their parking ticket, then their credit card or cash, and receive back their stamped parking ticket. When they exit the parking lot, they use one of the many exist express lanes, insert their paid tickets, and leave. Airport typically still retain a small number of lanes that use live employees and operate in the traditional way. Surprisingly, many airports are finding that customer do not use Exit Express technology as much as expected. One of us who loves the new technology and always uses it, typically finds herself alone in the exit express lanes while other customers line up in the live employee lane

	<p>a)Why are customers resisting this technology that clearly meets or exceeds their expectations of getting out of the airport quickly?</p> <p>b)If you will be service operations manager how to overcome these type problems in any kind of service industry?</p>			
2.	As a Service manager of a service organization you wanted to apply the gaps model to improve service, which gap would you start with?	Applying	CO4	
3.	Design a distribution channel for a spa and saloon chain for pan West Bengal presence.	Creating	CO4	

FAC11011	Financial Institutions and Market	L	T	P	C
Version 1.1	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Understanding basic financial terms				
Co-requisites	--				
Academic year	2020-21				

Course objectives:

16. To help the students develop understanding of the importance of money and concept of Indian Financial system.
17. To enable students to describe the components of a financial system and various instruments of money and capital market.
18. To provide the understanding of banking system prevalent in India.
19. To enable students to synthesize related information and evaluate financial markets and financial instruments helpful in risk management and the regulations with respect to them.

Course Outcomes

On completion of this course, the students will be able to:

CO1: Demonstrate a clear understanding of the concepts related to Indian Financial System

CO2: Take appropriate decisions related to financial market and Financial instruments

CO3: Understand current regulatory environment related to Capital and Money market and Banking system in India

CO4: Understand the Indian Financial System, its instruments for managing the risk and its usefulness for the economic development.

Course Description:

The main objective of Financial Institutions and Markets is to help students to acquire and develop understanding of the prevailing financial system in India and their regulatory framework. Understanding of the role and significance of different financial institutions and financial instruments in an economy and its development are elementary for the finance students. MBBA 867 Financial Institutions & Markets L T P C Version 1.0 2 0 0 2 Pre-requisites/Exposure Basic knowledge of business environment, macro economy and financial system Co-requisites Knowledge of basic terminology and banking system Money supply are critical in each aspects of management and equally so for the effective understanding of Indian economy. This course is designed primarily for students who are being exposed to the economy for the first time. This course covers the explanations about the financial system concepts in the Indian context. It details the financial institutions, financial instruments. The course also focuses on understanding of regulatory framework of various financial institutions in India. Classroom activities including lectures, discussions and case studies (topped up with role play) will be designed to encourage students to get involved, absorb and assimilate inputs. These activities will also be supplemented

by group discussions, cooperative group solving problems, live projects, analysis of video cases and debates. Class participation is a fundamental aspect of this course. Students will be encouraged to actively take part in all group activities and to give an oral group presentation. Students will be expected to interact with media resources, such as, web sites, videos, DVDs, and newspapers etc.

Course Structure

Unit 1: Introduction to financial institutions and markets **15L**

Financial Institutions and Markets: Constituents and functioning, RBI – Role and functions. Regulation of money and credit, Monetary and Fiscal policies, Techniques of regulation and rates; Overview of Foreign Exchange Market, Financial Sector Reforms in India.

Unit 2: Indian Financial System 10L **15L**

Structure of Indian Financial System - Money and Capital Markets, Capital Market : Meaning, Components - New Issue Market, Private Placements - Book Building, Secondary Market - Stock exchange - Reforms in Indian Capital Market - Regulations by SEBI, Clause 49 for Corporate Governance - Indian Debt market - Government and Private

Unit 3: Banking Industry in India **15L**

Banking Industry in India - its constituents(576) & reforms (606-613), Determination of commercial interest rates:, Liquidity Management, Asset Liability Management - Gap analysis, Management of Non- performing Assets, Strategies for making commercial banks viable. BASEL III.

Unit 4: Securitization and financial institutions **15L**

Securitization concept, nature, scope and its implications. Securitization of Auto loans and Housing loans, Securitization in India. Development Financial Institutions in India - NABARD, SEBI, IRDA.NBFCs - Their status, types, working and strategies for commercial viability.

Text Book(s):-

1. The Financial System in India, S C Das, PHI Learning Pvt Ltd, New Delhi 24.
2. Indian Financial System, M Y Khan, Tata McGraw, New Delhi

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Demonstrate a clear understanding of the concepts related to Indian Financial System	PO1, PO2, PSO1
CO2	Take appropriate decisions related to financial market and Financial instruments	PO1,PO2,PO3, PO 6, PSO3
CO3	Understand current regulatory environment related to Capital and Money market and Banking system in India	PO2, PO4, PO 6, PSO1


CO4	Understand the Indian Financial System, its instruments for managing the risk and its usefulness for the economic development.	PO5, PO6, PSO3
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Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO 1	PSO 2	PSO3
FAC11011	Financial Institutions and markets	3	3	2	1	1	-		3	1	3

1= weakly mapped

2= moderately mapped

3=strongly mapped

Name: Enrolment No:			
Course: FAC11011 – Financial Institutions and Markets Program: BBA Semester: V Time: 03 Hrs. Max. Marks: 50			
Instructions: Attempt All Questions from Section A (Each Carrying 1 Marks); any Three Questions from Section B (Each Carrying 5 Marks). Any Two Questions from Section C (Each Carrying 10 Marks).			
SECTION A (Answer All Questions)			
1.	G Securities issued by Central and State Government are instruments in Debt Market. True or false	Remembering	CO1
2	SLR is lower than CRR. True or False	Remembering	CO1
3	On receiving instructions from Stock exchange clearing house supported by documentation a depository transfers securities from the sellers account to buyers account in ----- form	Remembering	CO2

4	National Housing bank is a fully owned subsidiary of _____ . a. HDFC b. HSBC c. RBI d. HUDCO	Understanding	CO1
5	ADR is: a. Australian Depository Receipt b. American Depository Receipt c. American Development Regime d. Australian Development Regime	Analyzing	CO1
SECTION B			
1.	'Book building is a process of issuing shares in the primary market.' Comment	Understanding	CO2
2	Differentiate non-banking financial companies from commercial banking	Understanding	CO1
3.	Define derivative and options contract	Analyzing	CO3
4.	Discuss the concept of non-performing asset.	Analysing	CO3
SECTION C (Attempt any Two Questions)			
1.	What is clause 49 of corporate governance?	Applying	CO4
2.	Throw some light on BASEL III.	Applying	CO4
3.	Elucidate the role of securitization in the Indian economy.	Creating	CO4

MGT11008	BUSINESS STRATEGY & POLICY	L	T	P	C
Version 1.1	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Basic knowledge on Functional areas of Management				
Co-requisites	Concepts of Management Functions				
Academic Year	2020-2021				

Course Objectives:

1. To explore concepts of Business strategy, Policy, and strategic management process.
2. The course will help to learn to frame Organisation's vision, mission, examine principles, techniques,
3. Students will be introducing models of organisational and environmental analysis, discuss the theory and practice of strategy formulation and implementation.
4. The course would enable the students to understand the principles of strategy formulation, implementation and control in organizations.

Course Outcomes

On completion of this course, the students will be able to:

At the end of the course, the student will be able to learn and practice:

Course Outcomes for Business Strategy & Policy

CO- 1 Understand the basic concepts and principles of strategic Business analysis the internal and external environment of business.

CO-2 Develop and prepare organizational strategies that will be effective for the current business environment.

CO-3 Devise strategic approaches to managing a business successfully in a global context.

CO-4 Basic understanding of the nature and dynamics of the strategy formulation and implementation processes as they occur in complex organizations.

CO-5 Develop students to think critically and strategically. Understand the nature of services, and distinguish between products and services.

Unit 1: Business Strategy: Introduction, Concept of Business Strategy, Need for Business Strategy, Essentials of Effective Strategy, Effects of Inadequate Strategies, Functions of Business Strategies 8L

Unit II: Business Policy: Introduction, Definition of Business Policy, Factors influencing Business Policy, Business Policy vs. Strategy, Policy decisions and their impact on Business Strategies 8L

Unit III: Strategic Management: Introduction, Strategic Management – Definition, Meaning and Role, Objectives of Strategic Management, Benefits of Strategic Management, Importance of Strategic Management, Causes for failure of Strategic Management 10L

Unit IV: Strategic Management Process: Introduction, Strategic Management Process, Strategic Vision and the role of a Strategist, Criteria for Effective strategy, Role of Strategic Management in Policy Making 8L

Unit V: Strategic Analysis: Introduction, Strategic Analysis – definition, Need for Strategic Analysis & Environmental Scanning, Understanding environment of business for strategic analysis, Strategic thinkers & their contributions, Role of Strategic Analysis in Policy making 8L

Unit VI: Strategy Formulation: Introduction, Types of Strategies, Steps in Strategy Formulation, Core Competencies and their Importance in Strategy Formulation, 8L

Unit VII: Strategic Planning and Implementation: Introduction, Strategic Planning Process, Types of Strategies, Stability, Expansion or Growth, Mergers and Acquisitions, Activating Strategy, Issues in Strategy Implementation, Integrating the Functional Plan and Policies, 6L

Unit VIII: Strategic Leadership: Introduction, Leadership Functions, Leadership Traits, Leadership Styles, Strategic Leadership and Competitive Advantage 4L

TH-1. Bartlett, C. A., Ghoshal, S., & Beamish, P. W. (2009). Transnational management: Text, cases & readings in cross-border management (6th ed.). London: McGraw-Hill

TH-2. Grant, R. M. (2010). Cases to accompany contemporary strategy analysis (7th ed.). London: John Wiley.

TH-3. Porter, M. E. (2004). Competitive strategy. (2004). New York: Simon & Schuster

TH-4. Prahalad, C. K., & Krishnan, M. S. (2008). The New Age of innovation: Driving co created value through global networks. New York: McGraw Hill.

Project:

The class will be divided into groups of five members each. Each group has to select an Organization. The project emphasis on Strategic analysis on the selected organizations. The group has to study SWOT Analysis , the different strategic implementation in the past and present. For the project student can use the sources like the company websites, interact with the company manager, interactions of the customers of the company concern and own experience

with the company if any. The Project will be briefed in the 3rd session and required to complete by 30th session. After 15th session each group has to brief the progress of their project. After one week of mid semester examination all groups are required to submit the final report. Each group will be assigned a date for presentation. Ten marks for presentation and 10 marks for presentation.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:


Components	Mid Term	Attendance	Class Assessment	End Term
Weightage (%)	20	00	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and Pos		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Understand the basic concepts and principles of Business policy and strategic Business analysis the internal and external environment of business.	PO1, PO 2
CO2	Develop and prepare organizational strategies that will be effective for the current business environment.	PO1,PO2, PO3, PO 6, PSO2
CO3	Devise strategic approaches to managing a business successfully in a global context.	PO2, PO4, PO 6, PSO1
CO4	Basic understanding of the nature and dynamics of the strategy formulation and implementation processes as they occur in complex organizations.	PO5, PO6, PO7 PSO3
CO5	Develop students to think critically and strategically. Understand the nature of services, and distinguish between products and services.	PO5, PO6, PSO2,POS3

			Management Knowledge	Problem Solution	Leadership and Organization Skills	Ethics	Environment and Sustainability	Life-long Learning:	Creativity and Innovation	Prepare basic knowledge, skills, tools and techniques to enable them to take up	Development of entrepreneurial skills and spirit. Develop competencies to be socially responsible business professionals
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO 1	PSO 2	PSO3
MGT11008	Business Strategy & Policy	3	2	2	1	1	2	3	3	2	-

1= weakly mapped
2= moderately mapped
3=strongly mapped

Name: Enrolment No:		
Course: MGT11008 – Business Strategy & Policy Program: BBA Time: 03 Hrs.		Semester: VI Max. Marks: 50
Instructions: Attempt All Questions from Section A (Each Carrying 2 Marks); any Four Questions from Section B (Each Carrying 5 Marks). Any Two Questions from Section C (Each Carrying 10 Marks).		
SECTION A (Answer All Questions)		

1.	What is Core Competencies? Give examples of two companies and their core competencies.	Remembering	CO1	
2	How policy decision impacts on Business Strategy?	Understanding	CO1	
3	What is stability strategy? Which company do you think now adopting stability strategy?	Remembering	CO2	
4	What are five forces of Michael Potters approach?	Remembering	CO1	
5	Why are diversification strategy adopted?	Remembering	CO1	
SECTION B				
1.	What do corporate strategies deal with?	Understanding	CO2	
2	What a vision should be and what it should not be?	Remembering	CO3, CO2	
3.	.	Understanding	CO 3	
4.	Analysis the strategy adopted by CCD.	Analysing	CO3	
SECTION C (Attempt any Two Questions)				
1.	<p>The Corporate journey of Mahindra Group started in 1945 when one of the two brothers K.C.Mahindra and J.C.Mahindara was on a visit to the US both brothers were professionals working with TATA Steel and Martin Burns respectively. K.C.Mahindra visualized manufacturing jeeps for the rugged Indian roads. A franchisee for assembling willys jeep was set up as Mahindra and Mohammad in association with Ghulam Mohammad, who later become a finance minister in post-independence Pakistan.</p> <p>In 1848, Mahindra & Mahindra came into being Keshub Mahindra is the chairman of the Group and Anand G. Mahindra is the managing director. The first diversification came in 1953 when Otis Elevator (India) was formed in 1956, the shares of the Mahindra Group were listed on the Bombay Stock exchange. The decade of 1953 -63 saw diversification mainly through collaborations and joint ventures with foreign companies. The group entered Varnishes and resins, machine tools, sintered products, alloy and special steel, and finally tractors in 1963. Tractors remain a core business at the Mahindra Group and it is a market leader in the industry and a global player now.</p> <p>In 1965 came a major thrust into the automobile industry with the commencement of production of light commercial vehicle.</p>	Applying	CO4	

The first international foray in the form of exports of utility vehicles and spare parts started in 1969, making in the first attempt at geographical diversification from the group.

The next two decades till 1985 were interspersed with strategic actions aimed at expansion in its mainline business of tractors. A major diversification occurred in 1986 with the Group entering the information technology sector. The milestone of India's second liberalization in 1991 coincided with the Mahindra Group's diversifying into financial services.

A reorganization exercise was carried out in 1994 to create six strategic business units: automotive, farm equipment, infrastructure trade and financial services, information technology and systech. The next five years the sawn of 2000 were marked by several related and unrelated diversification moves into realty and infrastructure, passenger cars, holiday resorts, consultancy and education.

By 2001 the Mahindra Group was not really in a good shape financially with revenues of Rs. 4352 crore, net profit of Rs. 120 crore, and return on capital employed at 6.9 per cent. That made it embark on a financial reengineering plan, codenamed, Operation Blue Chip, involving debt restructuring, defining the financial criteria that each business in the Group had to meet etc.

In the post 2001 period, the group has been focusing on internationalization through mergers and acquisition and joint ventures. The group has been operating in several markets around the world in Europe, Africa, South America, south Asia, South East Asia, and Middle East. Its earlier experience of having a joint venture with Ford was not happy. Now it is to be seen whether its joint venture with Renault of France and International Truck and Engine Corporation of the U.S. prove to be successful. Going by the popularity of its vehicles like Scorpio, it may well look forward to success.

	<p>The Mahindra Group is a 60 year old widely diversified, US\$4-billion group with 58 subsidiaries, 4 joint ventures and 9 associate companies. It business span a wide range of sectors, industries and markets, including trade and financial services, automotive technology, IT, infrastructure development and defense systems. Yet tractors and utility vehicle of its automotive and farm equipment are its core businesses. The logic behind some of the diversification may not be apparent – at least in the short run – but Anand Mahindra managing director defends the strategic posture by saying I see myself as a venture Capitalist and we have to constantly reallocate resources to newer ventures.</p> <p>a) How far Mahindra Group is effective in framing Corporate strategy?</p> <p>b) How far Mahindra Group is effective in integration and diversification strategy?</p>			
2.	Design a strategy for a premium restaurant looking at COVID- 19 situation in Kolkata.	Applying	CO4	
3.	Design strategy for Virus Protection Mass looking at more competition in the Indian market.	Creating	CO5	

MKT11008	Advertising & Sales Management	L	T	P	C
Version 1.0	Contact Hours – 60	3	1	0	4
Pre-requisites/Exposure	-----				
Co-requisites	--				
Academic year	2020-21				

Course objectives:

1. To enable students with different terminology and concepts of advertising and sales promotion.
2. To understand different key components of advertising and their market applications.
3. To get exposure with different techniques of sales promotion and how marketer apply this.

Course Outcomes:

On completion of this course, the students will be able to:

CO 1: Discuss different concepts of advertising and sales promotion and other terminology with these.

CO 2: Identify strengths, weaknesses, opportunities and threats (SWOT) of different kinds of promotional campaigns

CO3: Develop creative strategies of different types of advertising.

CO 4: Illustrate different models of advertising in different market situation.

CO 5: Explain the different concepts of sales promotion techniques in the market.

Course Description:

In real world, we found a significance presence of promotion in different disciplines of business life. Role of advertising in not only sell the product but create a confidence to the consumers in term of knowledge and experiences. This present course will analyze different models of advertising and its market applications. This subject describes different components of advertising like message, media, and budget and also discussed creative strategy and applications. This course discusses fundamental ideas of sales promotions and different techniques of sales promotion. The course has been design by looking into marketing application of advertising and sales promotion.

Course Structure:

Unit-I

12 Hrs

Advertising: Meaning, Features, Functions; Setting of Advertising objectives; Advertising Budget. Approaches of Advertising - DAGMAR (defining Advertising Goals for Measured Advertising Results), AIDA (Attention, Interest, Desire and Action).

Unit- II **10 Hrs**
 Advertising Media: Media Types & its Evolution, Factors Affecting Media Choice; Internet Advertising- Meaning, Components, Advantages, Limitations, Types of Internet Advertising. Advertising Appeals.

Unit- III **12 Hrs**
 Media planning - The function of media planning in advertising, Role of media planner, Challenges in media planning, Media planning process, Media planning for consumer goods, Media planning for industrial goods. Selecting suitable media options- TV, Radio, Magazine, Newspapers, Pamphlets and brochures, direct mail, outdoor media.

Unit-IV **10 Hrs**
 Evaluation of Advertising Effectiveness - Methods Of Measuring Advertising Effectiveness) Pre And Post Testing. According To Objective (Communication and Sales), According to technique (experiment And Survey), Pre-testing Method) Measuring Consumer

Unit-V **12 Hrs**
 Forms of sales promotion: Consumer oriented sales promotion, trade oriented sales promotion and sales force oriented sales promotion. Major tools of sales promotion: Samples, point of purchase, displays and demonstration. Exhibition and Fashion shows, sales contest and game of chance and skills, lotteries, gifts, offers, premium and free goods, Prince Packs, rebates, patronage, rewards etc. Conventions, conference and trade shows, specialities and novelties, Developing a sales promotion programmes, pre testing implementing, evaluating the results and making necessary modification.

READING LIST

Advertising and Promotion: An Integrated Marketing Communications Perspective by George E Belch.

Advertising Management 5/E 5th Edition (English, Paperback, David A. Aaker, John G. Myers, Rajeev Batra).

Rajeev Batra, John G. Myers, David A. Aaker, Advertising Management, Pearson Education.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50


Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and Pos		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Discuss different concepts of advertising and sales promotion and other terminology with these.	PO1, PO 2, PSO1

CO2	Identify strengths, weaknesses, opportunities and threats (SWOT) of different kinds of promotional campaigns.	PO1,PO2, PO3, PSO2
CO3	Develop creative strategies of different types of advertising.	PO2, PO4, PO 7, PSO1
CO4	Illustrate different models of advertising in different market situation.	PSO3, PO6, PO7
CO5	Explain the different concepts of sales promotion techniques in the market.	PO1, PSO1, PSO3

		Management Knowledge	Problem Solution	Leadership and Organization Skills	Ethics	Environment and Sustainability	: Life-long Learning	Creativity and Innovation	Prepare basic knowledge, skills, tools and techniques to enable them to take up	Development of entrepreneurial skills and spirit.	Develop competencies to be socially responsible business professionals
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO 1	PSO 2	PSO3
MKT11008	Advertising & Sales Promotion	3	3	-	-	-	2	3	3	1	3

1= weakly mapped
2= moderately mapped
3=strongly mapped

Name: Enrolment No:	
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Course: MKT11008– Advertising & Sales Promotion			
Program: BBA		Semester: VI	
Time: 03 Hrs.		Max. Marks: 50	
Instructions:			
Attempt All Questions from Section A (Each Carrying 2 Marks); any Four Questions from Section B (Each Carrying 5 Marks). Any Two Questions from Section C (Each Carrying 10 Marks).			
SECTION A (Answer All Questions)			
1.	Define concept of integrated marketing communication.	Remembering	CO1
2	Compare and contrast between advertising and sales promotion	Understanding	CO1
3	Define endorsement in advertising.	Remembering	CO2
4	What is means-end chain model?	Remembering	CO1
5	What do you mean perceptual defence?	Remembering	CO1
SECTION B			
1.	Explain the consistency theories of advertising related to psychological preference for supportive information.	Understanding	CO2
2	How have the advertisers attempted to minimize zipping and zapping?	Remembering	CO3, CO2
3.	Illustrate AIDA model of advertising with an example of FMCG product	Understanding	CO 3
4.	Analyse the six facets of advertising and its importance in market development.	Analysing	CO3
SECTION C (Attempt any Two Questions)			
1.	<p>After introducing popcorn and Sundrop cooking oil, ITC Agrotech lauched wheat flour (atta) under the brand name Healthy world. US based food products firm, Congra, has 51 percent stake in ITC Agrotech. The vice president says, “We tool an Indian perspective out of the Congra portfolio with relevance to local palate...Healthy World marks our entry into mass market products.”</p> <p>Priced at Rs 18.50 for 1 kg pack, Healthy World comes in packs ranging from 500 gm to 1 kg. ITC Agrotech claims that it spent nearly one year on R& D before launching Healthy World, benchmarking it against national players in the branded atta category, players like HUL (Annapurna), Pillsbury. There are several regional brand too. Parameters such as softness, taste,</p>	Applying	CO5

	<p>colour and texture preferences are said to have been looked into in detail before finalizing the variant. “Our research revealed that the preferences in the North and South in India differ distinctly across almost all parameters of atta. While creamish to white colour and finer size is preferred in the South, the North consumer is more discerning as far as taste goes,” informs the marketing manager. Consumers in the South are more receptive to branded atta, but the North leads in consumption, where average monthly household consumption is 27 kg as against just 3 kg in the South.</p> <p>Conagra claims to be the largest miller in the US. ITC Agro took over the atta manufacturing portion of a partner in Chennai to streamline it in line with its parent company’s manufacturing process. What will also help ITC Agro is the fact that it has established itself as a health conscious manufacturer with Sundrop. The distribution network is already in place. In fact, the Healthy World packs too leverage this with the image of the boy somersaulting (The Sundrop trademark) with the proclamation- “from the makers of Sundrop.”</p> <p>The branded atta market is estimated to be in excess of Rs 350 crore, with category advertising spend of about Rs 20-25 crore. The theme line of Healthy World says, “More health. More Energy.”</p> <p>a) Develop a sales promotion plan to encourage continued consumption of Health World in North India.</p> <p>b) How would you make your sales promotion competition proof?</p> <p>c) Examine the result of sales promotion in the above matter?</p>		
2.	How do you measure the effectiveness of advertising as a communication process?	Remembering	CO2
3.	Demonstrate the role of advertising appeal and how it helps to develop consumer thought and feeling?	Understanding	CO3

MKT11009	Retail Management	L	T	P	C
Version 1.0	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Basic understanding of marketing and consumer behaviour				
Co-requisites	--				

Course Objectives:

5. Overview of retail industry in India.
6. Understanding retail consumer behaviour.
7. To know selection criteria of retail store location and its layout.
8. Planning merchandise and merchandise budgets.
9. Globalisation and its effect in retail business.

Course Outcomes:

On completion of this course, the students will be able to:

CO1. Know about retail industry in India.

CO2. Understand retail consumer buying behaviour.

CO3. Able to do selection of retail store location and layout

CO4. Recognise retail merchandise plan and budgeting.

CO5. Familiarise with the changes in the retail business due to globalisation and technological development.

Catalogue Description

Retail Management is the process which helps the customers to procure the desired merchandise from the retail stores for their personal use. It includes all the steps required to bring the customers into the store and fulfil their buying needs. Retail management saves time and ensures the customers easily locate their desired merchandise and return home satisfied. It gives an overview of the concept of visual merchandising and lays emphasis on customer relationship management, brand management and sales management. Retail management has become one of the fastest growing careers in the industry with the tremendous growth in the economy. Retail Market of India is the most attractive among the emerging market in the world and has demanded more number of trained professionals in this field. It strives to create a new generation of smart retail professional of international calibre and aims to equip them with the best practices being followed across the globe.

Course Content:

Module 1: 10 Lecture Hours

Introduction to Retailing – Retailing in India, Significance of retail industry, Marketing retail equations, new role of retailers, Indian retail scenario and its future prospects. Retail Formats and Theories-Theories of retail development, Concept of retail life cycle, Classification of retail stores, the role of franchising in retail

Module II 10 Lecture Hours

Understanding the Retail Consumers, The factors influencing retail shopper Consumer decision making process, changes in the Indian consumer, the use of market research as a tool for understanding markets and consumers.

Module III 10 Lecture Hours

Retail store location and layout - Country/Region analysis - Trade area analysis - Site evaluation and selection - Store design and layout - Comprehensive store planning - Exterior design and layout - Interior store design and layout - Interior design elements.

Module IV 5 Lecture Hours

Planning merchandise needs and merchandise budgets - Methods for determining inventory evaluation - Assortment planning, buying and vendor relations - Merchandise pricing - Price strategies - Psychological pricing - Mark-up and markdown strategies.

Module V 10 Lecture Hours

Globalization and changing retail formats – Online retailing - International Retailing – Opportunities and Challenges - Market entry formulas - New customized formats (customized stores, portable stores, merchandise depots, retail theatre, service malls, customer-made stores.).

Reference Books:

1. Berman, B., & Evans, Jr. (2019). Retail management (10thed.).New Delhi: Prentice Hall India.
2. Retail Management, Bajaj, Oxford Publication
3. Retail Management, Mustafa, A.HPH

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam

Examination Scheme:

Components	Internal	Attendance	Mid Term	End Term
Weightage (%)	30	00	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	To know about retail industry in India.	PO1, PO2
CO2	Understanding retail consumer buying behaviour.	PO1, PO2, PO3, PSO1
CO3	Able to do selection of retail store location and layout	PO1, PO2, PO3, PO4, PO5, PO4,
CO4	Recognise retail merchandise plan and budgeting.	PO1, PO5, PO7, PSO2
CO5	Familiarise with the changes in the retail business due to globalisation and technological development.	PO 8, PSO 3


		Management Knowledge	Problem Solution	Leadership and Organization Skills	Ethics	Environment and Sustainability	Life-long Learning	Creativity and Innovation	Employability	Create capabilities of converting theoretical knowledge into practical applications as per	Keep abreast of trans-disciplinary trends which can be brought to bear in creating	Develop competencies to be socially responsible business professionals
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
MKT11009	Retail Management	3	2	2	1	2	1	-	3	2	-	2

1=weakly mapped

2= moderately mapped

3=strongly mapped

Model Question Paper

Name:	
Enrolment No:	

Course: MKT11009 Retail Management**Program: MBA****Time: 3 Hrs.****Semester: Even 2020-21****Max. Marks: 50****Instructions:**

Attempt any five questions from **Section A** (each carrying 2 marks); Three **Questions** from **Section B** (each carrying 10 marks). **Section C** is Compulsory (carrying 10 marks).

Section A (Attempt any five)

1.	What is retailing philosophy?	2	CO1
2.	What is customer orientation in retail?	2	CO2
3.	What is intensive retailing?	2	CO4
4.	What is impulse purchase?	2	CO3
5	What is a “win-win” approach in retailing?	2	CO5
6	What is at the market-orientation pricing?	2	CO4
SECTION B (Attempt any Three Questions)			
7.	What are the main performance criteria for a retailer? Do they remain same at the store as well as at category level?	10	CO2
8.	Explain the retail consumers’ decision making process.	10	CO4
9.	How do you identify trading area of a new stores?	10	CO5
SECTION C is Compulsory			
10.	Case Study on Retail Merchandise Plan Strategy	10	CO3 and CO5

MKT11007	E-commerce	L	T	P	C
Version 1.0	Contact Hours - 30	2	0	0	2
Pre-requisites/Exposure	Basic understanding of Internet technology, digital transactions and marketing				
Co-requisites	--				

Course Objectives:

10. Learn evolution of E-commerce- a brief history
11. Understanding e-commerce business models and technology background.
12. Building an E-commerce site, security and payment systems.
13. Online consumer behaviour, e-commerce marketing and business strategies.
14. E-tailing business models including service sectors.

Course Outcomes:

On completion of this course, the students will be able to:

- CO1. Know about evolution of E-commerce history.
- CO2. Understand e-commerce business models and technology background.
- CO3. Build e-commerce site with knowledge of security and payment systems.
- CO4. Recognise online consumer behaviour, e-commerce marketing and strategies.
- CO5. Familiarise with the e-tailing business models including service sectors.

Catalogue Description

With the inception of Web, organisations and individuals are more and more making use of it to create new business ventures. The WWW is not only a definitive source of information, but an astounding business opportunity as well. People throughout the world are venturing out onto the Web for buying and selling goods and services. The Web has indeed proved to be a boon to business, drawing its power from the flow of easy and instantaneous transactions worldwide. Online business is thriving and more and more corporate companies are joining the fray of electronic transactions. E-commerce has established a significant synergy between the use of digital information and online business. E-commerce has increased the speed and ease with which business can be transacted today, resulting in intense competition between enterprises. Companies are at the crossroads, with just two vistas ahead of them- either go online or go out of business. Once the choice of online business is made, further roadblocks are encountered: which business model to adopt, what strategies to adopt to make business successful? The solution is to gain a deeper insight into the e-commerce business.

Course Content:

Module 1:

5 Lecture Hours

E-commerce: The revolution is just beginning, Ecommerce: A Brief History, Understanding E-commerce: organizing Themes

Module II**10 Lecture Hours**

E-commerce Business Models, Major Business to Consumer (B2C) business models, Major Business to Business (B2B) business models, Business models in emerging E-commerce areas, How the Internet and the web change business: strategy, structure and process, The Internet: Technology Background, The Internet Today, Internet II- The Future Infrastructure, The World Wide Web, The Internet and the Web : Features

Module III**5 Lecture Hours**

Building an E-commerce Web Site: A systematic Approach, The e-commerce security environment, Security threats in the e-commerce environment, Technology solution, Management policies, Business procedures, and public laws, Payment system, E-commerce payment system, Electronic billing presentment and payment.

Module IV**10 Lecture Hours**

Consumer online: The Internet Audience and Consumer Behaviour, Basic Marketing Concepts, Internet Marketing Technologies, B2C and B2B E-commerce marketing and business strategies, The Retail sector, Analyzing the viability of online firms, E-commerce in action: E-tailing Business Models, Common Themes in online retailing, The service sector: offline and online, Online financial services, Online Travel Services, Online career services.

Reference Books:

1. Kenneth C. Laudon, E-Commerce : Business, Technology, Society, 4th Edition, Pearson
2. S. J. Joseph, E-Commerce: an Indian perspective, PHI

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam**Examination Scheme:**

Components	Internal	Attendance	Mid Term	End Term
Weightage (%)	30	00	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)


Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Know about evolution of E-commerce history.	PO1, PO2
CO2	Understand e-commerce business models and technology background.	PO1,PO2, PO3, PSO1
CO3	Build e-commerce site with knowledge of security and payment systems.	PO1, PO2, PO3, PO4, PO5, PO4,
CO4	Recognise online consumer behaviour, e-commerce marketing and strategies.	PO1, PO5, PO7, PSO2

CO5	Familiarise with the e-tailing business models including service sectors.	PO11, PO12
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		A Brief History, Understanding E-commerce: organizing Themes	E-commerce Business Models	Major Business to Consumer (B2C) business models	Major Business to Business (B2B) business models	Internet and the web change business: strategy, structure and process	The Internet: Technology Background	The Future Infrastructure, The World Wide Web	Building an E-commerce Web Site: A systematic Approach	The e-commerce security environment	E-commerce payment system, Electronic billing presentment and payment.	The Internet Audience and Consumer Behaviour	Internet Marketing Technologies	E-commerce marketing and business strategies	The service sector: offline and online, Online financial services, Online Travel Services,
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
MBA33122	E-commerce	3	2	2	1	2	1	-	3	2	-	2	2	2	3

1=weakly mapped
2=moderately mapped
3=strongly mapped

Model Question Paper

Name: Enrolment No:			
Course: MKT11007 E-commerce			
Program: BBA Semester: Even 2020-21	Time: 3 Hrs. Max. Marks: 50		
Instructions: Attempt any five questions from Section A (each carrying 2 marks); Three Questions from Section B (each carrying 10 marks). Section C is Compulsory (carrying 10 marks).			
Section A (Attempt any Three)			
1.	What is ubiquity of e-commerce?	2	CO1
2.	What is affiliate revenue model?	2	CO2
3.	What are B2C and B2B? Give examples.	2	CO2
4.	What is first mover advantage in e-commerce business?	2	CO3
5	What do you understand by successful e-commerce value proposition?	2	CO4

	SECTION B		
7.	Explain market opportunity and competitive environment of e-commerce business model.	10	CO2
8.	Explain a typical e-commerce transaction and its security threats.	10	CO3
9.	How do you plan to build your e-commerce presence? Explain	10	CO4
	SECTION C is Compulsory		
10.	Case Study on online consumer behaviour and marketing strategy	10	CO5

OBH11010	Organizational Change & Development	L	T	P	C
Version 1.1	Contact Hours – 60	3	1	0	4
Pre-requisites/Exposure	Understanding organization system and strategic intent				
Co-requisites	Developing strategic skills				
Academic year	2020-21				

Course Objective:

The primary objectives of this course are to: (1) provide you with an opportunity to become familiar with the basic theories of “change management,” (2) develop an awareness and fundamental knowledge of the need for change, why organizations change or fail to change, and how to plan for, manage and measure change, (3) develop an awareness of the leadership issues and role of the leader in organizational change, and (4) help further develop and expand your critical thinking and analytical skills.

Course Outcome:

CO1: Students should gain an understanding of the organization’s ability to assess its current functioning and achieve goals

CO2: Students should gain the ability to implement tools of intervention to effectively bring about major change to gain support of organization members

CO3: Students should gain an understanding of the organization’s ability to assess its current functioning and achieve goals

Course Description:

This course addresses the issues, basic theories and methods associated with organizational change and development in contemporary organizations. In this course, participants will be exposed to a number of organizational issues including, the need for change, why organizations change or fail to change, the legal and regulatory issues associated with change, and how change helps organizations become more competitive and profitable. In this course, participants will be introduced to both historical and contemporary theories and methods of introducing change in organizations, leading change, the ethical issues of surrounding and management techniques for effectively changing an organization. The course also explores the role of leadership in change and how leaders effect change.

Course Structure:

Unit I: Organizational Change and Development: Overview, Concept, Meaning, Objectives of OC & OD, Assumptions of OD, Values and beliefs in OD.

[12 Lectures]

Unit II: Organizational Change and Development Process: Organization Life Cycle, Lewin's Model, and General Organization Development Competencies.

[12 Lectures]

Unit III: OD Interventions: Nature of OD Interventions, OD Intervention Strategies, Interpersonal, Team, Intergroup and Structural. [12

Lectures]

Unit IV: Evaluation of OD: Evaluation of OD Interventions, Ethics of OD Professionals.

[12

Lectures]

Unit V: Power, Politics and Organizational Development, Changing environment and Organizational Development. [12

Lectures]

Text Book(s):-

1. French, W.L. & Bell, C.H.: Organization Development, Prentice Hall of India/ Pearson Education.
2. French, W.L. & Bell, C.H.: Organization Development and Transformation, Tata McGraw Hill.
3. Pareek, Udai: Understanding Organization Behaviour, OUP.

Reference Book(s) & other resources:-

1. Rao, T.U.: Recent Experiences in Human Resources Department, Oxford & IBH publication, New Delhi.
2. Chakravorty, S.K.: Managerial Depot & Appraisal, Machillan Co. Ltd., New Delhi.
3. Dhyal, Iswar: Management Training in Organisation Practice, Hall Indian Ltd., New Delhi.

Project:

The class will be divided into groups consisting of 5 members in each. Each group will interact with 2 companies to understand the changes observed in them in the pandemic crisis and their coping strategies. The objective of the project is to acquaint the students with the relevance of the theories and concepts delivered in the course. Students are required to submit

their project report just after mid-semester examination. Each group will present their work in the class such that all students should have an idea of the practical and managerial implications of the concepts.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Mid Term	Attendance	Class Assessment	End Term
Weightage (%)	20	00	30	50


Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and Pos		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	CO1: Students should gain an understanding of the organization's ability to assess its current functioning and achieve goals	PO1, PO2
CO2	CO2: Students should gain the ability to implement tools of intervention to effectively bring about major change to gain support of organization members	PO1, PO2, PO3, PO 6, PO7, PSO2
CO3	CO3: Students should gain an understanding of the organization's ability to assess its current functioning and achieve goals	PO2, PO4, PO5, PO 6, PSO1, PSO3

		Management Knowledge	Problem Solution	Leadership and Organization Skills	Ethics	Environment and Sustainability	Life-long Learning	Creativity and Innovation	Prepare basic knowledge, skills, tools and techniques to enable them to take up higher studies and research and research.	Development of entrepreneurial skills and spirit.	Develop competencies to be socially responsible business professionals.
Course Code	Course Title	PO1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
OBH11010	Organizational Change & Developm	3	3	2	1	1	2	2	1	1	3

	ent									
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1=weakly mapped
2= moderately mapped
3=strongly mapped

Name:			
Enrolment No:			
Course: OBH11010– Organizational Change & Development Program: BBA Semester: VI Time: 03 Hrs. Max. Marks: 50			
Instructions: Attempt All Questions from Section A (Each Carrying 1 Marks); Four Questions from Section B (Each Carrying 5 Marks). Any Two Questions from Section C (Each Carrying 10 Marks).			
SECTION A (Answer All Questions)			
1.	Why do you think an organization must be adaptable to change?	Remembering	CO1
2.	Why do you think people resist change?	Understanding	CO1
3.	What is refreezing?	Remembering	CO2
4.	Who are the change agents?	Remembering	CO1
5.	Mention the essential steps of ADKAR Model.	Remembering	CO1
SECTION B			
1.	Write an essay on how changes in the business environment require the business to undergo continuous evolutionary change.	Understanding	CO2
2.	Compare Kurt Lewin’s Change Model with Kotter’s 8-step Change Model with a supportive diagram.	Remembering	CO3, CO2
3.	Job redesign is an essential component of Organizational Development. Discuss.	Understanding	CO 3
4.	As a change agent, which model do you think is most appropriate for implementing change? Discuss.	Analysing	CO3
SECTION C (Attempt any Two Questions)			
1.	Humanized Robots Harsha Bhatt sat in her office at the plant pondering the same questions she had been facing for months. How to get her company’s employees to work harder and produce more? No matter what she did, it didn’t seem to help much. Harsha had inherited the business three years ago when her father passed away unexpectedly. The Company was founded four decades ago by her father and had grown into a moderate-size	Applying	CO3

<p>corporation. It manufactured replacement parts for large-scale manufacturing machines such as lathes and mills.</p> <p>Although Harsha grew up in the business family, she never understood her father's approach. Sr. Bhatt had treated his employees like part of his family. In Harsha's view, however, he paid them more than he had to, asked their advice far more often than he should have, and spent too much time listening to their ideas and complaints. When Harsha took over, she vowed to change how things were done. In particular, she resolved to stop handling employees with kid gloves and to treat them like what they were: the hired help.</p> <p>In addition to changing the way employees were treated, Harsha had another goal for the Company. She wanted to meet the challenge of international competition. Japanese firms had moved aggressively into the market for heavy industrial equipment. She saw this as both a threat and an opportunity. On the one hand, if she could get a toehold as a parts supplier to these firms, the Company could grow rapidly. On the other, the lucrative parts market was also sure to attract more Japanese competitors. Harsha had to make sure that her Company could compete effectively with highly productive and profitable Japanese firms.</p> <p>From the day Harsha took over, she practiced an altogether different philosophy to achieve her goals. For one thing, she increased production quotas by 20 percent. She instructed her first-line supervisors to crack down on employees and eliminate all idle time. She also decided to shut down the company softball field her father had built. She thought the employees really didn't use it much, and she wanted the space for future expansion.</p> <p>Harsha also announced that future contributions to the firm's profit-sharing plan would be phased out. Employees were paid enough, she believed, and all profits were the rightful property of the owner. She also had private plans to cut future pay increases to bring average wages down to where she thought they belonged. Finally, Harsha changed a number of operational procedures. In particular, she stopped asking other people for their advice. She reasoned that she was the boss and knew what was best. If she asked for advice and then didn't take it, it would only stir up resentment.</p> <p>All in all, Harsha thought, things should be going much better. Output should be up and costs should be way down. Her strategy should be resulting in much higher levels of productivity and profits. But that was not happening. Whenever Harsha walked through one of the plants, she sensed that</p>		
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	<p>people weren't doing their best. Performance reports indicated that output was only marginally higher than before but scrap rates had soared. Payroll costs were indeed lower, but other personnel costs were up. It seemed that turnover had increased substantially and training costs had gone up as a result.</p> <p>In desperation, Harsha finally had hired a consultant. After carefully researching the history of the organization and Harsha's recent changes, the consultant made some remarkable suggestions. The bottom line, Harsha felt, was that the consultant thought she should go back to that "humanistic nonsense" her father had used. No matter how she turned it, though, she just couldn't see the wisdom in this. People worked to make a buck and didn't want all that participation stuff. Suddenly, Harsha knew just what to do. She would announce that all employees who failed to increase their productivity by 10 percent would suffer an equal pay cut. She sighed in relief, feeling confident that she had finally figured out the answer.</p> <p>Case Questions:</p> <p>A) How successful do you think Harsha's new plan will be? Why?</p> <p>B) If you were Harsha's consultant, what would you advise her to do?</p>		
2.	Comment on the benefits of Organizational Development with reference to ITES sector.	Applying	CO3
3.	Do you think employee resistance has some potential benefits? Discuss. Give a Case example	Creating	CO3

OBH11011	Training & Development	L	T	P	C
Version 1.0	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Understanding of the general principles of management				
Co-requisites	Understanding of Organization Behaviour and Business Communication				
Academic Year	2020-2021				

Course Objectives:

The objective of the course is to educate the student such that he/she understands:

10. To educate the students on training and career development, training needs analysis, principles of wage determination, salary structure, grades, range, overtime payments,
11. To assist the learners to learn job evaluation, its purpose, methods and procedure, wage policies and regulations in India,
12. To assist the students to learn performance management, Industrial relations machinery, preventive and settlement machinery, grievance and the procedure for the redressal of grievance, roles, rights and responsibilities of trade union, collective bargaining, worker's participation in management, quality of work life, health and safety, voluntary welfare schemes for education, recreation, housing, medical services, an outline of social security measure, etc.

Course Outcome:

On completion of this course the students will be able to:

CO1: Discuss the concept of training and development and its relevance in organizations.

CO2: Develop necessary skill set for application of various HR issues.

CO3: Analyse the strategic issues and strategies required to select and develop manpower resources.

CO4: Examine the knowledge of HR concepts to take correct business decisions.

Course Description:

This course provides an introduction to the various functions of human resource management, including job analysis, job evaluation, its purpose, methods and procedure, wage policies and regulations in India, the procedure for the redressal of grievance, roles, rights and responsibilities of trade union, collective bargaining, worker's participation in management, quality of work life, health and safety, voluntary welfare schemes for education, recreation, housing, medical services, an outline of social security measure, etc.

Course Contents:

Unit I: Introduction to Training & Development: Definition and Concept, Features, Objectives, Functions, Process, Concept and Significance of Training, Training Needs, Training Methods, Types of Training [10 L]

Unit II: Performance appraisal: Introduction, Concept of Performance Appraisal, Purpose,

Process, Methods, Major Issues in Performance Appraisal [10 L]

Unit III: Wages and Salary: Introduction, Nature and significance of Wage and Salary Administration, Theories of Wages, Methods of Wage Fixation [10 L]

Unit IV: Incentives: Introduction, Concept of Incentives, Effective Incentive system, Types of Incentive Scheme [10 L]

Unit V: Employee Relations: Introduction, Concept, Managing Discipline, Managing Grievance, Employee Counseling, Trade Union, Industrial Disputes [5 L]

Unit VI: Employee Empowerment: Introduction, Concept of Employee Empowerment, Process of Empowerment, Empowerment in Indian Scenario, Empowerment in Global Scenario [10 L]

Unit VII: Selective Cases on the above topics. [5 L]

Suggested Readings:

Text Book(s):-

T1: Aswathappa, K.: Human Resource Management, Text & Cases, McGraw Hill (India), New Delhi.

T2: Bhattacharya, D.K.: Human Resource Management.

T3: SubbaRao, P.: Essential of HRM and Industrial Relations.

T4: Memoria, C.B.: Personnel Management.

Reference Book(s) & other resources:-

1. Monappa, Arun: Managing Human Resource.

2. Monoppa & Saiyadain: Personnel Management, Tata McGraw Hill, New Delhi.

3. Patnayak, Biswajeet: Human Resource Management, Ed. 3rd, 2006, PHI, New Delhi.

4. Armstrong, Michael: A handbook of HRM practice, Kgan Page Limited, London.

5. Rao, VSP: Human Resource Management: Text and Concept, Excel Books, New Delhi.

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam

Examination Scheme:

Components	Internal	Attendance	Mid Term	End Term
Weightage (%)	30	00	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and Pos	
	Course Outcomes (COs)
	Mapped Program Outcomes


CO1	Discuss the concept of training and development and its relevance in organizations.	PO1, PO2, PSO1
CO2	Develop necessary skill set for application of various HR issues.	PO1,PO2, PO3, PO 6, PSO2
CO3	Analyse the strategic issues and strategies required to select and develop manpower resources.	PO2, PO4, PO 6, PSO1
CO4	Examine the knowledge of HR concepts to take correct business decisions.	PO5, PO6, PO7, PSO2

		Management Knowledge	Problem Solution	Leadership and Organization Skills	Ethics	Environment and Sustainability	: Life-long Learning	Creativity and Innovation	Prepare basic knowledge, skills, tools and techniques to enable them to take up	Development of entrepreneurial skills and spirit.
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO 1	PSO 2
OBH11011	Training & Development	3	3	2	1	1	2	2	1	1

1=weakly mapped

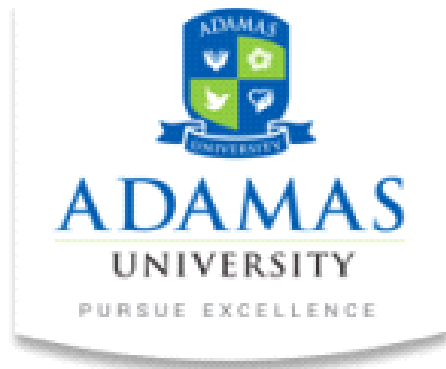
2= moderately mapped

3=strongly mapped

Name:			
Enrolment No:			
Course: OBH11011--- Training & Development			
Program: BBA	Semester: VI		
Time: 03 Hrs.	Max. Marks: 50		
Instructions: Attempt All Questions from Section A (Each Carrying 1Marks); Four Questions from Section B (Each Carrying 5Marks). Any Two Questions from Section C (Each Carrying 10 Marks).			
SECTION A (Answer All Questions)			
1.	What is simulation?	Remembering	CO1
2	Why training is important for any organization?	Remembering	CO1

3	Define potential appraisal.	Remembering	CO1
4	What do you understand IR?	Remembering	CO1
5	Explain collective bargaining.	Understanding	CO2
SECTION B			
1.	Explain your views about the fact that HRD and performance appraisal of an employee are linked to each other? Justify your answer with proper illustration.	Understanding	CO2
2	What is the difference between training and development in any organization?	Remembering	CO1
3.	Suppose HR planners estimate that because of several technological innovations your company will need 25 percent fewer employees in three years. What actions would you take today?	Understanding	CO2
4.	Briefly define the difference between on-the- job and off –the – job training in a company. Elucidate your answer with examples.	Remembering	CO3
SECTION C (Attempt any Two Questions)			
1.	<p>Read the case carefully and solve the questions.</p> <p>Shravan, President of Apex Door, has a problem. No matter how often he tells his employees how to do their jobs, they invariably “decide to do it their way”, as he puts it and arguments ensue between Shravan, the employee and the employee’s supervisor. One example is the door-design department, where the designers are expected to work with the architects to design doors that meet the specifications. While it’s not “rocket science”, as Shravan puts it, the designers invariably make mistakes- such as designing in too much steel, a problem that may cost Apex tens of thousands of wasted rupees, once you consider the number of doors in, say a 30 storey office tower. The current training process is as follows. None of the jobs has a training manual, although several have somewhat out-of-date job descriptions. The training for new people is all on the job. Usually, the person leaving the company trains the new person during the one or two week overlap period, but if there’s no overlap, the new person is trained as well as possible by other employees who have filled occasionally on the job in the past. The training is basically the same throughout the company-for machinists, secretaries, assemblers and accounting clerks, for example.</p> <p>Questions</p> <p>What do you think is Apex’s training process?</p> <p>c) Could it help to explain why employees “do things their way” and if so, how?</p> <p>d) Explain in detail what you would do to improve the training process at Apex. Make sure to provide specific</p>	Applying	CO4

	suggestions.		
2.	<p>The personnel office of Prasant Chemicals limited informed the middle managers through a circular that a group of consultants would be calling on them later in the week to provide training on team building. The consultants would be emphasizing on how to develop team work and to build inter group relationships throughout the Company. The information also contained the approach to be adopted by the consultants and explained the five-step process of team building: problem sensing, examining differences, giving and receiving feedback, developing interactive skills, and follow up actions. The circular also included a note on the utility of team building in organizational effectiveness. On receiving the circular, middle managers, felt tensed as they though team building as an exercise involving a lot of hocus-pocus as they experienced in sensitivity training exercises in which participants used to attack each other and let out their aggression by heaping abuse on those disliked. Therefore, the managers felt that the consultants were not needed for team building. One of the managers commented, ‘now that as we understand what is involved in team building, we can go ahead and conduct session ourselves. All we have to do is to choose a manager who is liked by everyone and put him in the role of change agent/ consultant. After all, you really do not need high priced consultants to do team building stuff. You just have a good feel for human factor’. The other managers generally agreed. However, the corporate personal director turned down their suggestion and proceeded with his original programme of hiring consultants.</p> <p>Questions</p> <p>(a) Why did middle managers show resistance to team building approach of organization development?</p> <p>(b) Do you think the managers had accurate view of team building concept and role of external consultant in that?</p> <p>(c) Did corporate personnel office sell the concept of team building and its usefulness properly to middle managers? What actions should the department have taken?</p>	Analysing	CO3
3.	<p>“Organizations don’t change, people change and then people change organizations.” How does HRD change people? Elucidate your answer with proper illustrations.</p>	Applying	CO4



**ADAMAS UNIVERSITY
SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT**

PROGRAMME STRUCTURE & SYLLABUS

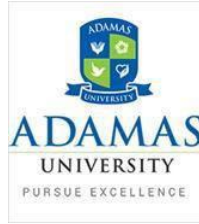
for

BACHELOR OF BUSINESS ADMINISTRATION

BBA- NEP

4 Years Programme

Academic Year - 2023-24



**ADAMAS UNIVERSITY, KOLKATA
SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT**

VISION OF THE UNIVERSITY

To be an internationally recognized university through excellence in inter-disciplinary education, research and innovation, preparing socially responsible well-grounded individuals contributing to nation building.

MISSION STATEMENTS OF THE UNIVERSITY

M.S 01: Improve employability through futuristic curriculum and progressive pedagogy with cutting-edge technology

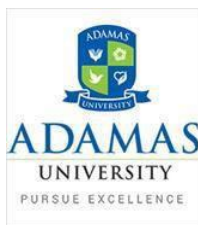
M.S 02: Foster outcomes based education system for continuous improvement in education, research and all allied activities

M.S 03: Instill the notion of lifelong learning through culture of research and innovation

M.S 04: Collaborate with industries, research centers and professional bodies to stay relevant and up-to-date

M.S 05: Inculcate ethical principles and develop understanding of environmental and social realities

CHANCELLOR / VICE CHANCELLOR



**ADAMAS UNIVERSITY, KOLKATA
SCHOOL OF BUSINESS**

DEPARTMENT OF MANAGEMENT

VISION OF THE SCHOOL

To be a new-age school maintaining international standards of industry-relevant interdisciplinary education and research in the field of business, commerce and economics, developing professionals adept at leveraging technology, and conscious of society and environment.

MISSION STATEMENTS OF THE SCHOOL

M.S 01: Focus on outcome based curriculum enabling intellectual, personal and professional growth through life-long learning.

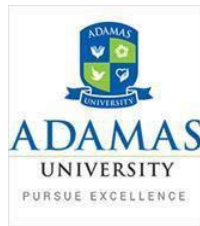
M.S 02: Integrate theory with practice to create solutions, embracing sustainability and diversity

M.S 03: Inculcate trans-disciplinary culture through teaching and research in emerging areas.

M.S 04: Encourage students to inculcate entrepreneurial spirit, ethical and societal values, and contribute to nation-building.

HOD

DEAN/SCHOOL



**ADAMAS UNIVERSITY, KOLKATA
SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT**

VISION OF THE DEPARTMENT

To be an internationally recognized center for management education through excellence in pedagogy, research and innovation, preparing socially responsible and industry-ready management professionals who will emerge as the preferred choice for organisations.

MISSION STATEMENTS OF THE DEPARTMENT

M.S 01: Improve employability through progressive, outcome-based pedagogy and regular interaction with industry for lifelong learning.

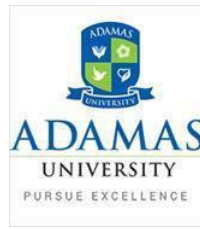
M.S 02: Integrate theoretical knowledge with real-life practices through industry interface.

M.S 03: Holistic development through trans disciplinary teaching and research in emerging areas leveraging technology.

M.S 04: Encourage students to inculcate entrepreneurial spirit, ethical, societal and professional values, and contribute to nation-building.

HOD

DEAN/SCHOOL



**ADAMAS UNIVERSITY, KOLKATA
SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT**

Name of the Programme: Bachelor of Business Administration (Hons)

PROGRAMME EDUCATIONAL OBJECTIVES (PEO)

PEO 01: Imparting knowledge of the fundamentals of Management theory and its applications in problem solving.

PEO 02: Developing expertise in the areas of leadership, interpersonal skills, entrepreneurship, finance, and marketing.

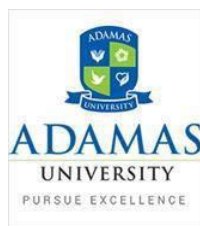
PEO 03: Enhancing professional competency in meeting the challenges of a globalized world of business.

PEO 04: Developing ethical, social and environmental consciousness.

PEO 05: Inculcating fundamental concepts and skills of research in various fields of business.

HOD

DEAN/SCHOOL



**ADAMAS UNIVERSITY, KOLKATA
SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT**

Name of the Programme: Bachelor of Business Administration (Hons)

GRADUATE ATTRIBUTE / PROGRAMME OUTCOME (PO)

GA 01 / PO 01: Management Knowledge- Understanding of basic knowledge in the different fields of business & management in terms of concepts and principles.

GA 02 / PO 02: Problem Solution: Identify, formulate and analyze business problems utilizing knowledge of multiple disciplines including economics, statistics, commerce, law and technology and solve such problems using appropriate methodology culled from various fields.

GA 03 / PO 03: Leadership and Organization Skills- Develop strategic, organizational, and leadership skills for new organizations paradigm.

GA 04 / PO 04: Ethics: Apply ethical principles and commit to professional ethics and responsibilities and norms of the business practices.

GA 05 / PO 05: Environment and Sustainability- Understand the impact of the professionals in societal contexts, and demonstrate the knowledge of, and need for sustainable development

GA 06 / PO 06: Life-long Learning- Recognize the need for, and have the preparation and ability to engage in independent and life-long learning in the broadest context of business world.

GA 07 / PO 07: Creativity and Innovation- Develop inquisitive and innovative minds trained in the concepts of research and innovative practices.

HOD

DEAN/SCHOOL

*School of Business***BBA****NEP****Academic Year 2023-24 & 2024-25****Semester- I**

S. No	Type of Course	Code	Title of the Course	Contact Hours Per Week				Remarks
				L	T	P	C	
1	CC	MGT101	Principles of Management	3	1	0	4	CC-1
2	CC	MGT102	Business Environment	3	1	0	4	CC-2
3	MDC	ECO107	Principles of Economics	3	0	0	3	
4	AEC	AEC101	Communicative English-I	2	1	0	3	
5	Minor	COM105	Principles of Accounting	3	1	0	4	
6	VAC	VAC105	Community Engagement and Social responsibility	2	0	0	2	
Semester Credits							20	

Semester- II

7	CC	MGT103	Behavioural Science	3	1	0	4	CC-3
8	CC	MGT104	Business Mathematics & Statistics-I	3	1	0	4	CC-4
9	MDC	COM108	Basics of Insurance	3	0	0	3	
10	SEC	SEC151	Basics of Data Analytics	2	0	0	2	
11	VAC	VAC101	Environmental Education-I	2	0	0	2	
12	AEC	AEC102	Communicative English-II	2	1	0	3	
13	Minor	COM106	Cost and management accounting	3	1	0	4	
Semester Credits							22	

Semester- III

14	CC	MGT201	Marketing Management – I	3	1	0	4	CC-5
15	CC	MGT202	Human Resource Management – I	3	1	0	4	CC-6
16	MDC	JMC203 LWJ11024 COM211 BGA203	Videography Basics Cyber Law (IT) Basics of Custom	3	0	0	3	

			Law Introduction to Digital Media					
17	Minor	COM206	Introduction to Financial Management	3	1	0	4	
18	AEC	AEC106	Professional Communication Skills	2	0	0	2	
19	SEC	SEC154	People Management & Leadership	2	0	0	2	
20	VAC	VAC102	Human Values & Ethics	2	0	0	2	
Semester Credits							21	
Semester- IV								
21	CC	MGT205	Marketing Management – II	3	1	0	4	CC-7
22	CC	MGT206	Human Resource Management – II	3	1	0	4	CC-8
23	CC	MGT207	Business Statistics	3	1	0	4	CC-9
24	SEC	SEC152	Negotiation Skills in Business and Management	2	0	0	2	
25	Minor	COM207	Direct Tax	3	1	0	4	
26	VAC	VAC103	Constitution and Human Rights	2	0	0	2	
Semester Credits							20	
Semester- V								
27	CC	MGT301	Management Information System & ERP	3	1	0	4	CC-10
28	CC	MGT302	Business Law	3	1	0	4	CC-11
29	CC (Specialization Marketing)	MGT305	Digital Marketing	3	1	0	4	CC-12
30	CC (Specialization Finance)	MGT306	Financial Services	3	1	0	4	CC-12
31	CC (Specialization Human Resource Management)	MGT307	Industrial Relations & Labour Laws	3	1	0	4	CC-12
32	CC (Specialization Entrepreneurship & Family Business)	MGT308	Launching and Managing an Enterprise	3	1	0	4	CC-12
33	CC (Specialization Business Analytics)	MGT309	Business Intelligence: Concepts, Tools, and Applications	3	1	0	4	CC-12
34	CC (Specialization Digital Marketing)	MGT310	Digital Marketing	3	1	0	4	CC-12
35	Minor			3	1	0	4	
36	SEC	SEC155	Research	2	0	0	2	

			Methodology					
37	INT301		Internship				4	
Semester Credits							22	
Semester- VI								
38	CC	MGT311	Operations Management	3	1	0	4	CC-13
39	CC	MGT312	International Business	3	1	0	4	CC-14
40	CC (Specialization Marketing)	MGT316	Consumer Behaviour	3	1	0	4	CC-15
41	CC (Specialization Finance)	MGT317	Financial Institutions & Markets	3	1	0	4	CC-15
42	CC (Specialization Human Resource Management)	MGT318	Compensation & Rewards Management	3	1	0	4	CC-15
43	CC (Specialization Entrepreneurship & Family Business)	MGT319	Designing and Configuring Business Model	3	1	0	4	CC-15
44	CC (Specialization Business Analytics)	MGT320	Introduction to Data Analytics using Spreadsheet	3	1	0	4	CC-15
45	CC (Specialization Digital Marketing)	MGT321	Customer Relationship Management in Digital Age	3	1	0	4	CC-15
46	Minor	300-399		3	1	0	4	
47	SEC	SEC156	Team Management	2	0	0	2	
48	Project	MGT322	Project				4	
Semester Credits							22	
Total Credits of the Program after 3rd Year							127	
Semester- VII								
49	CC	MGT401	Business Strategy & Policy	3	1	0	4	CC-16
50	CC (Specialization Marketing)	MGT404	Services Marketing	3	1	0	4	CC-17
51	CC (Specialization Finance)	MGT405	Investment Management	3	1	0	4	CC-17
52	CC (Specialization Human Resource Management)	MGT406	Performance Management System.	3	1	0	4	CC-17
53	CC (Specialization Entrepreneurship & Family Business)	MGT407	Doing Business with Government & Public Sectors	3	1	0	4	CC-17
54	CC (Specialization Business Analytics)	MGT408	SQL and Data Warehousing	3	1	0	4	CC-17
55	CC	MGT409	Social Media	3	1	0	4	CC-17

	(Specialization Digital Marketing)		Marketing					
56	CC (Specialization Marketing)	MGT410	Sales and Distribution Management	3	1	0	4	CC-18
57	CC (Specialization Finance)	MGT411	Corporate Finance	3	1	0	4	CC-18
58	CC (Specialization Human Resource Management)	MGT412	Training & Development	3	1	0	4	CC-18
59	CC (Specialization Entrepreneurship & Family Business)	MGT413	Dynamics of Family Business	3	1	0	4	CC-18
60	CC (Specialization Business Analytics)	MGT414	Data Analytics using R	3	1	0	4	CC-18
61	CC (Specialization Digital Marketing)	MGT415	Integrated Marketing Communication	3	1	0	4	
62	CC (For With research)	MGT440	Research Methodology (should start working on the Dissertation topic)	3	1	0	4	CC-19 (Research)
63	CC (For Without research) (Specialization Marketing)	MGT417	Retail Management	3	1	0	4	CC-19 (Without Research)
64	CC (For Without research) (Specialization Finance)	MGT418	Banking & Insurance Management	3	1	0	4	CC-19 (Without Research)
65	CC (For Without research) (Specialization Human Resource Management)	MGT419	Organization Change & Development	3	1	0	4	CC-19 (Without Research)
66	CC (For Without research) (Specialization Entrepreneurship & Family Business)	MGT420	Entrepreneurial Finance	3	1	0	4	CC-19 (Without Research)
67	CC (For Without research) (Specialization Business Analytics)	MGT421	Machine Learning using Python	3	1	0	4	CC-19 (Without Research)
68	CC (For Without research) (Specialization Digital)	MGT422	Search Engine Marketing and SEO	3	1	0	4	CC-19 (Without Research)

	Marketing)							
69	Minor	300-399		3	1	0	4	
Total Semester Credit							20	
Semester- VIII								
70	CC	MGT423	Supply Chain Management	3	1	0	4	CC-20
71	CC (For Without research)	MGT428	Business Ethics & Corporate Governance	3	1	0	4	CC-21 (without .Research)
72	CC (For Without research) (Specialization Marketing)	MGT429	Rural Marketing	3	1	0	4	CC-22(without Research)
73	CC (For Without research) (Specialization Finance)	MGT430	Mergers, Acquisitions & Corporate Restructuring	3	1	0	4	CC-22(without Research)
74	CC (For Without research) (Specialization Human Resource Management)	MGT431	Cross Cultural Management	3	1	0	4	CC-22(without Research)
75	CC (For Without research) (Specialization Entrepreneurship & Family Business)	MGT432	Project Management	3	1	0	4	CC-22(without Research)
76	CC (For Without research) (Specialization Business Analytics)	MGT433	Visual Data Analytics	3	1	0	4	CC-22(without Research)
77	CC (For Without research) (Specialization Digital Marketing)	MGT434	Cyber Security in Digital Market	3	1	0	4	CC-22(without Research)
78	Minor	300-399		3	1	0	4	
79	Minor (For without research)	300-399		3	1	0	4	
80	Dissertation	MGT435	Project/Dissertation	12	0	0	12	
Total Semester Credit							20	
Total Credits of the Program after 4th Year							167	

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*NOTE: With research is only allowed for Students *who secure 75% marks and above in the first six semesters*

Minors to be offered by the Department of Management

Serial No.	Course Code	Courses	L	T	P	C	SEMESTER
1	MGT105	Principle of Management	3	1	0	4	SEM I
2	MGT107	Behavioral Science	3	1	0	4	SEM II
3	MGT205	Marketing Management	3	1	0	4	SEM III
4	MGT204	Human Resource Management	3	1	0	4	SEM IV
5	MGT303	International Business	3	1	0	4	SEM V
6	MGT311	Operations Management	3	1	0	4	SEM VI
7	MGT401	Business Strategy & Policy	3	1	0	4	SEMVII
8	MGT423	Supply Chain Management	3	1	0	4	SEM VIII

MDC Courses to be offered by the Department of Management

Serial No.	Course Code	Courses	L	T	P	C	Department
1	MGT121	Management and Sustainability	3	0	0	3	SEM I
2	MGT122	Corporate Wisdom	3	0	0	3	SEM II
3	MGT211	Creativity and Innovation *	2	0	2	3	SEM III

SEC Courses to be offered by the Department of Management

Serial No.	Course Code	Courses	L	T	P	C	Department
1	SEC 152	Negotiation Skills in Business and Management	2	0	0	2	SEM V
2	SEC154	People Management and Leadership	1	1	0	2	SEM III
3	SEC151	Basics of Data Analytics	1	1	0	2	SEM II

*MGT211 mode of exam: 25 marks theory + 25 marks practical

Programme Structure for NEP - BBA (Industry/Job Oriented Programme)

SEMESTER	DURATION	No. of Credits	Examination Months
I	July - Dec.	20	December
II	Jan. – June	22	May
III	July - Dec.	21	December
IV	Jan. – June	20	May
V	July - Dec.	22	December
VI	Jan. – June	22	May
VII	July - Dec.	20	December
VIII	Jan. – June	20	May
Personal & Professional Skills Development (PPSD); Participation in Co-curricular & Extracurricular activities through membership and active involvement in Gymkhana		--	--
TOTAL		167	

At the end of 2nd Year, the students are required to opt for **two electives** in the order of their preference. For each elective, they must study two courses in the Semesters V and VI. Allotment of electives shall be based on aptitude and merit of the student and availability of the seats.

The students must also undertake **Summer Internship Training/Project at the end of 2nd Year for a period of 6-8 weeks, during the months of May, June & July.** During the internship the students are required to learn about the realities of work environment. They are required to submit a training report

for evaluation/assessment. Successful completion of the internship shall facilitate the students to be **rated for 2 credits.**

The students must undertake a **Dissertation/ Live Project worth 4 credits during the Semester VI.** Unlike internship, the dissertation project work must be conducted on a topic chosen from the elective area of specialization in which the student wants to build his/her career. The student is also required to submit a detailed report to the school/university and present the work to the faculty panel for evaluation/assessment.

Program Outcome Vs Courses Mapping Table

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT101	Principles of Management	CO1	2	1	0	0	3	0	0	0	0	0
		CO2	2	2	3	0	0	2	0	1	0	0
		CO3	1	0	3	0	0	2	0	1	0	0
		CO4	0	0	2	0	3	2	2	0	0	1
		CO5	0	3	0	0	3	2	0	0	0	0
		AVG. CO	1	1.2	1.6	0	1.8	1.6	0.4	0.4	0	0.2
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
ECO107	Principles of Economics	CO1	2	2	0	0	3	0	1	0	0	0
		CO2	0	2	2	0	0	2	3	1	0	0
		CO3	0	1	0	3	0	2	0	1	0	0
		CO4	0	0	3	0	1	2	2	0	0	0
		CO5	0	2	0	3	0	0	2	1	0	0
		AVG. CO	0.4	1.4	1	1.2	0.8	1.2	1.6	0.6	0	0
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT102	Business Environment	CO1	2	1	0	3	0	0	0	1	0	0
		CO2	2	3	2	0	0	0	0	1	0	0
		CO3	0	0	2	2	0	3	0	1	0	0
		CO4	2	0	3	0	0	2	2	0	0	0
		AVG. CO	1.5	1	1.8	1.3	0	1.3	0.5	0.8	0	0
				COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1
AEC101	Communicative English I	CO1	2	1	0	3	0	0	0	0	0	0
		CO2	2	2	1	3	0	2	0	1	0	0
		CO3	1	0	3	0	0	2	0	1	0	0
		CO4	0	0	2	0	3	2	2	0	0	1
		CO5	0	0	0	0	3	2	0	0	0	0
		AVG.	1	0.6	1.2	1.2	1.2	1.6	0.4	0.4	0	0.2

		CO										
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
COM105	Principles of Accounting (Minor)	CO1	2	2	0	3	0	0	0	0	0	0
		CO2	0	2	2	0	3	2	0	1	0	0
		CO3	0	1	0	3	0	2	0	1	0	0
		CO4	0	3	0	0	1	2	2	0	0	0
		CO5	0	2	3	0	0	0	2	1	0	0
		AVG. CO	0.4	2	1	1.2	0.8	1.2	0.8	0.6	0	0
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
VAC105	Community Engagement and Social Responsibility	CO1	2	2	3	0	0	0	0	0	0	0
		CO2	0	2	2	3	0	2	0	1	0	0
		CO3	0	1	0	0	3	2	0	1	0	0
		CO4	3	0	0	0	1	2	2	0	0	3
		CO5	0	2	0	3	0	0	2	1	0	0
		AVG. CO	1	1.4	1	1.2	0.8	1.2	0.8	0.6	0	0.6
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT103	Behavioral Science	CO1	2	1	0	3	0	0	0	0	0	0
		CO2	0	2	2	0	3	2	0	1	0	0
		CO3	0	1	0	3	0	2	0	1	0	0
		CO4	0	3	0	0	1	2	2	0	0	0
		CO5	0	2	3	0	0	0	2	1	0	0
		AVG. CO	0.4	1.8	1	1.2	0.8	1.2	0.8	0.6	0	0
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT104	Business Mathematics & Statics -I	CO1	2	2	0	3	0	0	0	0	0	0
		CO2	3	2	2	0	0	2	0	1	3	0
		CO3	0	1	0	0	3	2	0	1	0	0
		CO4	0	0	0	3	1	2	2	0	0	0
		CO5	0	2	3	0	0	0	2	1	0	0
		AVG. CO	1	1.4	1	1.2	0.8	1.2	0.8	0.6	0.6	0
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
COM108	Basics of Insurance	CO1	2	2	0	3	0	0	0	0	0	0
		CO2	3	2	2	0	0	2	0	1	3	0
		CO3	0	1	3	0	0	2	0	1	0	0
		CO4	0	0	0	3	1	2	2	0	0	0
		CO5	0	2	0	3	0	0	2	1	0	0
		AVG. CO	1	1.4	1	1.8	0.2	1.2	0.8	0.6	0.6	0
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
SEC151	Basics of Data Analytics	CO1	2	2	3	0	0	2	0	1	0	0
		CO2	2	2	0	3	0	2	2	1	1	1
		CO3	2	3	0	0	0	3	2	1	1	1
		CO4	2	2	3	0	0	2	2	1	1	1
		AVG. CO	2	2.3	1.5	0.8	0	2.3	1.5	1	0.8	0.8
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
VAC101	Environmental Education-I	CO1	2	2	0	3	0	0	0	0	0	0
		CO2	0	3	2	0	0	2	0	1	0	0

		CO3	3	1	0	0	0	2	0	1	0	0
		CO4	0	0	0	3	1	2	2	0	0	3
		CO5	0	2	3	0	0	0	2	1	0	0
		AVG. CO	1	1.6	1	1.2	0.2	1.2	0.8	0.6	0	0.6
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
AEC102	Communicative English-II	CO1	0	0	3	0	0	2	0	0	0	0
		CO2	3	0	0	0	0	2	2	1	0	0
		CO3	0	3	2	0	0	3	0	0	0	0
		CO4	0	2	2	3	0	0	2	0	0	0
		CO5	0	0	2	0	3	0	0	0	0	0
		AVG. CO	0.6	1	1.8	0.6	0.6	1.4	0.8	0.2	0	0
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
COM106	Cost and Management Accounting	CO1	3	0	0	0	3	2	0	0	0	0
		CO2	0	3	0	0	0	2	2	1	0	0
		CO3	0	0	2	3	0	3	0	0	0	0
		CO4	3	2	2	0	0	3	2	0	0	0
		CO5	0	0	3	0	2	0	0	0	0	0
		AVG. CO	1.2	1	1.4	0.6	1	2	0.8	0.2	0	0
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT201	Marketing Management I	CO1	2	2	3	0	0	0	0	0	0	0
		CO2	2	2	2	3	0	3	0	0	1	0
		CO3	3	2	0	2	0	2	0	1	0	0
		CO4	0	3	0	0	2	2	3	0	0	0
		AVG. CO	1.8	2.3	1.3	1.3	0.5	1.8	0.8	0.3	0.3	0
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT202	Human Resource Management - I	CO1	0	2	2	0	3	0	0	1	0	0
		CO2	3	2	0	3	0	2	0	0	1	0
		CO3	0	3	2	2	0	0	0	1	0	0
		CO4	3	0	3	2	0	2	2	0	1	0
		AVG. CO	1.5	1.8	1.8	1.8	0.8	1.0	0.5	0.5	0.5	0
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
JMC203	Videography Basics	CO1	2	1	3	1	0	0	0	0	2	0
		CO2	2	2	1	3	2	2	0	1	0	0
		CO3	1	3	2	1	1	0	3	0	0	2
		CO4	1	0	3	1	1	2	0	1	1	0
		CO5	2	1	0	3	0	1	1	3	2	2
		CO6	0	0	2	0	0	2	2	0	0	1
		AVG. CO	1.3	1.2	1.8	1.5	0.7	1.2	1.0	0.8	0.8	0.8
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
LWJ11024	Cyber Law	CO1	3	0	0	3	0	2	0	0	0	0
		CO2	0	3	0	0	0	2	2	1	0	0
		CO3	0	0	2	3	0	3	0	0	0	0
		CO4	3	2	2	0	3	0	2	0	0	0
		CO5	0	0	2	0	3	0	0	0	0	0
		AVG. CO	1.2	1	1.2	1.2	1.2	1.4	0.8	0.2	0	0

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
COM211	Basics of Custom Law	CO1	3	0	0	0	0	2	0	0	0	0
		CO2	1	2	0	3	0	2	2	1	0	0
		CO3	0	0	2	0	1	3	0	0	0	0
		CO4	3	2	2	0	0	0	2	0	0	0
		CO5	0	0	2	3	2	0	0	0	0	0
		AVG. CO	1.4	0.8	1.2	1.2	0.6	1.4	0.8	0.2	0	0
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
BGA203	Introduction to Digital Media	CO1	3	0	2	0	3	2	0	0	1	0
		CO2	0	1	3	1	2	0	0	0	1	0
		CO3	1	3	0	1	2	2	0	0	0	0
		CO4	0	0	2	3	2	1	0	1	0	0
		CO5	3	0	1	2	0	0	0	1	0	0
		CO6	0	3	0	2	3	0	2	1	1	0
		AVG. CO	1.2	1.2	1.3	1.5	2.0	0.8	0.3	0.5	0.5	0
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
COM206	Introduction Financial Management	CO1	2	2	3	0	0	0	0	0	0	0
		CO2	2	2	2	3	0	0	2	1	0	0
		CO3	0	3	0	2	0	0	2	1	0	0
		CO4	2	0	0	0	3	2	2	0	0	0
		AVG. CO	1.5	1.8	1.3	1.3	0.8	0.5	1.5	0.5	0.0	0
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
AEC106	Professional Communication Skills	CO1	1	3	3	0	0	0	0	1	0	0
		CO2	2	0	0	0	3	2	2	1	0	1
		CO3	3	1	2	0	1	3	0	0	1	1
		CO4	1	0	3	3	0	2	3	1	1	0
		CO5	1	2	0	0	3	0	2	0	1	1
		AVG. CO	1.6	1.2	1.6	0.6	1.4	1.4	1.4	0.6	0.6	0.6
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
SEC154	People Management and Leadership	CO1	1	3	3	0	0	0	0	1	0	0
		CO2	3	0	0	1	0	2	2	1	0	1
		CO3	0	0	2	2	0	3	0	0	1	1
		CO4	1	0	3	0	0	2	3	1	1	0
		CO5	0	0	0	0	3	0	2	0	1	1
		AVG. CO	1	0.6	1.6	0.6	0.6	1.4	1.4	0.6	0.6	0.6
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
VAC102	Human Values and Professional Ethics	CO1	0	0	0	0	3	0	0	0	0	0
		CO2	1	0	3	0	1	2	0	0	1	0
		CO3	1	3	1	0	0	2	1	2	1	0
		CO4	0	0	0	1	3	0	0	0	0	0
		AVG. CO	0.5	0.8	1.0	0.3	1.8	1.0	0.3	0.5	0.5	0.0
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT205	Marketing Management II	CO1	2	2	3	0	0	0	0	0	0	0
		CO2	2	2	2	0	3	2	3	0	1	0
		CO3	3	2	1	2	1	2	1	1	0	0

		CO4	0	0	0	0	3	2	2	0	0	0
		AVG. CO	1.8	1.5	1.5	0.5	1.8	1.5	1.5	0.3	0.3	0.0
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT206	Human Resource Management - II	CO1	2	2	3	0	0	1	0	1	0	0
		CO2	2	2	2	3	0	2	1	0	1	3
		CO3	1	2	0	2	3	2	0	1	0	0
		CO4	3	0	0	0	2	2	2	0	1	0
		AVG. CO	2.0	1.5	1.3	1.3	1.3	1.8	0.8	0.5	0.5	0.8
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT207	Business Statistics	CO1	1	2	3	0	0	2	0	0	0	1
		CO2	0	2	1	3	0	2	1	1	0	0
		CO3	2	2	0	0	3	1	1	1	0	0
		CO4	2	0	2	0	3	2	0	1	0	0
		CO5	1	1	3	0	0	1	1	0	0	1
		CO6	0	2	0	3	0	2	0	0	0	0
		AVG. CO	1.0	1.5	1.5	1.0	1.0	1.7	0.5	0.5	0.0	0.3
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
SEC152	Negotiation Skills in Business and Management	CO1	2	0	3	0	0	2	1	1	0	0
		CO2	0	2	0	3	0	3	2	0	1	0
		CO3	0	3	0	2	2	2	0	1	0	0
		CO4	2	0	0	2	3	2	3	1	0	0
		CO5	2	3	2	2	0	2	2	0	1	1
		AVG. CO	1.2	1.6	1	1.8	1	2.2	1.6	0.6	0.4	0.2
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
COM207	Direct Tax	CO1	2	0	3	0	1	2	0	1	0	0
		CO2	0	2	0	3	0	3	2	0	1	0
		CO3	0	3	0	2	2	2	0	1	0	0
		CO4	2	0	0	2	3	2	3	1	0	0
		CO5	2	2	3	2	0	2	2	0	1	1
		AVG. CO	1.2	1.4	1.2	1.8	1.2	2.2	1.4	0.6	0.4	0.2
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
VAC103	Constitution and Human Rights	CO1	2	0	3	0	0	2	0	1	0	0
		CO2	0	2	0	3	0	3	2	0	1	0
		CO3	0	3	0	2	2	2	0	1	0	0
		CO4	2	0	3	2	3	2	3	1	0	0
		CO5	2	2	2	2	1	3	2	0	1	1
		AVG. CO	1.2	1.4	1.6	1.8	1.2	2.4	1.4	0.6	0.4	0.2
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT301	Management Information System & ERP	CO1	2	3	1	0	3	2	0	1	0	0
		CO2	0	2	0	3	0	3	2	0	1	0
		CO3	0	0	0	2	2	2	3	1	0	0
		CO4	2	0	3	2	0	2	3	1	0	0
		CO5	2	2	2	2	3	2	2	0	1	1
		AVG. CO	1.2	1.4	1.2	1.8	1.6	2.2	2	0.6	0.4	0.2
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3

MGT302	Business Law	CO1	0	3	2	0	1	2	0	0	1	0
		CO2	1	0	0	1	2	3	0	0	1	0
		CO3	0	3	0	1	2	2	0	0	0	0
		CO4	3	0	2	0	2	0	0	1	0	0
		CO5	0	1	1	2	3	0	0	1	0	0
		AVG. CO	0.8	1.4	1	0.8	2	1.4	0	0.4	0.4	0
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT305	Digital Marketing	CO1	1	3	2	0	0	2	0	0	1	0
		CO2	0	1	0	1	2	3	1	0	1	0
		CO3	1	0	3	1	2	2	0	0	0	0
		CO4	3	1	2	0	2	0	1	1	0	0
		CO5	0	3	1	2	1	1	0	1	0	0
		CO6	0	1	3	2	3	0	2	1	1	0
		AVG. CO	0.8	1.5	1.8	1.0	1.7	1.3	0.7	0.5	0.5	0
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT306	Financial Services	CO1	0	3	2	0	0	2	0	0	1	0
		CO2	1	0	3	1	2	0	1	0	1	0
		CO3	3	1	0	1	2	2	1	0	0	3
		CO4	1	0	2	3	2	0	0	1	0	0
		CO5	0	1	1	2	3	3	0	1	0	0
		CO6	1	1	3	2	0	0	2	1	1	0
		AVG. CO	1.0	1.0	1.8	1.5	1.5	1.2	0.7	0.5	0.5	0.5
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT307	Industrial Relations & Labour Law	CO1	2	2	0	3	0	0	0	1	0	0
		CO2	2	2	3	0	1	2	0	0	1	0
		CO3	3	2	0	2	3	2	0	1	0	0
		CO4	0	1	3	0	2	2	2	0	1	3
		AVG. CO	1.8	1.8	1.5	1.3	1.5	1.5	0.5	0.5	0.5	0.8
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT308	Launching and Managing an Enterprise	CO1	0	3	2	0	0	2	0	0	1	0
		CO2	3	0	0	1	2	0	1	1	1	0
		CO3	0	0	3	1	2	2	1	0	0	0
		CO4	3	0	2	0	2	0	1	1	0	0
		CO5	0	3	1	2	0	0	0	1	0	0
		AVG. CO	1.2	1.2	1.6	0.8	1.2	0.8	0.6	0.6	0.4	0
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT309	Business Intelligence: Concepts, Tools, and Applications	CO1	1	3	2	1	0	2	0	0	1	0
		CO2	0	0	3	1	2	0	0	0	1	0
		CO3	3	0	0	1	2	2	0	0	0	0
		CO4	0	3	2	0	2	0	0	1	0	0
		CO5	0	0	1	2	3	0	0	1	0	3
		AVG. CO	0.8	1.2	1.6	1	1.8	0.8	0	0.4	0.4	0.6
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT310	Digital Marketing	CO1	0	0	2	0	0	2	0	0	1	0
		CO2	0	0	0	1	2	0	0	0	1	0

		CO3	0	0	0	1	2	2	0	0	0	3
		CO4	0	0	2	0	2	0	0	1	0	0
		CO5	3	0	1	2	0	0	0	1	0	0
		CO6	0	1	0	2	0	0	2	1	1	0
		AVG. CO	0.6	0	1	1.5	2	2	2	1	1	0.6
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
SEC155	Research Methodology	CO1	3	0	2	0	0	2	0	0	1	0
		CO2	0	3	0	1	2	0	0	0	1	0
		CO3	0	0	3	1	2	2	0	0	0	0
		CO4	3	0	2	0	2	0	0	1	0	0
		CO5	0	0	1	2	3	0	0	1	0	0
		AVG. CO	1.2	0.6	1.6	0.8	1.8	0.8	0	0.4	0.4	0
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT311	Operations Management	CO1	2	2	3	1	2	2	0	1	0	1
		CO2	1	2	0	2	3	0	0	1	0	0
		CO3	1	3	2	0	2	2	3	1	1	0
		CO4	2	2	3	0	0	0	0	1	0	0
		AVG. CO	1.5	2.25	2	0.75	1.75	1	0.75	1	0.25	0.25
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT312	International Business	CO1	1	3	2	1	0	2	0	0	1	1
		CO2	0	0	0	1	2	3	3	0	1	0
		CO3	0	3	3	1	2	2	0	0	0	2
		CO4	1	1	2	3	2	0	0	1	0	0
		CO5	1	3	1	2	0	0	0	1	0	0
		AVG. CO	0.6	2	1.6	1.6	1.2	1.4	0.6	0.4	0.4	0.6
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT316	Consumer Behaviour	CO1	2	2	3	0	2	2	0	1	0	1
		CO2	0	1	0	2	3	0	0	2	0	0
		CO3	1	2	2	3	2	2	3	1	1	0
		CO4	2	1	1	1	3	0	0	0	0	0
		AVG. CO	1.3	1.5	1.5	1.5	2.5	1.0	0.8	1.0	0.3	0.3
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT317	Financial Institutions and Market	CO1	2	1	3	1	2	2	0	2	0	1
		CO2	0	1	0	2	3	0	0	1	0	0
		CO3	1	0	2	1	2	2	3	1	1	0
		CO4	0	2	0	3	1	0	0	0	0	0
		AVG. CO	0.8	1.0	1.3	1.8	2.0	1.0	0.8	1.0	0.3	0.3
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT318	Compensation & Rewards Management	CO1	2	2	3	0	2	2	1	1	1	1
		CO2	0	3	0	2	3	0	0	0	2	0
		CO3	1	3	2	0	2	2	3	1	1	0
		CO4	1	1	3	1	0	0	2	0	0	2
		AVG. CO	1.0	2.3	2.0	0.8	1.8	1.0	1.5	0.5	1.0	0.8
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT319	Designing and	CO1	1	0	2	3	0	2	0	1	1	0

	Configuring Business Model	CO2	0	3	0	1	2	0	1	0	1	0	
		CO3	0	0	3	1	2	2	0	0	0	0	1
		CO4	0	3	2	3	2	0	0	1	0	0	1
		CO5	2	0	1	2	3	0	1	1	0	0	0
		AVG. CO	0.6	1.2	1.6	2	1.8	0.8	0.4	0.6	0.4	0.4	0.4
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	
MGT320	Introduction to Data Analytics using spreadsheet	CO1	1	1	3	0	2	2	0	0	0	0	1
		CO2	1	1	3	2	3	0	0	0	0	0	1
		CO3	0	1	2	3	2	2	3	1	1	1	0
		CO4	0	3	0	0	0	3	0	0	0	0	0
		AVG. CO	0.5	1.5	2.0	1.3	1.8	1.8	0.8	0.3	0.3	0.3	0.5
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	
MGT321	Customer Relationship Management in Digital Age	CO1	1	1	2	0	0	3	0	1	1	1	1
		CO2	1	3	0	1	2	0	0	0	0	1	0
		CO3	1	0	3	1	2	2	1	0	0	0	1
		CO4	0	1	2	0	2	3	0	1	0	0	0
		CO5	0	3	1	2	0	0	1	1	0	0	0
		AVG. CO	0.6	1.6	1.6	0.8	1.2	1.6	0.4	0.6	0.4	0.4	0.4
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	
SEC156	Team Management	CO1	0	0	2	3	3	2	0	0	0	1	1
		CO2	1	3	0	1	2	0	0	0	0	1	0
		CO3	0	1	3	1	2	2	3	0	0	0	0
		CO4	1	1	2	3	2	0	0	1	0	0	0
		CO5	3	1	1	2	0	0	0	1	0	0	1
		AVG. CO	1	1.2	1.6	2	1.8	0.8	0.6	0.4	0.4	0.4	0.4
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	
MGT401	Business strategy & policy	CO1	0	1	2	0	3	2	1	1	1	1	0
		CO2	0	1	3	1	2	0	1	0	0	1	0
		CO3	1	3	0	1	2	2	0	0	0	0	1
		CO4	1	0	2	3	2	0	0	1	0	0	1
		CO5	0	3	1	2	0	0	0	1	0	0	0
		AVG. CO	0.4	1.6	1.6	1.4	1.8	0.8	0.4	0.6	0.4	0.4	0.4
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	
MGT404	Services marketing	CO1	1	0	2	0	3	2	0	0	0	1	0
		CO2	1	3	0	1	2	0	0	0	0	1	0
		CO3	0	0	0	1	3	2	1	0	0	0	1
		CO4	0	3	2	0	2	0	1	1	1	0	2
		CO5	3	0	1	2	0	0	0	1	0	0	1
		CO6	0	1	3	2	0	0	2	1	1	1	0
		AVG. CO	0.8	1.2	1.3	1.0	1.7	0.7	0.7	0.5	0.5	0.5	0.7
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	
MGT405	Investment Management	CO1	2	1	3	0	2	2	0	1	0	0	1
		CO2	0	1	0	2	3	0	0	0	0	1	0
		CO3	0	3	2	0	2	2	3	1	1	1	0
		CO4	1	2	0	3	0	0	0	0	0	0	0
		AVG.	0.8	1.8	1.3	1.3	1.8	1.0	0.8	0.5	0.5	0.5	0.3

		CO											
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	
MGT406	Performance Management Systems	CO1	0	3	2	0	0	2	0	0	1	1	
		CO2	1	0	0	1	2	3	1	0	1	0	
		CO3	1	3	0	1	2	2	0	0	0	0	1
		CO4	0	0	2	3	2	0	1	1	0	0	0
		CO5	0	3	1	2	0	1	0	0	1	0	0
		AVG. CO	0.4	1.8	1	1.4	1.2	1.6	0.4	0.4	0.4	0.4	0.4
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	
MGT407	Doing Business with Govt & Public Sector	CO1	1	0	2	3	0	2	0	0	1	1	
		CO2	1	3	0	1	2	3	0	1	1	0	
		CO3	3	0	0	1	3	2	1	0	0	0	
		CO4	0	3	2	0	2	0	1	1	0	0	
		CO5	0	0	1	2	3	0	0	1	0	0	1
		AVG. CO	1	1.2	1	1.4	2	1.4	0.4	0.6	0.4	0.4	0.4
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	
MGT408	SQL and Data Warehousing	CO1	1	0	2	0	3	2	1	0	1	0	
		CO2	3	1	0	1	1	0	0	0	1	0	
		CO3	0	1	3	1	1	2	1	0	0	0	
		CO4	3	1	2	3	1	0	1	1	0	1	
		CO5	1	3	1	2	0	0	0	1	0	0	1
		AVG. CO	1.6	1.2	1.6	1.4	1.2	0.8	0.6	0.4	0.4	0.4	0.4
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	
MGT409	Social Media Marketing	CO1	0	3	2	0	3	2	0	0	1	0	
		CO2	2	0	3	1	1	0	0	0	1	1	
		CO3	1	3	0	1	1	2	1	0	0	1	
		CO4	1	1	2	3	1	0	1	1	0	0	
		CO5	0	3	1	2	0	0	0	1	0	0	
		AVG. CO	0.8	2	1.6	1.4	1.2	0.8	0.4	0.4	0.4	0.4	0.4
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	
MGT410	Sales and Distribution Management	CO1	0	3	2	0	0	2	0	0	1	1	
		CO2	1	0	0	1	2	3	0	0	1	1	
		CO3	1	3	0	1	1	2	1	0	0	1	
		CO4	0	0	2	3	1	0	1	1	0	0	
		CO5	3	0	1	2	0	1	0	1	0	0	
		CO6	0	1	3	2	0	0	2	1	1	1	
		AVG. CO	0.8	1.2	1.3	1.5	0.7	1.3	0.7	0.5	0.5	0.7	
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	
MGT411	Corporate Finance	CO1	3	1	2	0	0	2	3	0	1	0	
		CO2	1	1	3	1	2	0	0	0	1	0	
		CO3	1	3	0	1	1	2	0	0	0	0	
		CO4	0	3	2	0	1	0	1	1	0	1	
		CO5	0	0	1	2	3	0	0	1	0	0	
		CO6	3	1	0	2	0	0	2	1	1	0	
		AVG. CO	1.3	1.5	1.3	1.0	1.2	0.7	1.0	0.5	0.5	0.2	
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	

MGT412	Training & Development	CO1	3	0	2	0	0	2	0	0	1	0
		CO2	0	0	3	1	1	3	0	0	1	2
		CO3	1	3	0	1	1	2	0	0	0	1
		CO4	0	0	2	3	2	0	0	1	0	1
		AVG. CO	1.0	0.8	1.8	1.3	1.0	1.8	0.0	0.3	0.5	1.0
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT413	Dynamics of Family Business	CO1	1	0	2	3	0	2	0	0	1	0
		CO2	0	0	3	1	2	0	1	0	1	1
		CO3	1	1	0	3	2	2	1	0	0	0
		CO4	3	1	2	0	2	0	0	1	0	0
		CO5	0	0	1	2	3	0	0	1	0	1
		AVG. CO	1	0.4	1.6	1.8	1.8	0.8	0.4	0.4	0.4	0.4
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT414	Data Analytics using R	CO1	1	0	2	3	0	2	0	0	1	0
		CO2	3	1	0	1	2	0	1	0	1	0
		CO3	0	1	3	1	1	2	1	0	0	1
		CO4	3	0	2	0	2	0	0	1	0	1
		AVG. CO	1.8	0.5	1.8	1.3	1.3	1.0	0.5	0.3	0.5	0.5
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT415	Integrated Marketing Communication	CO1	0	1	2	3	0	2	1	0	1	0
		CO2	1	0	3	1	2	0	0	0	1	2
		CO3	0	3	0	1	2	2	1	0	0	0
		CO4	1	0	2	3	2	0	1	1	0	0
		CO5	3	0	1	2	0	0	0	1	0	1
		CO6	0	1	3	2	0	0	2	1	1	0
		AVG. CO	0.8	0.8	1.8	2.0	1.0	0.7	0.8	0.5	0.5	0.5
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT440	Research Methodology	CO1	1	0	2	0	3	2	0	0	1	0
		CO2	0	3	0	1	2	0	1	0	1	1
		CO3	3	1	0	1	2	2	1	0	0	2
		CO4	0	3	2	0	2	0	0	1	0	0
		CO5	0	0	1	2	3	0	0	1	0	0
		AVG. CO	0.8	1.4	1	0.8	2.4	0.8	0.4	0.4	0.4	0.6
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT417	Retail Management	CO1	0	1	2	0	3	2	3	0	1	0
		CO2	1	3	0	1	2	0	0	0	1	0
		CO3	1	0	3	1	2	2	0	0	0	0
		CO4	0	3	2	0	2	0	1	1	0	1
		CO5	3	0	1	2	1	0	0	1	0	1
		AVG. CO	1	1.4	1.6	0.8	2	0.8	0.8	0.4	0.4	0.4
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT418	Banking and Insurance Management	CO1	1	0	2	3	0	2	1	0	1	1
		CO2	3	0	0	1	2	0	1	1	1	0
		CO3	0	1	3	1	0	2	1	0	0	1
		CO4	0	3	2	0	2	0	0	1	0	0

		AVG. CO	1.0	1.0	1.8	1.3	1.0	1.0	0.8	0.5	0.5	0.5	
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	
MGT419	Organization Change & Development	CO1	1	3	2	3	0	2	0	0	1	0	
		CO2	1	1	3	1	2	0	0	0	0	1	0
		CO3	3	1	0	1	3	2	1	0	0	0	0
		CO4	3	0	2	3	1	0	1	1	0	0	1
		CO5	1	0	1	2	3	0	0	0	1	0	1
		AVG. CO	1.8	1	1.6	2	1.8	0.8	0.4	0.4	0.4	0.4	0.4
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	
MGT420	Entrepreneurial Finance	CO1	1	1	2	3	0	2	0	0	1	1	
		CO2	1	3	0	1	1	0	0	0	0	1	0
		CO3	0	1	3	1	2	2	0	0	0	0	0
		CO4	3	0	2	0	2	0	0	0	1	0	0
		CO5	3	0	1	2	3	0	1	1	0	0	1
		AVG. CO	1.6	1	1.6	1.4	1.6	0.8	0.2	0.4	0.4	0.4	0.4
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	
MGT421	Machine Learning using Python	CO1	3	0	2	3	0	2	0	1	1	0	
		CO2	1	1	3	1	2	0	1	0	1	1	
		CO3	1	3	0	1	2	2	0	0	0	0	1
		CO4	0	0	2	3	2	0	0	0	1	0	0
		CO5	0	3	1	2	0	0	0	0	1	0	1
		AVG. CO	1	1.4	1.6	2	1.2	0.8	0.2	0.6	0.4	0.6	0.6
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	
MGT422	Search Engine Marketing (SEM) and SEO	CO1	1	0	2	3	0	2	0	0	0	1	0
		CO2	1	0	3	1	2	0	0	0	0	1	1
		CO3	0	3	0	1	2	2	3	0	0	0	1
		CO4	0	1	2	3	2	0	0	0	1	0	0
		CO5	3	1	1	2	0	0	0	0	1	0	1
		AVG. CO	1	1	1.6	2	1.2	0.8	0.6	0.4	0.4	0.4	0.6
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	
MGT423	Supply Chain Management	CO1	2	2	0	3	0	1	0	0	0	1	1
		CO2	1	2	3	0	0	0	0	0	1	0	1
		CO3	2	3	2	2	2	0	1	0	0	0	0
		CO4	3	0	0	3	2	0	2	0	0	1	0
		CO5	0	3	0	0	2	2	0	0	0	0	0
		AVG. CO	1.6	2	1	1.6	1.2	0.6	0.6	0.2	0.4	0.4	0.4
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	
MGT428	Business Ethics and Corporate Governance	CO1	2	1	2	3	0	0	0	0	0	1	0
		CO2	2	3	0	0	0	0	0	1	0	0	0
		CO3	3	0	2	2	0	0	0	0	1	1	1
		CO4	2	0	3	3	2	0	0	0	0	0	0
		CO5	3	0	2	0	2	0	0	1	0	1	1
		CO6	0	2	3	0	2	2	2	2	1	0	1
		AVG. CO	2.0	1.0	2.0	1.3	1.0	0.3	0.7	0.3	0.5	0.5	0.5
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	

MGT429	Rural Marketing	CO1	2	2	0	3	0	3	0	0	0	0
		CO2	3	1	2	0	0	0	0	1	0	0
		CO3	2	2	3	2	2	2	0	0	0	1
		CO4	1	0	3	0	2	0	2	0	1	0
		CO5	1	3	0	0	2	2	0	0	0	0
		AVG. CO	1.8	1.6	1.6	1	1.2	1.4	0.4	0.2	0.2	0.2
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT430	Mergers, Acquisitions & Corporate Restructuring	CO1	2	0	2	3	0	0	1	1	1	0
		CO2	1	3	0	0	0	0	0	0	0	1
		CO3	1	0	2	2	3	1	0	1	1	1
		CO4	2	3	0	3	2	1	0	0	1	0
		CO5	0	3	2	0	2	0	0	0	0	1
		CO6	1	2	3	0	2	2	2	1	0	1
		AVG. CO	1.2	1.8	1.5	1.3	1.5	0.7	0.5	0.5	0.5	0.7
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT431	Cross Cultural Management	CO1	2	2	3	0	0	0	0	0	0	0
		CO2	2	2	3	3	0	0	0	1	0	0
		CO3	3	2	2	2	2	2	0	0	0	0
		CO4	2	0	3	0	2	0	2	0	1	0
		CO5	0	3	0	0	2	2	0	0	0	0
		AVG. CO	1.8	1.8	2.2	1	1.2	0.8	0.4	0.2	0.2	0
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT432	Project Management	CO1	1	0	2	3	0	0	0	0	1	0
		CO2	2	0	3	0	0	3	0	0	0	0
		CO3	2	0	2	2	3	0	0	1	0	1
		CO4	2	3	1	3	2	0	0	0	3	0
		CO5	0	0	2	3	2	0	0	0	0	1
		CO6	1	2	3	0	2	2	2	1	0	1
		AVG. CO	1.3	0.8	2.2	1.8	1.5	0.8	0.3	0.3	0.7	0.5
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT433	Visual Data Analytics	CO1	3	0	2	0	0	2	0	0	1	0
		CO2	0	3	0	1	2	0	0	2	1	0
		CO3	2	0	3	1	2	2	0	0	0	0
		CO4	0	3	2	3	2	0	3	1	0	0
		AVG. CO	1.3	1.5	1.8	1.3	1.5	1.0	0.8	0.8	0.5	0
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT434	Cyber Security in Digital Market	CO1	0	0	2	0	3	2	0	0	1	0
		CO2	2	0	3	1	2	3	1	0	1	0
		CO3	0	1	3	1	2	2	0	0	0	2
		CO4	1	3	2	0	2	0	2	1	1	0
		AVG. CO	0.8	1.0	2.5	0.5	2.3	1.8	0.8	0.3	0.8	0.5

MGT101	Principles of Management	L	T	P	C
Version 1.1	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Understanding concepts of Organisations				
Co-requisites	--				
Academic year	2023- 24				

Course Objectives:

1. To enable the students to know evolution of Management,
2. To study the principles and functions of management.
3. To learn the application of the principles in an organization.
4. To help the students to develop cognizance of the importance of management principles.
5. To aware the student's contemporary issues and modern approaches of management.

Course Outcomes

On completion of this course, the students will be able to:

CO1: Have a good understanding of the subject of management, the important theories, its scope and impact.

CO2: Develop an understanding of the basic processes of planning, organising and directing

CO3: Understand the theories of motivation and its applications and the basic principles of management control and coordination

CO4: Exposure to the concepts of staffing including Job analysis, recruitment, selection. Brief idea about recent concepts such as Knowledge management, change management, technology management etc.

CO5: Discuss Contemporary Issues such as Social Responsibility & Ethics, Globalization, Culture etc. and their impact on management

Course Description:

Principles and practices of management is an introductory course on management process from managers' perspective. The course seeks to help students acquire the requisite knowledge, skills and abilities needed to successfully manage the organization. The course examines the logic and working of organizations and outlines the major functions of management. The main objective of this course is to help the students to get aware towards varied management principles and practices. This course covers the explanations about the fundamentals of management discipline in organizational context. It details the different functions of management such as planning, organizing, staffing, directing, and controlling. The course also emphasizes on identification of critical issues and framing of strategies and scenarios required to execute management functions.

Course Content:

Unit I:

[12L]

Evolution & Growth of Management Thought

Concepts, Theory and Practice: The Evolution of Management Thought – Scientific Management School, Behavioral School, Quantitative School, Integration School, Contemporary School, McKinsey's 7-S approach

Unit II:

[12L]

Planning, Organizing & Direction

Planning- Nature, Purpose, Types & Process of Planning; Concept of MBO, MBE & MBWA.

Decision Making- Approaches, Decision Making under certainty, uncertainty & risk; Group Decision Making
 Organizing- Line/ Staff Authority, Decentralization & Delegation, Effective Organizing , Direction- Supervision, Span of Supervision, Graicuna’s Theory of Span of Management.

Unit III: [12L]

Motivation, Control & Coordination

Motivation- elements, importance, methods, theories, Controlling- Control Process, Importance, Critical Control Standards & Techniques, Maintenance Vs Crisis Management, Overall Control Process, Coordination- Definition, Characteristics, Objectives, Techniques

Unit IV: [16L]

Staffing

Job analysis, recruitment, selection, post selection steps, job changes: transfers/promotions, performance appraisal, training, management development, job rotation, rewards and recognition

Modern approaches to Management

Concept of Knowledge management, change management, technology management, supply chain management, process and project quality standards – six sigma, CMM, CMMI, PCMM, Impact of IT quality management systems, learning organizations

Unit V: [8L]

Contemporary Issues

Social Responsibility & Ethics, Globalization & Management, Inventing & Reinventing Organizations, Culture & Multiculturalism

Text Books

- TH1. Koontz, Essentials of Management, Tata McGraw Hill
- TH2. L. M. Prasad: Principles of Management, Sultan Chand & Sons, 2016
- TH3.. Robbins, S. (2017). Management, (13th ed.), Pearson Education, New Delhi

Project:

The class will be divided into Groups consist of 5 members. Each Group will select a company of their choice respect to study the Management Practices of a Particular Company. The Project will be brief in the session 3. The objectives of the project is to acquaint the students Management Practices in respect to a specific company. Students are required to submit the report just after Mid semester examination. Each group will present before all student as a result all students should have idea of Management Practices Mix of around 7 to 9 companies.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT101	Principles of Management	CO1	2	1	0	0	3	0	0	0	0	0
		CO2	2	2	3	0	0	2	0	1	0	0
		CO3	1	0	3	0	0	2	0	1	0	0

		CO4	0	0	2	0	3	2	2	0	0	1
		CO5	0	3	0	0	3	2	0	0	0	0
		AVG. CO	1	1.2	1.6	0	1.8	1.6	0.4	0.4	0	0.2

1= weakly mapped
2= moderately mapped
3=strongly mapped

MGT102	BUSINESS ENVIRONMENT	L	T	P	C
Version 1.2	Contact Hours – 30	3	1	0	4
Pre-requisites/Exposure	-----				
Co-requisites	--				
Academic year	2023-24				

Course objectives:

- To enable the students to acquaint with the dynamics of business scenario in India
- To understand the guidelines flowed by different sectors as per industrial policy.
- To expose with the different industrial policies and the functions of WTO and GATT.

Course Outcomes

On completion of this course, the students will be able to:

CO1: Discuss the various components of business environment under different market conditions.

CO2: Identify various issues of environmental forces and its linkage with industry specific problems.

CO3: Recognize and develop various industrial policies and its impact on business performance in Indian business scenario

CO4: Illustrate environmental pros and cons with the help of different firms in India.

Course Description:

Understand the environment is a primary task of all business leaders because the initial success of any business depends on its environmental background. This course will help the students to familiarize with different forces of environment. Apart from that the course will help the students to get a better understand of different sectors and their formation. This course will explain the new industrial policy guideline and how WHO and GATT functions. During the course students will be exposed the environmental policy of different corporate houses and also the thought of industry leader on industrial policy. The course will be asses by debates and discussion with various issues faced by current industries.

Course Contents:

Unit – I:

Indian Business Environment: Concept, components and importance. Environmental analysis, Economic Environment, Demographic and Political environment, Technology environment, Capitalist Economy, Socialist Economy, Mixed Economy

Unit – II: **5L**
 Business and culture; Social responsibility of business; Consumer rights; Consumerism of business; Industrial sickness, CSR activities of Tata, HUL etc.

Unit – III: **8L**
 Industrial policies & regulations: Public, Private, Joint & Cooperative sectors; Industrial licensing, Privatization; Liberalization, MSME Sector, Export-import policy; Regulation of foreign investment;

Unit- IV **8L**
 Industrial Policy: New Industrial Policy and its Effect in India, WTO and Trading Blocks: Role and functions of WTO – Differences between WTO and GATT , Basic understanding of World Bank, IMF.

Text Book(s):-

- Business Environment: Text & Cases- Francis Cherunilam, HPH, 28th Ed.
- Business Environment- K Aswathappa- HPH

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Mid Term	Attendance	Class Assessment	End Term
Weightage (%)	20	00	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT102	Business Environment	CO1	2	1	0	3	0	0	0	1	0	0
		CO2	2	3	2	0	0	0	0	1	0	0
		CO3	0	0	2	2	0	3	0	1	0	0
		CO4	2	0	3	0	0	2	2	0	0	0
		AVG. CO	1.5	1	1.8	1.3	0	1.3	0.5	0.8	0	0

1= weakly mapped
 2= moderately mapped
 3=strongly mapped

ECO107	Principles of Economics	L	T	P	C
Version 1.1	Contact Hours - 60	3	0	0	3
Pre-requisites/Exposure	Basic mathematics and English				
Co-requisites	--				
Academic year	2023-24				

Course objectives:

- This paper introduces students to the terminology and analytic principles used in microeconomics, which is broadly defined as the study of markets, and to the application of these conceptual tools to several policy issues.
- The decisions of buyers and sellers and their interaction in market transactions will be analysed.
- This also explores how different market structures can shape economic results, and how markets can sometimes (but not always) help society achieve desirable outcomes.

Course Outcomes

On completion of this course, the students will be able to:

CO1: Understand the terminologies and analytic principles used in microeconomics

CO2: Understand and analyze how different market structures can shape economic results

CO3: Analyze these conceptual tools for several strategic issues in the field of management

CO4: Understand and analyze how different market structures can shape economic results

CO5: Apply microeconomic concepts and techniques in evaluating business decisions

Course Description:

This paper will introduce students with more complicated issues of microeconomics around different market structures under imperfect competition . Different types of pricing strategies and market power adopted by the producers. The theoretical concepts of theories of distribution will also be introduced.

Course Structure

Unit I: Demand and Supply

[12L]

Determinants of Demand; Law of Demand; Demand Function, Demand Schedule and Demand Curve; Determinants of Supply; Law of Supply; Supply Function, Supply Schedule and Supply Curve; Shift and movement along the Demand & Supply Curve; Elasticity of Demand – Price, Income, Cross; Elasticity of Supply; Substitutes & Complementary Goods, Normal & Inferior Goods. Equilibrium Determination, Impact of changes in Demand and Supply, Change in Equilibrium, Stability of Equilibrium; Consumer Surplus, Producer Surplus, Deadweight Loss, Change in surplus, Incidence of Tax, Impact of Subsidy.

Unit II: Theory of Consumption

[12L]

Budget Constraint: Composite goods, Budget Set, Properties of budget set, Budget Line, change in budget line due to change in income and prices, Application: Taxes, Subsidies, Rationing

Preferences: Consumer Preferences, basic assumptions about preferences; Indifference Curves, Indifference Map, Marginal Rate of Substitution; Shape of Indifference curves: Perfect substitutes, perfect complements, Bads, Neutrals, Satiation, Discrete Goods

Utility: Cardinal Utility, Utility function, Total utility, Marginal Utility, Ordinal Utility, Preference, MRS

Choice: Optimal Choice, Consumer's Equilibrium, Change in Equilibrium due to change in income, and prices, Income Consumption Curve, Engel Curve, Price Consumption Curve, Individual Demand, From individual to market demand; Price Effect: Hicks, Slutsky approach, Income Effect, Substitution Effect, Compensated Demand.

Unit III: Theory of Production [15L] Technological relationship between output and inputs, Production decision of a firm; Production function, short run versus long run production; Production with single variable input: TP, AP, MP, Law of diminishing marginal return; Production with two variable inputs: Isoquant, Economic region of production, Input flexibility, Input substitution; MRTS, Elasticity of substitution; Expansion Path, Returns to scale; Effects of changes in input prices on output. Special Cases: Homogeneous Production Function, Cobb-Douglas Production.

Different types of costs; opportunity cost, sunk cost; fixed cost, variable cost; Costs in the SR production, TC, AC, MC, Cost curves; Costs in the LR production, LR cost curves, relation between SR and LR cost curves; Shift in cost curves.

Input choices, Isocost line, Change in technology and change in input prices; optimal choice of inputs, Economies of Scope, Economics of Scale, Learning Curve.

Unit IV: Market: Perfect Competition [12L]

Profit Maximization by a firm, Competition in a market, Different forms of Competition; Perfectly competitive market and its characteristics, Choosing output in Short Run, SR supply curve, Choosing output in the Long Run, LR Industry supply curve: Increasing cost industry, Decreasing cost industry, and Constant cost industry;

Efficiency of a competitive market: Effect of Tax, Minimum Prices, Price Support, Production Quota, Impact of tax and subsidy.

Unit V : Market: Imperfect Competition [10L]

Market Power, Sources, Monopoly, Monopsony, Bilateral Monopoly, Natural Monopoly; Monopolist's Output Decision, and pricing.

Monopolistic Competition: Characteristics, Equilibrium in Short and Long run, Economic Efficiency; Branding

Oligopoly: market structure, collusion, competition, equilibrium.

READING LIST:

1. Dominick Salvatore (2009). Principles of Microeconomics (5th ed.) Oxford University Press
2. Koutosyannis (1979). Modern Micro Economics. Palgrave Macmillan
3. Pindyck, Rubinfeld and Mehta. (2009). Micro Economics. (7th ed.). Pearson.
4. Lipsey and Chrystal. (2008). Economics. (11th ed.) Oxford University Press.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Mid Term	Attendance	Class Assessment	End Term
Weightage (%)	20	00	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
ECO107	Principles of Economics	CO1	2	2	0	0	3	0	1	0	0	0
		CO2	0	2	2	0	0	2	3	1	0	0
		CO3	0	1	0	3	0	2	0	1	0	0
		CO4	0	0	3	0	1	2	2	0	0	0
		CO5	0	2	0	3	0	0	2	1	0	0
		AVG. CO	0.4	1.4	1	1.2	0.8	1.2	1.6	0.6	0	0

1= weakly mapped
2= moderately mapped
3=strongly mapped

AEC101	Communicative English I				L	T	P	C
Version 1.0	Contact Hours – 30				2	1	0	3
Pre-requisites/Exposure	Basic Knowledge of English Language							
Co-requisites	-							
Academic Year	2023-2024							

Course Objectives

1. To help the second language learners develop the ability to understand spoken language.
2. To enable students communicate with clarity and precision at workplace.
3. To give the students a perspective to appreciate life in its variables by exposing them to comprehension texts; and also to enrich their word power.
4. To enable students acquire structure and written expression required for their profession.

Course Outcomes

On completion of this course, the students will be able to

- CO1. Define communication processes and to know the practical implications and its challenges at the work place.
- CO2. Understand the practical uses of English grammar and to use grammar correctly and unambiguously
- CO3. Develop fluency in speaking English in order to carry out effective professional communication.
- CO4. Identify difficult sounds, words and phrases to support listening comprehension and be familiar with the various strategies of reading and develop the ability to read texts with fluency, understanding and competence
- CO5. Make use of different formats of business communication like reports, letters, CVs and other technical writings

Course Description

English is an integral part of life. Communication is a process of exchanging ideas, messages, information etc. through verbal or nonverbal communication. In this course, the focus will be on improving LSRW skills, i.e. listening, speaking, reading and writing. Students will learn how to communicate effectively through prescribed syllabus as well as through Pearson Global English solutions. Classroom activities will be designed to encourage students to play an active role in the construction of their own knowledge and in the design of their own learning strategies. We will combine traditional lectures with other active teaching methodologies, such as group discussions, cooperative group solving problems, analysis of video scenes and debates. Class participation is a fundamental aspect of this course. Students will be encouraged to actively take part in all group activities and to give an oral group presentation. Students will be expected to interact with media resources, such as, web sites, videos, DVDs, and newspapers etc.

Course Content

Unit I: Communication Skills

[10 lecture hours]

Communication Skills- Process and importance of communication, Communication cycle; Objectives and Principles of communication; Barriers to communication; Interpersonal Communication Skills at Work and Study

Unit II: Grammar and Writing Skills

[10 lecture hours]

Grammar: Voice Change, Prepositions, Conjunctions, Articles, Direct and Indirect Speech, Correction of Sentences

Writing skills: Business letters (types and format), CV and Application Letters, Composition: Essays and Précis, Business Reports

Unit III: Speaking Skills

[10 lecture hours]

Speaking (basics of pronunciation), Group Discussion, Presentation skills, Modulation and Tone
How to face an interview: frequently asked questions, body language and promptness

Text Books

- T1. T1 Mishra. B, Sharma. S (2011) Communication Skills for Engineers and Scientists. PHI Learning Pvt. Ltd. ISBN: 8120337190.
- T2. Chaturvedi P. D, Chaturvedi M. (2011) Business Communication: Concepts, Cases and Applications. Pearson Education India. ISBN: 8131718727.
- T3. Greenbaum. Sidney. College Grammar of English. Longman Publishers. ISBN: 9780582285972.

Reference Books

- R1. Pal, Rajendra and Korlahalli, J.S. (2011) Essentials of Business Communication. Sultan Chand & Sons. ISBN: 9788180547294.

- R2.Kaul, Asha. (2014) Effective Business Communication.PHI Learning Pvt. Ltd. ISBN: 9788120338487.
- R3.Murphy, R. (2007) Essential English Grammar, CUP. ISBN: 8175960299.
- R4.C. Muralikrishna and S. Mishra (2011) Communication Skills for Engineers, Pearson education. ISBN: 9788131733844.
- R5.Hamp-Lyons and Heasely, B . *Study Writing; A Course in Written English. For Academic and Professional Purposes*, Cambridge Univ. Press, 2006.
1. Wren and Martin. *High School Grammar And Composition*. S. Chand, 1995.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:

Components	Mid Term	Attendance	Class Assessment	End Term
Weightage (%)	20	00	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
AEC101	Communicative English I	CO1	2	1	0	3	0	0	0	0	0	0
		CO2	2	2	1	3	0	2	0	1	0	0
		CO3	1	0	3	0	0	2	0	1	0	0
		CO4	0	0	2	0	3	2	2	0	0	1
		CO5	0	0	0	0	3	2	0	0	0	0
		AVG. CO	1	0.6	1.2	1.2	1.2	1.6	0.4	0.4	0	0.2

1=weakly mapped

2= moderately mapped

3=strongly mapped

COM105	Principles of Accounting (Minor)	L	T	P	C
Version 1.0	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Basics of Accounting				
Co-requisites					
Academic Year	2023-2024				
Course Objectives					
01	This course will enable the students to have knowledge about the basics of accounting with concepts, principles and conventions.				
02	The students of this course will learn recording of transactions in journal, posting it to ledger and checking the authenticity of records by preparing trial balance.				
03	The students of this course will learn depreciation accounting required in the preparation of financial statements.				
04	The course will help the students in understanding the method of preparation of cash book and Bank Reconciliation Statement.				
05	The students of this course will have the ability to prepare Financial Statements of different forms of business entities.				
Course Outcomes					
On completion of this course the students will be able to:					
CO1	Discuss the basics of accounting with concepts, principles and conventions.				
CO2	Record transactions in journal, post it to ledger and check the authenticity of records by preparing trial balance.				
CO3	Apply the knowledge of depreciation accounting in preparation of financial statements.				
CO4	Prepare cash book and evaluate the reasons of difference between cash book and pass book balance and prepare Bank Reconciliation Statement.				
CO5	Prepare Financial Statements of different forms of business entities.				
Course Description					
Financial Accounting refers to information describing the financial resources, obligations, and activities of an economic entity. The term financial position is used to describe an entity's financial resources and obligations at one point in time, and the term results of operations is used to describe its financial activities during the year. The course focuses on detailed understanding of accounting information system, accounting concepts, accounting principles, accounting cycle, recording of transactions, and financial statement concepts.					
Course Contents					
Unit-1	Introduction				(3 L)
Nature of accounting; Users of accounting information; Financial & Management Accounting; Qualitative characteristics of accounting information; Double entry book keeping system – Basic accounting equation, meaning of assets, liabilities, equity, revenue and expenses; Accounting Cycle					
Unit-2	Accounting Concepts and Conventions				(3 L)
Bases of accounting: Cash basis and Accrual basis, Basic concepts and conventions: entity, money measurement, going concern, cost, realization, accruals, periodicity, consistency, prudence (conservatism), materiality, matching and full disclosures.					
Unit-3	Journal and Ledger				(8 L)
Journal: Introduction, need, functions, advantages of Journal, recording of entries in Journal with narration; Double entry system Ledger: Features and functions of ledger, posting from journal to respective ledger.					



Unit-4	Trial Balance	(4 L)
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Introduction, need and limitations of trial balance, preparation and application of trial balance, errors and types of errors

Unit-5	Depreciation	(5 L)
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The nature of depreciation - The accounting concept of depreciation - Factors in the measurement of depreciation - Methods of computing depreciation: straight line method and diminishing balance method - Disposal of depreciable assets - change in method of charging depreciation - Accounting for depreciation: Asset-depreciation, Asset-provision.

Unit-6	Cash Book and Bank Reconciliation Statement	(7 L)
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Cash Book: Introduction, features, functions, advantages, types of cash book-single column, double column, triple column and petty cash book.

Bank Reconciliation Statement: Banking transactions in the Cash Book and Bank Pass Book; Causes of Disagreement between the balances as per Cash Book and Bank Statement; Practical steps for preparation of Bank Reconciliation Statement.

Unit-7	Final Accounts	(10 L)
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Preparation of Financial Statements: Sole Proprietorship business entities from a Trial Balance – Manufacturing, Trading, P/L A/c and Balance Sheet.

Suggested Readings:

Text Books:

1. Sukla, Grewal, Gupta: Advanced Accountancy, Vol. I, S. Chand
2. Sehgal & Sehgal, Advanced Accountancy, Vol. I, Taxman Publication
3. Hanif & Mukherjee, Financial Accounting, TMH

Reference Books:

4. Tulsian, Financial Accounting, Pearson
5. Mukherjee and Mukherjee, Financial Accounting Volume I, Oxford Publication

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:

Components	Mid Term	Attendance	Class Assessment	End Term
Weightage (%)	20	00	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
COM105	Principles of Accounting (Minor)	CO1	2	2	0	3	0	0	0	0	0	0
		CO2	0	2	2	0	3	2	0	1	0	0
		CO3	0	1	0	3	0	2	0	1	0	0
		CO4	0	3	0	0	1	2	2	0	0	0
		CO5	0	2	3	0	0	0	2	1	0	0
		AVG. CO	0.4	2	1	1.2	0.8	1.2	0.8	0.6	0	0

1= weakly mapped
 2= moderately mapped
 3=strongly mapped

Course Code: VAC105	Community Engagement and Social Responsibility	L 2	T 0	P 0	C 2
	1 credit (1 lecture hr/week) is for Theory and 1 credit is for Field work (2 hr field work/week).				

Course Objectives:

- To develop an appreciation of rural culture, life-style and wisdom amongst students
- To learn about the status of various agricultural and rural development programmes
- To understand causes for rural distress and poverty and explore solutions for the same
- To apply classroom knowledge of courses to field realities and thereby improve quality of learning

Course Outcomes

On completion of this course, the students will be able to

CO1 Gain an understanding of rural life, culture and social realities

CO2 Develop a sense of empathy and bonds of mutuality with local community

CO3 Appreciate significant contributions of local communities to Indian society and economy

CO4 Learn to value the local knowledge and wisdom of the community

CO5 Identify opportunities for contributing to community's socio-economic improvements

Catalog Description

Along with Intelligent Quotient, it is important for students to enhance their Emotional Quotient as well. The Social Internship offers opportunity to the student to be empathetic towards social issues facing our society. To help and support the affected community / cause through a field internship is the essence of the course in 'giving back to the society'.

Course Content

Unit I: Appreciation of Rural Society:

Rural and peri-urban life style, rural society, caste and gender relations, rural values with respect to community, rural culture, nature and resources, elaboration of "soul of India lies in villages" (Gandhi), rural infrastructure.

Unit II: Understanding rural and local economy and livelihood:

Agriculture, farming, land ownership, water management, animal husbandry, non-farm livelihoods and artisans, rural entrepreneurs, rural markets, migrant labourer, impact of COVID-19 on Migrant Labourers.

Unit III: Rural and Local Institutions:

Traditional rural and community organizations, local administration and community involvement, Self-help Groups, Panchayat raj, institutions (Gram Sabha, Gram Panchayat, Standing Committees), Nagarpalikas and municipalities, local civil society.

Unit IV: Rural and National Development Programme:

History of rural development in India, Current national programs in India: Sarva Shiksha, Abhiyan, Beti Bachao, Beti Padhao, Ayushman Bharat, Swachh Bharat, PM Awaas Yojana, Skill India, Gram Panchayat Decentralised Planning, NRLM, MNRGA, SHRAM, Jal Jeevan Mission, SFURTI, Atma Nirbhar Bharat, etc.

Various schemes of West Bengal Government: Kanyashree, Rupashree, Lakshmir Bhandar, Yuvasree, Sikshashree, Jai Bangla, Lokprasar, Nijo Griha Nijo Bhumi, Swasthya Sathi, Gatidhara, Gitanjali, Khadya Sathi, Sabooj Sathi, Sabujshree, Sufal Bangla, Shishu Sathi, Sabala etc.

Recommended field-based practical activities:

- Interaction with SHG women members, and study of their functions and challenges; planning for their skill building and livelihood activities.
- Visit MGNREGS project sites, interact with beneficiaries and interview functionaries at the work site.
- Field visit to Swachh Bharat project sites, conduct analysis and initiate problem solving measures.
- Conduct Mission Antyodaya surveys to support under Gram Panchayat Development Plan (GPDP).
- Interactive community exercise with local leaders, panchayat functionaries, grass-root officials and local institutions regarding village development plan preparation and resource mobilization.
- Visit Rural Schools / mid-day meal centres, study Academic and infrastructural resources and gaps.
- Participate in Gram Sabha meetings, and study community participation.
- Associate with Social audit exercises at the Gram Panchayat level, and interact with programme beneficiaries.
- Attend Parent Teacher Association meetings, and interview school drop outs
- Fostering Social Responsibility & Community Engagement in Higher Education Institutions in India.
- Visit local Anganwadi Centre and observe the services being provided.
- Visit local NGOs, civil society organisations and interact with their staff and

beneficiaries.

- Organize awareness programmes, health camps, Disability camps and cleanliness camps.
- Conduct soil health test, drinking water analysis, energy use and fuel efficiency surveys.
- Raise understanding of people's impacts of climate change, building up community's disaster preparedness.
- Organise orientation programmes for farmers regarding organic cultivation, rational use of irrigation and fertilizers and promotion of traditional species of crops and plants.
- Identifying the small business ideas (handloom, handicraft, khadi, food products, etc.) for rural areas to make the people self-reliant.

Recommended Readings

Books:

1. Singh, Katar, Rural Development: Principles, Policies and Management, Sage Publications, New Delhi, 2015.
2. A Hand book on Village Panchayat Administration, Rajiv Gandhi Chair for Panchayati Raj Studies, 2002.
3. United Nations, Sustainable Development Goals, 2015 un.org/sdgs/
4. M.P.Boraian, Best Practices in Rural Development, Shanlax Publishers, 2016.

Journals:

1. Journals of Rural development, (published by NIRD & PR Hyderabad)
2. Indian Journal of Social Work, (by TISS, Bombay)
3. Indian Journal of Extension Education (by Indian Society of Extension Education)
4. Journal of Extension Education (by Extension Education Society) Fostering Social Responsibility & Community Engagement in Higher Education Institutions in India
5. Kurukshetra (Ministry of Rural Development, GoI)
6. Yojana (Ministry of Information and Broadcasting, GoI)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
VAC105	Community Engagement and Social Responsibility	CO1	2	2	3	0	0	0	0	0	0	0
		CO2	0	2	2	3	0	2	0	1	0	0
		CO3	0	1	0	0	3	2	0	1	0	0
		CO4	3	0	0	0	1	2	2	0	0	3
		CO5	0	2	0	3	0	0	2	1	0	0
		AVG. CO	1	1.4	1	1.2	0.8	1.2	0.8	0.6	0	0.6

MGT103	Behavioural Science	L	T	P	C
Version 1.1	Contact Hours – 60	3	1	0	4
Pre-requisites/Exposure	Understanding management principles				
Co-requisites	Developing human skills				
Academic year	2023-24				

Course Objectives:

1. Provide scope to the students to develop behavioral insight, identifying and prioritizing behaviors effectively, in the context of individuals, groups and organizations.
2. Use behavioral frameworks to systematically investigate and analyze behaviors.
3. Develop a behavior change intervention using a behavioral analysis.
4. Think through how a behavior change intervention can be implemented effectively.

Course Outcomes:

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

- CO1. To understand the fundamental concepts and theories of behavioral science in individual, group, and organizational contexts.
- CO2. To develop an awareness of human behavior and its impact on organizational effectiveness.
- CO3. To enhance skills in communication, decision-making, and interpersonal relations.
- CO4. To develop critical skills for managing teams and fostering a positive organizational culture.
- CO5. To apply behavioral insights to address management challenges into real-world business scenarios.

Course Description:

This course fulfills behavioral requirements of BBA students and is open to any graduate student with interest in the material. This course covers essential content in addressing behavioral science concepts for application across corporate or business management domains. The course focuses on Group and Organizational dimensions of behavioural science. It provides exposure to multiple behavioral theories and application of theory in understanding the behavior of employees at work. Lectures and readings provide students with an overview of theories and their implementation. Group activities provide the opportunity to apply learning to practice simulations, and assignments to synthesize lectures and readings into intellectual and creative documents.

Course Structure:

Unit 1: Introduction to Behavioral Science

- Definition, Nature, and Scope of Behavioral Science
- Importance of Behavioral Science in Management
- Relationship with Psychology, Sociology, and Anthropology
- Ethical Perspectives in Behavioral Science

Unit 2: Understanding Individual Behavior

- Personality: Theories and Types
- Perception: Process and Factors Influencing Perception

- Motivation: Theories (Maslow, Herzberg, McClelland, Vroom)
- Emotional Intelligence and its Role in Decision-Making

Unit 3: Group Dynamics

- Groups and Teams: Types and Development Stages (Tuckman's Model)
- Leadership: Styles and Theories (Trait, Behavioral, Contingency, Transformational)
- Power and Politics in Organizations
- Conflict: Sources, Types, and Resolution Techniques

Unit 4: Organizational Behavior

- Organizational Culture and Climate
- Stress and Well-Being in Organizations
- Communication: Process, Types, and Barriers
- Change Management and Resistance to Change

Unit 5: Behavioral Applications in Management

- Negotiation and Persuasion Skills
- Decision-Making Processes
- Diversity and Inclusion in the Workplace
- Behavioral Insights for Innovation and Creativity

Pedagogy:

- **Lectures:** Conceptual discussions and interactive sessions
- **Case Studies:** Real-world applications of behavioral theories
- **Group Activities:** Role-plays, simulations, and team projects
- **Presentations:** Individual and group presentations
- **Fieldwork:** Observational studies or interviews on behavioral patterns

Text Books:

- Aswathappa, K.: Organization Behaviour, Himalaya Publishing House, Mumbai.
- Prasad, L.M.: Organization Theory and Behaviour, HPH, New Delhi.
- Luthans, F.: Organizational Behaviour, Ed. VII, PHI, New Delhi.

Reference Book(s) & other resources:

- Robins, S.P. and Sanghi, S.: Organizational Behaviour, Ed. XI, Pearson-Education, New Delhi.
- Sakaran, U.: Organizational Behaviour, TMH, N. Delhi.
- Newstrom, J. W. and Davis, K: Organizational Behaviour: Human Behaviour at Work, Ed. V. New Delhi: Tata McGraw Hill.
- Mullins, L. J.: Management and Organizational Behaviour, Pearson- Education, N. Delhi.

Project:

The class will be divided into groups consisting of 5 members in each. Each group will interact with 20 people to understand the behavioural and attitudinal changes observed in them in the pandemic crisis. The objective of the project is to acquaint the students with the relevance of the behavioural theories and concepts. Students are required to submit the report just after mid-semester examination. Each group will present their work in the class such that all students should have an idea of the practical and managerial implications of behavioural concepts.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT103	Behavioural Science	CO1	2	1	0	3	0	0	0	0	0	0
		CO2	0	2	2	0	3	2	0	1	0	0
		CO3	0	1	0	3	0	2	0	1	0	0
		CO4	0	3	0	0	1	2	2	0	0	0
		CO5	0	2	3	0	0	0	2	1	0	0
		AVG. CO	0.4	1.8	1	1.2	0.8	1.2	0.8	0.6	0	0

- 1=weakly mapped
- 2= moderately mapped
- 3=strongly mapped

MGT104	Business Mathematics & Statics -I	L	T	P	C
Version 1.0	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Basic quantitative aptitude				
Co-requisites					

Course Objectives	
01	To learn the fundamentals of basic mathematics to be used in business organizations
02	To learn the associated theories and methods for solving real-life business problems.
03	To develop strong analytical skills that are essential for analyzing business problems and making informed decisions
04	To convert business problems into mathematical problems
05	To learn applications of business mathematics in various domains like finance, marketing, human resources, etc.
Course Outcomes	
On completion of this course the students will be able to:	
CO1	Understand number systems and their application in solving business problems
CO2	Understand numeric progressions and theory of equations
CO3	Understand indices, logarithm and basics of probability

CO4	Understand commercial arithmetic concepts like Simple & Compound Interest, Profit & Loss, etc.	
CO5	Develop data analysis and data modeling capabilities	
Course Description		
In this course, students are introduced to the key components of costs and the procedure to prepare the cost sheet. It also covers different methods of costing like, unit, job, contract, process and service.		
Course Contents		
Unit-1	Number System	(10 L)
Natural Numbers, Whole Numbers, Integers, Prime Numbers, Rational and Irrational Numbers, Real Numbers, HCF and LCM		
Unit-2	Progressions & Theory of Equations	(15 L)
Arithmetic Progression, Geometric Progression; Theory of Equations- Linear and Quadratic		
Unit-3	Indices, Logarithm and Probability	(15 L)
Indices, Logarithm, Basics of Probability		
Unit-4	Commercial Arithmetic	(10 L)
Simple and Compound Interest, Ratios and Proportions, Profit & Loss		
Unit-5	Business Statistics	(10 L)
Measures of Central Tendency, Dispersion, Correlation		
Suggested Readings:		
Text Books		
1. Quantitative Aptitude- R.S. Aggarwal		
2. Business Mathematics- D.C. Sancheti & V.K. Kapoor		
3. Business Mathematics BBA- Yogesh Kumar Goyal		
Reference Books		
4. Statistics for Management- Richard I. Levin & David S. Rubin		
5. Mathematics and Statistics for Business- R.S. Bhardwaj		
Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam		
Examination Scheme:		
Components	Internal	End Term
Weightage (%)	50	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT104	Business Mathematics & Statics -I	CO1	2	2	0	3	0	0	0	0	0	0
		CO2	3	2	2	0	0	2	0	1	3	0
		CO3	0	1	0	0	3	2	0	1	0	0
		CO4	0	0	0	3	1	2	2	0	0	0
		CO5	0	2	3	0	0	0	2	1	0	0
		AVG. CO	1	1.4	1	1.2	0.8	1.2	0.8	0.6	0.6	0

COM108	Basics of Insurance	L	T	P	C
Version 1.1	Contact Hours – 60	3	0	0	3
Pre-requisites/Exposure					
Co-requisites					
Academic year	2023-24				

Course Description

This course provides foundational knowledge about the principles, concepts, and practices of insurance. It introduces students to the types of insurance, risk management, and the role of insurance in personal and business contexts. The course focuses on understanding policy structures, claims, and regulatory frameworks in the insurance sector.

Course Objectives

1. To understand the basic concepts, terminologies, and principles of insurance.
2. To familiarize students with the types and functions of insurance products.
3. To explain the process of risk management and its role in insurance.
4. To provide insights into policy structures, claims processing, and underwriting.
5. To highlight the importance of regulatory frameworks and ethical practices in insurance.

Course Outcomes

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

- CO1. Define and explain the fundamental principles of insurance.
- CO2. Identify and differentiate between various types of insurance products.
- CO3. Analyze the role of insurance in managing risks.
- CO4. Understand the process of claims handling and policy management.
- CO5. Discuss the regulatory and ethical dimensions of the insurance industry.

Course Content

Module 1: Introduction to Insurance (6 hours)

Definition and importance of insurance, History and evolution of insurance, Key terminologies: Risk, premium, policyholder, insurer, Principles of insurance: Utmost good faith, indemnity, subrogation, insurable interest, and contribution.

Module 2: Types of Insurance (6 hours)

Life insurance: Term plans, whole life, and endowment policies, General insurance: Health, motor, property, and liability insurance, Social insurance and microinsurance, Reinsurance and its significance.

Module 3: Risk Management in Insurance (4 hours)

Concept of risk and uncertainty, Risk assessment and mitigation techniques, Role of insurance in risk transfer and management.

Module 4: Policy Management and Claims (4 hours)

Structure of an insurance policy: Terms, conditions, and exclusions, Process of underwriting and premium determination, Claims processing: Filing, assessment, and settlement, Grievance redressal mechanisms in insurance.

Module 5: Regulatory Framework and Ethics in Insurance (4 hours)

Overview of insurance regulations in India (IRDAI), Ethical practices in insurance selling and claims handling, Consumer rights and responsibilities, Emerging trends in the insurance industry (digital insurance, Insurtech).

Reference Books

1. "Principles of Risk Management and Insurance" by George E. Rejda and Michael McNamara.
2. "Insurance Theory and Practice" by Tripathy and Pal.
3. "Fundamentals of Insurance" by P.K. Gupta.
4. "General Insurance Business Operations and Regulatory Framework" by Ramesh Bangia.
5. "Life and Health Insurance Handbook" by Davis W. Gregg.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
COM108	Basics of Insurance	CO1	2	2	0	3	0	0	0	0	0	0
		CO2	3	2	2	0	0	2	0	1	3	0
		CO3	0	1	3	0	0	2	0	1	0	0
		CO4	0	0	0	3	1	2	2	0	0	0
		CO5	0	2	0	3	0	0	2	1	0	0
		AVG. CO	1	1.4	1	1.8	0.2	1.2	0.8	0.6	0.6	0

SEC151	Basics of Data Analytics	L	T	P	C
Version 1.0	Contact Hours - 30	2	0	0	2
Pre-requisites/Exposure	Basic Calculation Skills				
Co-requisites	--				
Academic Year	2023-24				

Course Objectives

- To understand the basic concepts and theories of descriptive analytics.
- To gain a deeper insight of predictive analytics and regression techniques.
- To expand individual knowledge of supervised and unsupervised learning techniques.
- To understand time series forecasting and its applications.

Course Outcomes:

On completion of this course, the students will be able to:

CO1: Discuss the fundamental concepts of descriptive analytics, probability and sampling.

CO2: Explain predictive analytics with the help of different regression techniques.

CO3: Evaluate the use of different Supervised and Unsupervised techniques.

CO4: Illustrate the importance of time series forecasting and relevant applications.

Course Description:

The concept of data and analytics is now part of the business lexicon. Organisations are integrating data science and analytics in their operations and have already seen big wins. Yet only a minority of business managers have perfected the practice of using data to manage information and performance. This course will provide an overview of various data analysis tools which are available to business managers to solve a wide variety of business problems.

Course structure:

UNIT –I Introduction to Data Analytics: 10L

Introduction to business analytics: Descriptive analytics: Data types and Scales, Population and sample, Measures of central tendency, Measures of variation, Measures of shape, Data visualization; Sampling Methods, Introduction to probability: Fundamental concepts in probability, Normal distribution, Central limit theorem, Estimation of population parameters; Confidence Intervals; Hypothesis Testing: One tailed and two tailed test, Type I error and type 2 error

UNIT- II Introduction to Predictive Analytics: 8L

Introduction to predictive analytics, Simple linear regression: Simple linear regression model building, Estimation of parameters, Interpretation of simple linear coefficients, Validation of simple linear regression model, Outlier analysis. Simple Linear regression and multiple linear regressions for prediction. Logistic Regression (Supervised learning): Introduction and Model building, Model Diagnostics, Classification table

UNIT- III Advanced Concepts in Machine Learning: 7L

Decision Tress (Supervised learning): Introduction and Model building, Clustering (Unsupervised learning): Introduction to unsupervised learning, Distance and dissimilarity measures in clustering, Clustering algorithm K Mean and Hierarchical.

Unit- IV: Time Series Forecasting: 5L

Forecasting Techniques: Time series modeling, Forecasting Techniques and Forecasting Accuracy, Moving average method

Reference Books:

- TH 1. U. Dinesh Kumar: Business Analytics
- TH 2. David S. Rubin & Levin: Statistics for Management

Project:

The class will be divided into Groups consisting of 5 members each. Each group will be given a topic that will analyze one real-life scenario. The Group will have to collect data based on a survey/from social media and then they will have to analyze the data based on the queries taught during the sessions. Each group will present before all students as a result all students should have an idea of different real-life scenarios and how to analyze the data.

Modes of Evaluation: Quiz/Assignment/presentation/Written Examination

Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
SEC151	Basics of Data Analytics	CO1	2	2	3	0	0	2	0	1	0	0
		CO2	2	2	0	3	0	2	2	1	1	1
		CO3	2	3	0	0	0	3	2	1	1	1
		CO4	2	2	3	0	0	2	2	1	1	1
		AVG. CO	2	2.3	1.5	0.8	0	2.3	1.5	1	0.8	0.8

- 1=weakly mapped
 2= moderately mapped
 3=strongly mapped

VAC101	Environmental Education-I	L	T	P	C
Version 1.0	Contact Hours - 30	2	0	0	2
Pre-requisites/Exposure	Basic Knowledge of Environment				
Co-requisites	-				
Academic Year	2023-24				

Course Description

This course introduces students to the foundational concepts of environmental education, focusing on the relationship between human activities and environmental sustainability. It aims to foster awareness, understanding, and responsibility toward protecting the environment through theoretical knowledge and practical engagement.

Course Objectives

1. To develop an understanding of the environment and its interdependence with human activities.
2. To raise awareness of current environmental issues and challenges.
3. To promote sustainable practices for environmental conservation.
4. To encourage critical thinking and problem-solving in addressing environmental concerns.
5. To motivate students to contribute to environmental protection and advocacy initiatives.

Course Outcomes

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

- CO1. Describe the fundamental principles of ecology and environmental science.
- CO2. Identify key environmental challenges and their causes.
- CO3. Propose sustainable solutions to mitigate environmental problems.
- CO4. Demonstrate knowledge of policies and initiatives for environmental conservation.
- CO5. Advocate for sustainable practices in personal and community contexts.

Course Content

Module 1: Introduction to Environmental Education (4 hours)

Definition, scope, and importance of environmental education, Interrelationship between humans and the environment, Environmental ethics and principles of sustainable development.

Module 2: Natural Resources and Biodiversity (4 hours)

Types of natural resources and their sustainable use, Biodiversity: Importance, threats, and conservation, Case studies of successful conservation efforts.

Module 3: Environmental Pollution and Mitigation (5 hours)

Types of pollution: Air, water, soil, and noise pollution, Causes, effects, and control measures for pollution, Climate change and global warming: Causes, impacts, and solutions.

Module 4: Policies and Sustainable Practices (5 hours)

Overview of environmental policies and acts in India, International environmental agreements (e.g., Paris Agreement, SDGs), Green technologies and renewable energy solutions.

Module 5: Environmental Advocacy and Action (2 hours)

Role of individuals and communities in environmental protection, Case studies of grassroots environmental movements, Steps toward sustainable living and waste management.

Reference Books

1. "Environmental Studies" by Erach Bharucha.
2. "Fundamentals of Ecology" by Eugene P. Odum.
3. "Environmental Science: A Global Concern" by William P. Cunningham and Mary Ann Cunningham.
4. "Our Environment: A Textbook for Environmental Studies" by NCERT.
5. "Silent Spring" by Rachel Carson.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
VAC101	Environmental Education-I	CO1	2	2	0	3	0	0	0	0	0	0
		CO2	0	3	2	0	0	2	0	1	0	0

		CO3	3	1	0	0	0	2	0	1	0	0
		CO4	0	0	0	3	1	2	2	0	0	3
		CO5	0	2	3	0	0	0	2	1	0	0
		AVG. CO	1	1.6	1	1.2	0.2	1.2	0.8	0.6	0	0.6

AEC102	Communicative English-II	L	T	P	C
Version 1.0	Contact Hours - 30	2	1	0	3
Pre-requisites/Exposure	Basic Knowledge of English Language				
Co-requisites	-				
Academic Year	2023-24				

Course Objectives

- To help the second language learners develop the ability to understand spoken language.
- To enable students communicate with clarity and precision at workplace.
- To give the students a perspective to appreciate life in its variables by exposing them to comprehension texts; and also to enrich their word power.
- To enable students acquire structure and written expression required for their profession.

Course Outcomes

On completion of this course, the students will be able to

1. Demonstrate a better understanding of the communication process by identifying, explaining, and applying current communication theories
2. Comprehend the complexities inherent in the grammatical aspects and complex nuances of the language
3. Develop a greater awareness of features of the speech stream, to be able to comprehend different accents and to be familiar with the various theoretical aspects of listening
4. Acquire fluency in spoken aspect of business communication and speak in an impromptu manner
5. Demonstrate a comprehensive and cohesive acquisition of writing skills (along with its necessary sub-skills) in formal and functional contexts

Course Description

This is a continuation of Business English II. Like the previous course, this course too focuses on improving LSRW skills, i.e. listening, speaking, reading and writing. Students will not only learn how to communicate effectively, but also equip themselves with professional skills, which will help them to be more job-ready and industry-friendly. Classroom activities will be designed to encourage students to play an active role in the construction of their own knowledge and in the design of their own learning strategies. We will combine traditional lectures with other active teaching methodologies, such as group discussions, cooperative group solving problems, analysis of video scenes and debates. Class participation is a fundamental aspect of this course. Students will be encouraged to actively take part in all group activities and to give an oral group presentation. Students will be expected to interact with media resources, such as, web sites, videos, DVDs, and newspapers etc.

Course Content

Unit 1: Communication:

[8L]

- Theories of Communication
Symbolic Interaction Theory, Social Penetration Theory, High Culture-Low Culture Context
- Models of communication

Unit II: Grammar and Syntax:

[8L]

- Kinds of sentences
- Phrases and Clauses
- Conjunctions and participles
- Degrees of comparison
- Subject-verb agreement
- Narration

Unit III: Reading and Listening skills:

[8L]

- Types of reading
- Pronunciation skills
- Barriers to effective listening
- Reading and listening exercises

Unit IV: Speaking skills

[8L]

Group Discussion, Small skits, Role play, Interview

Unit V: Writing Skills

[8L]

Email, Minutes, Memo /Notice, Letter writing

Text Books

- Kaul Asha. Effective Business Communication. PHI Learning Pvt Ltd. 2014.
- Wren and Martin. High School Grammar And Composition. S. Chand, 1995.
- Lewis, Norman. Word Power Made Easy. Anchor: 2014.
- Riordan, Daniel G & Pauley Steven A. : Technical Report Writing Today. 2004.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
AEC102	Communicative English-II	CO1	0	0	3	0	0	2	0	0	0	0
		CO2	3	0	0	0	0	2	2	1	0	0
		CO3	0	3	2	0	0	3	0	0	0	0
		CO4	0	2	2	3	0	0	2	0	0	0

		CO5	0	0	2	0	3	0	0	0	0	0
		AVG. CO	0.6	1	1.8	0.6	0.6	1.4	0.8	0.2	0	0

1=weakly mapped
2= moderately mapped
3=strongly mapped

COM106		Cost and Management Accounting				L	T	P	C	
Version 1.0		Contact Hours - 60				3	1	0	4	
Pre-requisites/Exposure		Basic knowledge of costs								
Co-requisites										
Course Objectives										
01	Describe the cost concepts, cost behaviors, and cost accounting techniques that are applied to manufacturing and service businesses and basics of management accounting.									
02	Describe materials control and material control procedures and apply accounting principles to the accounting for materials.									
03	Describe the nature of and purposes of wages plans, explain the procedures used to control labor cost, apply accounting principles to the accounting for labor, describe the special labor cost problems that exist and how accounting can help to solve them.									
04	Identify cost behavior patterns and analyze semi-variable factory overhead costs.									
05	Learn different cost accounting techniques.									
Course Outcomes										
On completion of this course the students will be able to:										
CO1	Understand thoroughly the conceptual framework of Cost Accounting; identification of differences between different financial and cost accounting; cost concepts and elements of cost.									
CO2	Understand the accounting and control of material cost.									
CO3	Understand the accounting and control of labour cost.									
CO4	Develop ability to understand classification, allocation, apportionment and absorption of overheads in cost determination; under and over absorption of overheads; treatment of various item of overheads.									
CO5	Develop ability to prepare the cost sheet and to calculate the cost of products, contracts, process and services after understanding the basic concepts and processes involved in them.									
Course Description										
In this course, students are introduced with the key components of costs and the procedure to prepare the cost sheet. It also covers different methods of costing like, unit, job, contract, process and service.										
Course Contents										
Unit-1	Introduction to Cost and Management Accounting								(10 L)	
Meaning, objectives and advantages of cost accounting. Cost concepts and classifications, Elements of cost, Installation of a costing system. Role of a cost accountant in an organization. Management Accounting: Evolution, Meaning, Objectives and Scope, Tools and Techniques of Management Accounting, Relationship of Cost Accounting, Financial Accounting, Management Accounting and Financial Management, Role of Management Accountant in Decision Making.										
Unit-2	Materials								(15 L)	
Material/Inventory control-concepts and techniques, Accounting and control of purchases, storage and issue of materials, Methods of pricing of materials issues – FIFO, LIFO, Simple Average, Weighted Average, Replacement, Standard, Treatment of Material Losses.										

Unit-3	Labour	(15 L)
Accounting and Control of labour cost, time keeping and time booking, Methods of remuneration, Incentive Schemes, concept and treatment of idle time, over time, labour turnover and fringe benefits.		
Unit-4	Overhead	(10 L)
Classification, allocation, apportionment and absorption of overhead. Under- and Over-absorption. Capacity costs. Treatment of certain items in costing like interest on capital, packing expenses, debts, research and development expenses.		
Unit-5	Methods of Costing	(10 L)
Cost Sheet including estimated Cost Sheet, Unit Costing, Contract Costing.		
Suggested Readings:		
Text Books		
1. B. Banerjee, Cost Accounting, Prentice Hall of India Ltd., New Delhi.		
2. Jawahar Lal, Cost Accounting, Tata McGraw Hill Publishing Co., New Delhi		
3. B. M. Lall Nigam and I. C. Jain, Cost Accounting: Principles and Practice, Prentice Hall of India Ltd.		
4. D. K. Mittal and Luv Mittal, Cost Accounting, Galgotia Publishing Co., New Delhi		
5. M. N. Arora, Cost Accounting: Principles and Practice, Vikas Publishing House, New Delhi		
Reference Books		
6. S. N. Maheshwari and S. N. Mittal, Cost Accounting: Theory and Problems, Shri Mahabir Book Depot.		
7. S. P. Jain and K. L. Narang, Cost Accounting: Principles and Methods, Kalyani Publishers, Jalandhar		
8. P. C. Tulsian, Introduction to Cost Accounting, S. Chand, Delhi		
Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam		
Examination Scheme:		
Components	Internal	End Term
Weightage (%)	50	50

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
COM106	Cost and Management Accounting	CO1	3	0	0	0	3	2	0	0	0	0
		CO2	0	3	0	0	0	2	2	1	0	0
		CO3	0	0	2	3	0	3	0	0	0	0
		CO4	3	2	2	0	0	3	2	0	0	0
		CO5	0	0	3	0	2	0	0	0	0	0
		AVG. CO	1.2	1	1.4	0.6	1	2	0.8	0.2	0	0

MGT201	Marketing Management-I	L	T	P	C
Version 1.1	Contact Hours – 60	3	1	0	4
Pre-requisites/Exposure	Understanding management principles				
Co-requisites	--				
Academic year	2023-24				

- Typically, the progress will include a combination of industrial and academic mentoring , self study sessions, case studies, trend studies, presentation by students, interactive sessions, industrial visits etc.
- Regular submission of progress reports shall be required of each student-group as notified through the Project Advisor(s) from time to time.

Mode of Evaluation *Students will be evaluated by team participation and a team presentation at the end of the project. Interactive & continuous, task/assignment- based evaluation methodology will be applied for the course.*

Course objectives:

- To develop fundamentals idea of marketing and others tools of marketing.
- The course will help to learn different market moving techniques such as segmentation, targeting and positioning.
- The course should develop idea on the application of various marketing tools in the marketplace.

Course Outcomes

On completion of this course, the students will be able to:

CO1: Discuss the different components of marketing and its impact on business performance.

CO2: Identify the basics of different components of marketing: STP: Segmenting, Targeting and Positioning which is treated as heart of modern marketing and consumer decision making process

CO3: Prepare marketing mix model applications based on Product and New Product development process, PLC. Students will also know the Pricing strategy of a product or service.

CO4: Illustrate different design channel of distribution, pricing in different products and modern retailing.

Course Description:

Marketing is the core objectives of each and every organization and without proper marketing outcome, the sustainability of the organization under a stake. Therefore, it is very common job of each management graduate that they should be very much clear about marketing understanding, how market operates, price design, product development and its importance, life cycle of a product and the promotional tools. This course covers all aspects above with market segmentation, targeting and positioning and will discuss how company do that with real life example. The course will cover through group discussion, presentation, and real issues.

Course Structure

Unit-I

[10L]

Marketing – scope, nature, definition, core marketing concept, selling vs. marketing; Marketing mix recent trends in marketing in India. Marketing environment.

Unit-II

[12L]

Consumer Behavior and Market Segmentation: Nature, scope, and significance of consumer behavior; Market segmentation -concept and importance; Targeting and positioning.

Unit-III

[16L]

Product: Concept of product, consumer and industrial goods; Product planning and development. Product life cycle; New product development; Brand extension; Brand rejuvenation; Brand re-launch.

Price: Importance of price in the marketing mix; Factors affecting price of a product/service; pricing methods. Pricing strategy

Unit- IV**[12L]**

Distributions Channels and Physical Distribution: Distribution channels – concept and role; Types of distribution channels; designing a distribution logistics system; Factors affecting choice of a distribution channel; Retailing and wholesaling; Physical distribution of goods; Transportation; Warehousing.

Text Book(s):-

TH-1.Ramaswamy&Namakumari, Marketing Management, Sage, 6th Ed.

TH-2.Kotler Philip and Armstrong Gary: Principles of Marketing; Prentice-Hall of India, New Delhi.

TH-3.Stanton W.J., Etzel Michael J., and Walker Bruce J; Fundamentals of Marketing; McGraw-Hill, New York

Project:

The class will be divided into Groups consist of 5 members. Each Group will select a company of their choice respect to study the Marketing Mix of the Particular Company. The Project will be brief in the session 9. The objectives of the project is to acquaint the students Marketing mix application in respect to a specific company. Students are required to submit the report just after Mid semester examination. Each group will present before all student as a result all students should have idea of Marketing Mix of around 7 to 9 companies.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT201	Marketing Management I	CO1	2	2	3	0	0	0	0	0	0	0
		CO2	2	2	2	3	0	3	0	0	1	0
		CO3	3	2	0	2	0	2	0	1	0	0
		CO4	0	3	0	0	2	2	3	0	0	0
		AVG. CO	1.8	2.3	1.3	1.3	0.5	1.8	0.8	0.3	0.3	0

1=weakly mapped

2= moderately mapped

3=strongly mapped

MGT202	Human Resource Management I	L	T	P	C
Version 1.0	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Understanding of the general principles of management				
Co-requisites	Understanding of Organization Behavior and Business Communication				
Academic Year	2023-24 & 2024-25				

Course Objectives:

The objective of the course is to educate the student such that he/she understands:

- To enable the students to understand the HR management and system at various levels in general and in certain specific industries or organizations.
- To help the students focus on and analyse the issues and strategies required to select and develop manpower resources.
- To develop relevant skills necessary for application in HR related issues.
- To enable the students to integrate the understanding of various HR concepts along with the domain concept in order to take correct business decisions.

Course Outcome:

On completion of this course the students will be able to:

CO 1: Discuss the concept of human resource management and its relevance in organizations.

CO2: Develop necessary skill set for application of various HR issues.

CO3: Analyse the strategic issues and strategies required to select and develop manpower resources.

CO4: Examine the knowledge of HR concepts to take correct business decisions.

Course Description:

This course provides an overview of Human Resources Management, including an historical perspective of HR, strategies for designing HR activities, and the roles and responsibilities of HR professionals. It is a prerequisite to all upper-level HR classes for majors. This course provides an introduction to the various functions of human resource management, including job analysis, job evaluation, staffing, recruitment and selection, labour relations, planning, labour welfare, human rights legislation and employment equity.

Course Contents:

Unit I: Introduction to Human Resource Management: Definition and Concept, Features, Objectives, Functions, Process, Scope of Human Resource Management, Importance of Human Resource Management, Human Resource Practices. [10 L]

Unit II: HRM and Personnel Management: Concept of Personnel Management, Personnel Management in India, Functions of the Labour Welfare Officer, Difference Between Personnel Management and HRM. [10 L]

Unit III: Human Resource Planning: Concept of Human Resource Planning (HRP), Factors in HRP, Process of HRP. [10 L]

Unit IV: Job Analysis and Design: Job Analysis, Job Description, Writing a Job Description, Job Specification, Job Design - Various Approaches. [10 L]

Unit V: Recruitment: Concept of Recruitment, Factors Affecting Recruitment, Types of Recruitment;
Selection: Concept of Selection, Process of Selection, Selection Tests, and Barriers in Selection.
 [10 L]

Unit VI: Selective Cases on the above topics. [10 L]

Suggested Readings:

Text Book(s):-

- T1: Aswathappa, K.: Human Resource Management, Text & Cases, McGraw Hill (India), New Delhi.
- T2: Bhattacharya, D.K.: Human Resource Management.
- T3: SubbaRao, P.: Essential of HRM and Industrial Relations.
- T4: Memoria, C.B.: Personnel Management.

Reference Book(s) & other resources:-

1. Monappa, Arun: Managing Human Resource.
2. Monoppa & Saiyadain: Personnel Management, Tata McGraw Hill, New Delhi.
3. Patnayak, Biswajeet: Human Resource Management, Ed. 3rd, 2006, PHI, New Delhi.
4. Armstrong, Michael: A handbook of HRM practice, Kgan Page Limited, London.
5. Rao, VSP: Human Resource Management: Text and Concept, Excel Books, New Delhi.

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam

Examination Scheme:

Components	Internal	Attendance	Mid Term	End Term
Weightage (%)	30	00	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT202	Human Resource Management - I	CO1	0	2	2	0	3	0	0	1	0	0
		CO2	3	2	0	3	0	2	0	0	1	0
		CO3	0	3	2	2	0	0	0	1	0	0
		CO4	3	0	3	2	0	2	2	0	1	0
		AVG. CO	1.5	1.8	1.8	1.8	0.8	1.0	0.5	0.5	0.5	0

- 1=weakly mapped
- 2= moderately mapped
- 3=strongly mapped

JMC203	Videography Basics	L	T	P	C
		3	0	0	3
Pre-requisites/Exposure					
Co-requisites	-				

Course Objectives

- To develop an understanding about various tools of videography.
- To describe the process of Lighting technology.
- To operate different video and film format cameras.
- To develop an understanding about various steps from basics of photography to cinematography.

Course Outcomes

On completion of this course, the students will be able to;

1. **Define** the process of broadcast technology.
2. **Describe** the video editing and live television production.
3. **Outline** various techniques of broadcast technology software.
4. **Apply** the knowledge of audio and visual materials in the overall broadcast paradigm.
5. **Assess** the scope of broadcasting as a process.
6. **Predict** the essentials of post-production.

Catalogue Description

Videography is one of the most effective topic in this course. Videography is any hardware tools that is used to Evaluate, produce, deliver and manage Television and Film production including audio, video, images, information, interactive media, virtual reality environments. Skilled persons are required in different firms including news agencies, electronic media, film industry, productions houses etc. This course enables the candidates to understand the utility of different tools, working with different technology and use of different film cameras. Videography is an ever-blooming field with numerous job opportunities. Various media agencies, television channel, film production houses recruit videographer.

Course Content

Unit I:

10 Hours

The Video Camera – From Innovation to Ubiquity – VHS Camera, U-matic Camera, Television and the Birth of Video – Betacam, Transition to Digital, Digital Video in Surveillance Technology, Modern Digital Video Cameras, Modern Technology of Camera: Webcams, Camera Phones and Drone Camera.

Unit II:

10 Hours

Evolution of Tripod, Types of Tripod, Operating of Tripod, Mono-port, Track & Trolley, Crane, Hand Crane, Jimmy Jib, Gimble, Steady Cam – Types of Memory Card and VTR.

Unit III:

10 Hours

Image Formation in a Digital Video Camera, Controls in a Digital Camera: Auto vs Manual Camera Movements and Camera Accessories – Lansing & Capturing Movements through Different Lenses, Capturing Slow Motion and Fast Motion by Altering Frames Per Second.

Unit IV:

10 Hours

The Position of the Light Affects a Videography – How to Evaluate Mood Lighting and Flattering Shadows – Different Lighting Conditions and Sources –Change the Colors in the Image, Basic Concepts to Take More Control over Both Natural and Artificial Light, Soft Light vs Hard Light – Familiarization with Artificial Lights – An Exercise in Lighting, Objective of Television Lighting, Three-Point Lighting Technique, Contrast Ratio, Basic Concept of Exposure, Concept of Optimum Exposure.

Unit V: 10 Hours

Audio versus Audio-Visual Scripts, Shooting Scripts and Storyboards, Writing for Current Affairs for TV and Radio – News, Sports, Cultural, Documentaries, Writing for Fiction – Ads, Short Film, Converting the Narrative into a Video Script.

Unit VI: 10 Hours

The Grammar, the Aesthetic and the Technique of Editing, History of Editing, The Language of Cinema, Practical Learning of Software.

Practical Project Topic(30 Hours)

- Short Film.
- News Capsule.
- Documentary.

Reference Books

1. De FossardEsat and Riber John, Sage Publications, ‘Writing and Producing for Television and Film’.
2. BelavadiVasuki, Oxford University Press, ‘Video Production’.
3. Swan, Dwight V. and Swan, Joye R; Film Scriptwriting – A Practical Manual.
4. Ahuja, B.N (2005): Audio Visual Journalism, Delhi, Surjeet Publications.
5. Field, Syd (1989): Selling Screenplay: The Screenwriter’s Guide to Hollywood, New York, Dell Publishing.

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam

Examination Scheme:

Components	Internal	Attendance	Mid Term	End Term
Weightage (%)	30	00	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
JMC203	Videography Basics	CO1	2	1	3	1	0	0	0	0	2	0
		CO2	2	2	1	3	2	2	0	1	0	0
		CO3	1	3	2	1	1	0	3	0	0	2
		CO4	1	0	3	1	1	2	0	1	1	0
		CO5	2	1	0	3	0	1	1	3	2	2
		CO6	0	0	2	0	0	2	2	0	0	1

		AVG. CO	1.3	1.2	1.8	1.5	0.7	1.2	1.0	0.8	0.8	0.8
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1=weakly mapped
2= moderately mapped
3=strongly mapped

LWJ11024	CYBER LAW	L	T	P	C
Version 1.0		3	0	0	3
Pre-requisites/Exposure	Senior Secondary knowledge				
Co-requisites	-				

Course Objective

- The course aims at acquainting the students with the Basic concepts of Technology and Law and also puts those concepts in their practical perspective. It also provides an elementary understanding of the authorities under IT Act as well as penalties and offences under IT Act.
- The course aims at acquainting the students with Cyber Crime & Computer related Crimes and also freedom of speech in cyber space. It also provides an elementary understanding of the Indian Penal Law and Cyber Crimes.

Course Outcome

- CO1.** To understand the basic concepts of cyber crime and its classification.
CO2. To familiarize students with cyber offenses like obscenity, cyber-bullying and hacking.
CO3. To develop the understanding of human rights issue in cyberspace.
CO4. To develop the conceptual understanding of the investigation of cyber dispute and its resolution.
CO5. To explain the regime of the liability of intermediaries for cyber offences.

Course Description

Proficiency in technology and attendant laws is currently the most relevant area of study. Practically no area of human social and political life is untouched by the information technology revolution. With the rise of information technological capabilities, a new means of commerce and governance has arisen, side by side with the emergence of new forms of crime, some specific to the new media. The Information Technology Act is one attempt at regulating this new emergence. With the rise of big data there is a growth of data protection laws. This has resulted in some landmark decisions on the right to privacy, as well as a Data Protection policy and draft bill have been proposed.

The course will seek to provide a balanced overview of the laws, policies, case law and their real-world practice to students. The course will take a careful look at the primary statute/s governing information technology, as well as introduce students to recent developments in the domain of privacy and data protection laws, which is an expansion of the laws relating to information technology. Investigation and dispute resolution process will also be discussed.

Course Content

Unit-I: INTRODUCTION (15 Hours)

Evolution of the Information Technology Act, Genesis and Necessity.

a. International Perspective.

b. History of Cyber law in India.

- Salient features of the Information Technology Act, 2000.
- Various concepts (Definitions)
- Digital Signature
- Electronic Governance.
- Attribution, Acknowledgement and Despatch of Electronic Records.
- Secure Electronic Records and Secure Digital Signatures.
- Regulation of Certifying Authorities.
- Digital Signature Certificates.
- Duties of Subscribers.

Unit-II: CYBER CRIMES (15 hours)

- Introduction of Cyber-crimes, meaning, definition, nature of cyber-crimes.
- Cyber Crimes. (Malicious Code, Web Hacking, Email Hacking, Cyber Stalking, Cyber Terrorism, Pornography, Cyber Bullying.
- Cyber Crimes Investigation- Basic Investigation Techniques, Setting up a cyber-crime investigation cell, Future Challenges.

Unit-III: Intermediary Liability and Guidelines (OTT Platform and guidelines) (Lectures-15 Hrs)

- Understanding Intermediaries,
- Assigning liability, Safe harbour principles, Corporate veil and intermediaries;
- Information Technology (Intermediary Guidelines and Digital Media Ethics Code) Rules, 2021 (sub-section (1), clauses (z) and (zg) of sub-section (2) of section 87 of the Information Technology Act, 2000 (21 of 2000);
- Information Technology (Intermediaries Guidelines) Rules, 2011 (Clause (zg) of subsection (2) of section 87 read with sub-section (2) of section 79 of the Information Technology Act, 2000);
- Information Technology (Guidelines for Cyber Cafe) Rules, 2011 (clause (zg) of sub-section (2) of section 87 read with sub-section (2) of section 79 of the Information Technology Act, 2000)

Case Laws:

1. *Avnish Bajaj v/s State(NCT of Delhi)*, (2005) 3 CompLJ 364 Del
2. *Syed Asifuddin And Ors. vs The State Of Andhra Pradesh* 2006 (1) ALD Cri 96
3. *Shreya Singhal v/s Union of India* [HYPERLINK
"https://www.google.com/search?rlz=1C1VDKB_enIN1048IN1048&sxsrf=APwXEddAPmsUJZ6L6HIhi5JcOnCE5JT5ZQ:1686581333094&q=AIR+2015&stick=H4sIAAAAAAAAAAONgVuLVT9c3NEwqqcjOKU5OXsTK4egZpGBkYGgKANAEgN0cAAAA&sa=X&ved=2ahUKEwinqymJ_b3_AhUPDt4KHaZaBvsQmxMoAHoECBwQAq"](https://www.google.com/search?rlz=1C1VDKB_enIN1048IN1048&sxsrf=APwXEddAPmsUJZ6L6HIhi5JcOnCE5JT5ZQ:1686581333094&q=AIR+2015&stick=H4sIAAAAAAAAAAONgVuLVT9c3NEwqqcjOKU5OXsTK4egZpGBkYGgKANAEgN0cAAAA&sa=X&ved=2ahUKEwinqymJ_b3_AhUPDt4KHaZaBvsQmxMoAHoECBwQAq) AIR 2015 SC 1523
4. *Myspace Inc v. Super Cassettes Industries Ltd*,(2016)

UNIT-IV:Human Rights Issues in Cyberspace (Lectures-15 Hrs)

- Freedom of speech and expression
- Net Neutrality
- Right to access the internet
- The Cyberspace Manifesto
- Right to privacy
- Right to data protection, Data Protection Bill 2019, Data Protection Bill 2022

Case Laws:

1. *K.S Puttaswamy v/s Union of India(2017)*
2. *Shreya Singhal v/s Union of India (2015)*
3. *Whatsapp encryption case(2021)*

UNIT-V Investigating IT Offences: Cyber Forensics and Adjudicating authorities. (Lectures-15 Hrs)

- Cyber Fraud Management & Investigation of Cyber Crimes- What to capture, how to start, whose help is required, how to keep crime scene intact. Introduction of common tools used in investigation.
- Computer Fraud Protection- Prevention controls, Mitigation Controls, Detection controls, Encryption /decryption
- Digital Evidence and Forensics, Admissibility Of Forensic Evidence In Digital Format In A Legal Court In India, Section 65A & Section 65B Indian Evidence Act, 1872
- Critical Information Infrastructure, Cert-IN, Cyber Appellate tribunal

Case Laws:

- Nasscom v/s Ajay Sood (2005)
- Shamsher Singh Verma v/s State of Haryana (2014)
- State of Tamil Nadu v/s Suhas Katti (2004)
- CBI v. Arif Azim (Sony Sambandh case) (2013)
- Pune Citibank Mphasis Call Center Fraud(2005)

Text Books & Reference Books:

- Ryder, D.R. Guide to cyberlaws.2nd ed. India: Nagpur ,Wadhwa .2003.
- Karnika Seth; “Computers, Internet and New Technology Laws”, Lexis Nexis Buttersworth Wadhwa, 2012.
- Pavan Duggal; “Cyber Law – The Indian Perspective”, Saakshar Law Publications
- V. Sood, Cyberlaw simplified. India: Tata McGraw-Hill publishing Co.Ltd. 2001.
- Dr. R.K. Chaubey “An Introduction to Cyber Crime and Cyber Law, Kamal Law House, Kolkata 2008.
- Justice Yatindra Singh, Cyber Laws, 3rdEdition Universal Law Publishing Co.
- Vakul Sharma, “Information Technology Law and Practice”, 3rd edition, Universal Publishing Co. New Delhi
- Sudhir Naib, The Information Technology Act, 2005: A Handbook, OUP, New York, (2011).
- Vasu Deva, Cyber Crimes,and Law Enforcement, Commonwealth Publishers, New Delhi, (2003).

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
LWJ11024	Cyber Law	CO1	3	0	0	3	0	2	0	0	0	0
		CO2	0	3	0	0	0	2	2	1	0	0
		CO3	0	0	2	3	0	3	0	0	0	0
		CO4	3	2	2	0	3	0	2	0	0	0
		CO5	0	0	2	0	3	0	0	0	0	0
		AVG. CO	1.2	1	1.2	1.2	1.2	1.4	0.8	0.2	0	0

COM211		Basics of Custom Law				L	T	P	C
		Contact Hours - 45				3	0	0	3
Pre-requisites/Exposure		Basics of Indirect Taxation							
Co-requisites		Knowledge of legal provisions enshrined in laws related to Custom Act, 1962 and appreciate their applicability in business operations.							
Course Objectives									
01	To help the students gain in-depth knowledge about the principles underlying the Indirect Taxation Statutes (with reference to Customs Act).								
02	To acquaint the students with the basics of GST.								
03	Understand legislative and procedural framework of the Customs law in India								
04	Interpret basic trade terms and documents for Customs compliance process								
05	To acquaint the students with the concepts of Customs Laws and its various types.								
Course Outcomes									
On completion of this course the students will be able to:									
CO1	Learn how to read Customs Tariff and other statutory references used for determining classification.								
CO2	Identify transactions where you need to discharge Customs duty and obtain license.								
CO3	Determine the value of the transaction on which Customs duty needs to be paid.								
CO4	Develop an understanding on the Customs Laws and its different types and related provisions.								
CO5	Learn how to read Customs Tariff and other statutory references used for determining classification.								
Course Description									
This course enables the students to learn different aspects of Customs law including their practical applicability.									
Course Contents									
Unit-1	Customs Act-Basic Concepts and Definitions							(15 L)	
Basic concepts of customs law, Important Definition, Constitutional provisions behind customs law, provisions relating to customs law, Determination of Assessable Value, analysis of determining factors to levy customs duty, identify the points and circumstances of levy of customs duty, Computation of Duty liability, Classes of Officers of Custom and Power of the officers.									
Unit-2	Types of Duties							(20 L)	
Types of duties/taxes leviable under Customs law, analyse and apply basic customs duty, integrated tax, goods and services tax, GST compensation cess, social welfare surcharge and agriculture infrastructure and development cess on importation, Application of basic Custom Duty, protective duties, safeguard duty. Countervailing duty on subsidized articles, and anti-dumping duty, Emergency power of Central Government to impose or enhance import and export duties.									
Unit-3	Classification of Imported and Export Goods							(10 L)	
Classification of goods and appreciate the various rules of classification, Concept of HSN based classification system along with explanatory notes of the First Schedule to the Customs Tariff Act, 1975, Concept of project imports.									

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam

Examination Scheme:

Components	Internal	Attendance	Mid Term	End Term
Weightage (%)	30	00	20	50

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
COM211	Basics of Custom Law	CO1	3	0	0	0	0	2	0	0	0	0
		CO2	1	2	0	3	0	2	2	1	0	0
		CO3	0	0	2	0	1	3	0	0	0	0
		CO4	3	2	2	0	0	0	2	0	0	0
		CO5	0	0	2	3	2	0	0	0	0	0
		AVG. CO	1.4	0.8	1.2	1.2	0.6	1.4	0.8	0.2	0	0

BGA203	Introduction to Digital Media	L	T	P	C
Version 1.0		3	0	0	3
Pre-Requisites/Exposure	Media Literacy				
Co-Requisites	-				

Course Objectives

- To comprehend the basics of digitization and digital media.
- To know about the digital society.
- To understand digital activism.
- To assess the technologies associated with digital media.

Course Outcomes

On completion of this course, the students will be able to

1. **Define** the meaning and concept of new media.
2. **Describe** the theories of new media.
3. **Outline** various new media theories and models.
4. **Apply** the knowledge of new media in understanding the digital society and post-humanism.
5. **Assess** the scope of Information and Communication Technology.
6. **Predict** the outcomes of digital politics and social resistance.

Catalog Description

New media studies is a course of study designed to engage students from all fields in an exploration of new and emergent media, preparing them for achievement and scholarship in multifarious new media environments. The program fosters learning to manage change in media, creating effective expressions (communications, creative works,

applications in digital environments, and exploring the interrelationship of new media with other fields of study to understand the relationships between technology and culture. Experts from the field from across the platform will be called for delivering expert lectures on various aspects of communication. Workshops will be conducted where the learners will learn the intricacies of the new media.

Course Content

Unit I: [5L]

Introduction to Digital Media: History of Online Media and Characteristics of New media- Meaning and Concept – Inception of Internet and distinctiveness of the medium - Digital Media Technology – Digital Media Features – Digital Media and Communication Process.

Unit-II

[10L]

Digital Media Theory: Theory of Information Society – Digital Media and Representation – Digital Media and Identity – Digital Media Literacy.

Unit-III

[10L]

Digital Media Media and Society: Social Construction of Technology – Digital Media and Nationalism – Digital Media and Public Sphere – IPR, Copyrights Law – Digital media and Democracy - Governance through Online Media - Direct interactions between G2C and C2G etc.

Unit- IV

[10L]

Digital Media and Social Movements: Digital Culture, Postmodern Identities – Digital Universe and Digital Divide.

UNIT-V

[10L]

Digital Media and Technology: Information and Communication Technology (ICT) – Cyber Crime, Slacking – Ethical Hacking – Polyvalence of Media.

UNIT-VI

[10L]

Digital Politics: New Media and Politics – Digital Media and Political Economy – New Media and Social Resistance – Post-Humanism - Contemporary issues and Online Media - Economic and Social impacts

Reference Books

- Aitchison, J. (2003). *New Media Language*. London: Routledge.
- Andrew Dewdney and Peter Ride, *The New Media Hand Book*. Routledge: London.
- Christian Fuchs and Marisol Sandoval (Eds.,) (2006). *Critique, Social Media and the Information Society*. London: Routledge.
- Dovey, J. (2009). *New Media: A Critical Introduction*. London: Routledge
- Glen Creeber and Royston Martin (Eds.,) (2009). *Digital Cultures: Understanding New Media*. UK: Open University Press.
- Hansen, Mark B. N. (2004). *New Philosophy for New Media*, Massachusetts: MIT Press.
- Harries, Dan (Ed.,) (2002). *The New Media Book*. UK: Palgrave MacMillan.
- Lievrouw, Leah A. & Livingstone, S. (2006). *Handbook of New Media*. London: Sage

- Martin Lister, Jon D., Seth Giddings, Iain Grant, Kieran K. (2009). New Media: A Critical Introduction. London: Routledge.
- Papachirisi, Z. (Ed.,) (2011). A Networked Self: Identity, Community and Culture in social Networking Sites. London: Routledge.

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam

Examination Scheme:

Components	Internal	Attendance	Mid Term	End Term
Weightage (%)	30	00	20	50

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
BGA203	Introduction to Digital Media	CO1	3	0	2	0	3	2	0	0	1	0
		CO2	0	1	3	1	2	0	0	0	1	0
		CO3	1	3	0	1	2	2	0	0	0	0
		CO4	0	0	2	3	2	1	0	1	0	0
		CO5	3	0	1	2	0	0	0	1	0	0
		CO6	0	3	0	2	3	0	2	1	1	0
		AVG. CO	1.2	1.2	1.3	1.5	2.0	0.8	0.3	0.5	0.5	0

COM206	Introduction to Financial Management	L	T	P	C
Version 1.1	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Understanding basic financial terms				
Co-requisites	--				
Academic year	2023-24				

Course Objectives:

- Provide an in-depth view of the process in financial management of the firm
- Develop knowledge on the allocation, management and funding of financial resources.
- Improving students' understanding of the time value of money concept and the role of a financial manager in the current competitive business scenario.
- Enhancing student's ability in dealing short-term dealing with day-to-day working capital decision; and also longer-term dealing, which involves major capital investment decisions and raising long-term finance

Course Outcomes

On completion of this course, the students will be able to:

CO1: Explain the concept of fundamental financial concepts, especially time value of money

CO2: Apply capital budgeting projects using traditional methods.

CO3: Analyze the main ways of raising capital and their respective advantages and disadvantages in different circumstances

CO4: Integrate the concept and apply the financial concepts to calculate ratios and do the capital budgeting

Course Description:

Finance considers the requirements for financial information both external and internal to the organisation and the role of finance professionals as key players in a dynamic and ever-changing business environment, encompassing key decisions and the fundamental principles of Business. Classroom activities including lectures, discussions and case studies (topped up with role play) will be designed to encourage students to get involved, absorb and assimilate inputs. These activities will also be supplemented by group discussions, cooperative group solving problems, live projects, analysis of video cases and debates. Class participation is a fundamental aspect of this course. Students will be encouraged to actively take part in all group activities and to give an oral group presentation. Students will be expected to interact with media resources, such as, web sites, videos, and newspapers etc.

Course Structure

Unit 1: Nature of Financial Management [10L]

Finance and related disciplines; Scope of Financial Management; Profit Maximization, Wealth Maximization - Traditional and Modern Approach; Functions of finance – Finance Decision, Investment Decision, Dividend Decision; Objectives of Financial Management; Organization of finance function; Concept of Time Value of Money, present value, future value, and annuity.

Unit 2: Risk & Return [10L]

Historical return, expected return, absolute return, holding period return, annualized return, arithmetic & geometric return; Risk - Systematic & unsystematic risk – their sources and measures.

Unit 3: Long -term investment decisions [10L]

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 & MIRR, Net Terminal Value, Profitability Index Method.

Unit 4: Concept and Measurement of Cost of Capital [10L]

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 Historical and Market weights. 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.

Unit 5: Dividend Policy Decision [10L]

Dividend and Capital; The irrelevance of dividends: General, MM hypothesis; Relevance of dividends: Walter's model, Gordon's model; Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; Combined leverage.

Unit 6: Working Capital Management [10L]

Management of Cash - Preparation of Cash Budgets (Receipts and Payment Method only); Cash management technique, Receivables Management – Objectives; Credit Policy, Cash Discount, Debtors

Outstanding and Ageing Analysis; Costs - Collection Cost, Capital Cost, Default Cost, Delinquency Cost, Inventory Management (Very Briefly) - ABC Analysis; Minimum Level; Maximum Level; Reorder Level; Safety Stock; EOQ, Determination of Working Capital.

Text Book(s):-

- Financial Management by I M Pandey (Vikas Publication)

Reference Book(s):-

- Bhalla, V.K. (2009). *Financial Management*. New Delhi: Anmol Publications
- Brealey, R. R., Myers. S., Allen, F., & Mohanty, P. (2009). *Principles of corporate finance* (8th ed.). New Delhi: Tata Mc-Graw Hill.
- Brigham, E F., & Davis, P. (2009). *Intermediate financial management* (10th ed.). USA: South Western.
- Brigham, E. F., & Houston, J. F. (2007). *Fundamentals of financial Management* (11th ed.). USA: Thomson.
- Chandra, P. (2008). *Financial management* (7th ed.). New Delhi: Mc-Graw Hill
- Hickman, K. A., Hunter, H. O., & Byrd, J. W. (2008). *Foundations of corporate finance* (2nd ed.). USA: South Western.
- Horne, V. (2008). *Fundamentals of financial Management* (12th ed.). New Delhi: Pearson Education.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Mid Term	Attendance	Class Assessment	End Term
Weightage (%)	20	00	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
COM206	Introduction Financial Management	CO1	2	2	3	0	0	0	0	0	0	0
		CO2	2	2	2	3	0	0	2	1	0	0
		CO3	0	3	0	2	0	0	2	1	0	0
		CO4	2	0	0	0	3	2	2	0	0	0
		AVG. CO	1.5	1.8	1.3	1.3	0.8	0.5	1.5	0.5	0.0	0

- 1=weakly mapped
- 2= moderately mapped
- 3=strongly mapped

AEC106	Professional Communication Skills	L	T	P	C
Version 1.0	Contact Hours – 30 Hours	2	0	0	2
Pre-requisites/Exposure	Basic Knowledge of English Language				
Co-requisites	-				
Academic Year	2023 – 24				

Course Objectives

- To help the second language learners develop the ability to understand spoken language.
- To enable students communicate with clarity and precision at workplace.
- To give the students a perspective to appreciate life in its variables by exposing them to comprehension texts; and also to enrich their word power.
- To enable students acquire structure and written expression required for their profession.

Course Outcomes

On completion of this course, the students will be able to

CO1: Define communication processes and to know the practical implications and its challenges at the work place.

CO2: Understand the practical uses of English grammar and to use grammar correctly and unambiguously

CO3: Develop fluency in speaking English in order to carry out effective professional communication.

CO4: Identify difficult sounds, words and phrases to support listening comprehension and be familiar with the various strategies of reading and develop the ability to read texts with fluency, understanding and competence

CO5: Make use of different formats of business communication like reports, letters, CVs and other technical writings

Course Description

English is an integral part of life. Communication is a process of exchanging ideas, messages, information etc. through verbal or nonverbal communication. In this course, the focus will be on improving LSRW skills, i.e. listening, speaking, reading and writing. Students will learn how to communicate effectively through prescribed syllabus as well as through Pearson Global English solutions. Classroom activities will be designed to encourage students to play an active role in the construction of their own knowledge and in the design of their own learning strategies. We will combine traditional lectures with other active teaching methodologies, such as group discussions, cooperative group solving problems, analysis of video scenes and debates. Class participation is a fundamental aspect of this course. Students will be encouraged to actively take part in all group activities and to give an oral group presentation. Students will be expected to interact with media resources, such as, web sites, videos, DVDs, and newspapers etc.

Course Content

Unit I: Communication Skills

[10L]

Communication Skills- Process and importance of communication, Communication cycle; Objectives and Principles of communication; Barriers to communication; Interpersonal Communication Skills at Work and Study

Unit II: Grammar and Writing Skills

[10L]

Grammar: Voice Change, Prepositions, Conjunctions, Articles, Direct and Indirect Speech, Correction of Sentences

Writing skills: Business letters (types and format), CV and Application Letters, Composition: Essays and Précis, Business Reports

Unit III: Speaking Skills**[10L]**

Speaking (basics of pronunciation), Group Discussion, Presentation skills, Modulation and Tone
 How to face an interview: frequently asked questions, body language and promptness

Text Books

- Mishra. B, Sharma. S (2011) Communication Skills for Engineers and Scientists. PHI Learning Pvt. Ltd. ISBN: 8120337190.
- Chaturvedi P. D, Chaturvedi M. (2011) Business Communication: Concepts, Cases and Applications. Pearson Education India. ISBN: 8131718727.
- Greenbaum. Sidney. [College Grammar of English](#). Longman Publishers. ISBN: 9780582285972.

Reference Books

- Pal, Rajendra and Korlahalli, J.S. (2011) Essentials of Business Communication. Sultan Chand & Sons. ISBN: 9788180547294.
- Kaul, Asha. (2014) Effective Business Communication. PHI Learning Pvt. Ltd. ISBN: 9788120338487.
- Murphy, R. (2007) Essential English Grammar, CUP. ISBN: 8175960299.
- C. Muralikrishna and S. Mishra (2011) Communication Skills for Engineers, Pearson education. ISBN: 9788131733844.
- Hamp-Lyons and Heasley, B . *Study Writing; A Course in Written English. For Academic and Professional Purposes*, Cambridge Univ. Press, 2006.
- Wren and Martin. *High School Grammar And Composition*. S. Chand, 1995.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
AEC106	Professional Communication Skills	CO1	1	3	3	0	0	0	0	1	0	0
		CO2	2	0	0	0	3	2	2	1	0	1
		CO3	3	1	2	0	1	3	0	0	1	1
		CO4	1	0	3	3	0	2	3	1	1	0
		CO5	1	2	0	0	3	0	2	0	1	1
		AVG. CO	1.6	1.2	1.6	0.6	1.4	1.4	1.4	0.6	0.6	0.6

- 1=weakly mapped
 2= moderately mapped
 3=strongly mapped

SEC154	People Management and Leadership	L	T	P	C
Version 1.0		2	0	0	2
Pre-requisites/Exposure	Basic Knowledge in English Language				

Course Description

The **People Management and Leadership** course aims to equip the future managers with the knowledge of how to manage and lead people for maximizing organizational efficiency and effectiveness. The course is designed to develop the primary aspects of management and leadership. The modules indicate the gradual acquaintance, adoption and implementation of the managerial and leadership skills.

Course Outcomes:

- CO1. To know the concept of leadership and management.
- CO2. To compare and contrast the major theories of leadership.
- CO3. To analyze the decision-making process and change management.
- CO4. To evaluate the qualities necessary to effectively manage or lead in a team/group environment
- CO5. To enable the learners to develop cognitive and affective skills for effective management of people.

Program Outcomes:

- Examine various leadership models and know their abilities, skills and knowledge.
- To understand the basic of managing people and leading the team.
- To learn and demonstrate a set of practical skills such self-management and handling conflicts.
- To apply the design thinking approach for leadership.

Unit 1: People Management-I

- Attitude and Behaviour
- Perception and Personality
- Managing Change
- Culture and Climate

Unit 2: People Management-II

- Emotional Intelligence
- Managing Conflict
- Managing Team
- Power and Politics

Unit 3: Leadership

- Understanding leadership and its importance.
- Evolution and growth of leadership.
- Basic Leadership skills.
- Types and Styles of leadership.

Unit 4: Theories of Leadership

- Trait Theory
- Behaviourial Theory
- Contingency Theories

Unit 5: Contemporary Leadership:

- Transactional vs Transformational Leadership
- Servant Leadership
- Authentic Leadership
- Resonant Leadership

Recommended Readings

- Robbins, S. P/ Judge, T. A/ Sanghi, S., Organizational Behavior, Pearson Publication
- Aswathappa, K., Organisational Behaviour– Text and Problem, Himalaya Publication
- Pardeshi, P. C., Organizational Behaviour & Principles & Practice Of Management, Nirali publication

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
SEC154	People Management and Leadership	CO1	1	3	3	0	0	0	0	1	0	0
		CO2	3	0	0	1	0	2	2	1	0	1
		CO3	0	0	2	2	0	3	0	0	1	1
		CO4	1	0	3	0	0	2	3	1	1	0
		CO5	0	0	0	0	3	0	2	0	1	1
		AVG. CO	1	0.6	1.6	0.6	0.6	1.4	1.4	0.6	0.6	0.6

VAC102	Human Values and Ethics	L	T	P	C
Version 1.0	Contact Hours - 30	2	0	0	2
Pre-requisites/Exposure	--				
Co-requisites	--				
Academic Year	2023-24				

Course Objectives

- To inculcate human values and professional ethics in students.
- To enhance the understanding of students towards personal, professional & societal relationships and achieve harmony in life.
- To develop moral responsibilities and ethical vision.

Course Outcomes

At the completion of the course, the student should be able to:

CO1. Understand the importance of values, ethics, harmony and lifelong learning in personal and professional life

CO2. Apply the knowledge to perform self-exploration and transformation augmenting harmony, peace and positivity in the surroundings

CO3. Appreciate the core values that shape the ethical behavior of a professional

Catalog Description

This course aims to develop an understanding for a movement from rule based society to a relationship based society. Apart from teaching values, this course encourages students to discover what values are for them and for society. Self-exploration also enables them to critically evaluate their pre-conditionings and present beliefs. It is designed in a way where students get familiar with the Ethical Code of Conduct, Ethical Dilemma, Conflict of Interest and all this will help them eventually in their professional life.

Course Content

Unit I: Introduction to Human Values: Character, Integrity, Credibility, Mutual Respect, Dedication, Perseverance, Humility and Perception. Self-Assessment & Analysis, Setting Life Goals, Consciousness and Self-Transformation. Team Work, Conflict Resolution, Influencing and Winning People, Anger Management, Forgiveness and Peace, Morality, Conscience. Yoga and Spirituality

Unit II: Harmony and Life Long Learning: Harmony in human being, Nature and Existence. Harmony in family and society –Responsibilities towards society, Respecting teachers. Transition from School to College - Freedom & Responsibilities, Respecting Cultural Diversity, Learning beyond the Classrooms, Independent study and research

Unit III: Introduction to Professional Ethics: Work Ethics, Engineering Ethics, Moral Dilemma, Moral Development Theories, Ethical Theories- Kantinism, Utilitarianism, etc , Case Studies for Choice of the theory, Code of Ethics

Unit IV: Individual to Global Issues: Industrial Standards, A Balanced Outlook on Law, Safety, Responsibility, Rights, Confidentiality, Conflict of Interest, Occupational Crime, Whistle Blowing, Environmental Ethics, Business Conduct in MNC, E-Professionalism (IPR, Internet Ethics & Privacy issues)

Text Books

1. Shetty, Foundation Course in Human Values and Professional Ethics [R.R. Gaur, R. Sangal, G.P. Bagaria]

Modes of Evaluation: Quiz/Assignment/ Seminar/Written Examination Scheme:

Components	MSE I	MSE II (Activity)	Quiz/Assignment/Seminars etc	ESE
Weightage (%)	10	10	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
VAC102	Human Values and Professional Ethics	CO1	0	0	0	0	3	0	0	0	0	0
		CO2	1	0	3	0	1	2	0	0	1	0
		CO3	1	3	1	0	0	2	1	2	1	0
		CO4	0	0	0	1	3	0	0	0	0	0
		AVG. CO	0.5	0.8	1.0	0.3	1.8	1.0	0.3	0.5	0.5	0.0

1=weakly mapped
2= moderately mapped
3=strongly mapped

MGT205	Marketing Management-II	L	T	P	C
Version 1.1	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Understanding Marketing Management-I				
Co-requisites	--				
Academic year	2023-24				

Course Objectives:

- To develop fundamentals idea of marketing and others tools of marketing.
- The course will help to learn different market moving techniques such as segmentation, targeting and positioning.
- The course should develop idea on the application of various marketing tools in the marketplace.

Course Outcomes

On completion of this course, the students will be able to:

- CO1: Discuss the different components of promotion, marketing information system and marketing research.
CO2: Identify the basics of different components of marketing: like selling skills, research tools and techniques etc.
CO3: Prepare marketing promotion mix model applications based on Product and New Product development process, Students will also know the Promotion strategy of a product or service.
CO4: Illustrate different contemporary issues in marketing to judge the best practices in the industries.
CO5: Evaluate the importance and scope of marketing research by identifying steps and techniques in marketing research and utilizing marketing information systems effectively.

Course Description:

Marketing is the core objectives of each and every organization and without proper marketing outcome, the sustainability of the organization under a stake. Therefore, it is very common job of each management graduate that they should be very much clear about marketing understanding, how market operates, price design, promotion and different strategy of selling to generate more revenue for firms. This course covers all

aspects like different tools of promotion and its applications, how to make effective selling and managing marketing information system and mostly important part which is marketing research to develop a strategic decision skills. The course will cover through group discussion, presentation, and real market problem discussion.

Course Structure

Unit-I

[12L]

Promotion: Promotion mix, IMC, Sales promotion, personal selling, direct marketing. Methods of promotion; Advertising, Measuring effective advertising media – their relative merits and limitations; sales promotion, Personal selling; and publicity.

Unit-II

[10L]

Marketing information system, Marketing Planning- Corporate, SBU, SWOT analysis, Porters Five Forces Model,

Unit-III

[12L] Salesmanship and

Qualities of Salesman: Buyer-seller dyads; Product knowledge; Customer knowledge – buying motives and selling points, Scientific Selling Process: Basic steps in personal selling – prospecting, pre-approach, and qualifying; concept of system selling.

UNIT-IV

[12L]

Marketing Research: Meaning, Definitions, Importance & Scope, Steps involved in Marketing Research, Major Techniques of Marketing Research, MIS

UNIT-V

[12L]

Services Marketing, Customer Relationship Management, Retail Management, Green Marketing, Digital Marketing (Basics only).

Text Book(s):-

TH-1.Ramaswamy&Namakumari, Marketing Management, Sage, 6th Ed.

TH-2.Kotler Philip and Armstrong Gary: Principles of Marketing; Prentice-Hall of India, New Delhi.

TH-3.Stanton W.J., Etzel Michael J., and Walker Bruce J; Fundamentals of Marketing; McGraw-Hill, New York

Project:

The class will be divided into Groups consist of 5 members. Each Group will select a company of their choice respect to study the Marketing Mix of the Particular Company. The Project will be brief in the session 9. The objectives of the project is to acquaint the students Marketing mix application in respect to a specific company. Students are required to submit the report just after Mid semester examination. Each group will present before all student as a result all students should have idea of Marketing Mix of around 7 to 9 companies.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination
Examination Scheme:

Components	Mid Term	Attendance	Class Assessment	End Term
Weightage (%)	20	00	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT205	Marketing Management II	CO1	2	2	3	0	0	0	0	0	0	0
		CO2	2	2	2	0	3	2	3	0	1	0
		CO3	3	2	1	2	1	2	1	1	0	0
		CO4	0	0	0	0	3	2	2	0	0	0
		AVG. CO	1.8	1.5	1.5	0.5	1.8	1.5	1.5	0.3	0.3	0.0

1=weakly mapped
 2= moderately mapped
 3=strongly mapped

MGT206	Human Resource Management II	L	T	P	C
Version 1.0	Contact Hours - 60	3	1	0	4
Prerequisites/Exposure	Understanding of the general principles of management				
Co-requisites	Understanding of Organization Behaviour and Business Communication				
Academic Year	2023-2024				

Course Objectives:

The objective of the course is to educate the student such that he/she understands:

- Training and career development, training needs analysis, principles of wage determination, salary structure, grades, range, overtime payments etc.
- Job evaluation, its purpose, methods and procedure, wage policies and regulations in India,
- Performance management systems in the present organizations
- Industrial relations machinery, preventive and settlement machinery, grievance and the procedure for the redressal of grievance, roles, rights and responsibilities of trade union, collective bargaining process in the organizations
- Worker’s participation in management, quality of work life, health and safety, voluntary welfare schemes for education, recreation, housing, medical services, an outline of social security measure, etc. In organizations.

Course Outcome:

On completion of this course the students will be able to:

CO1: Discuss the concept of training and development and its relevance in organizations.

CO2: Develop necessary skill set for application of various HR issues.

CO3: Analyse the strategic issues and strategies required to select and develop manpower resources.

CO4: Examine the knowledge of HR concepts to take correct business decisions.

Course Description:

This course provides an introduction to the various functions of human resource management to learn performance management system, Industrial relations machinery, preventive and settlement machinery, grievance and the procedure for the redressal of grievance, roles, rights and responsibilities of trade union, collective bargaining, worker's participation in management, quality of work life, health and safety, voluntary welfare schemes for education, recreation, housing, medical services, an outline of social security measure, etc.

Course Contents:

Unit I: Introduction to Training & Development: Definition and Concept, Features, Objectives,

Functions, Process, Concept and Significance of Training, Training Needs, Training Methods, Types of

Training

[10 L]

Unit II: Performance appraisal: Introduction, Concept of Performance Appraisal, Purpose, Process, Methods, Major Issues in Performance Appraisal

[10 L]

Unit III: Wages and Salary: Introduction, Nature and significance of Wage and Salary Administration, Theories of Wages, Methods of Wage Fixation

[10 L]

Unit IV: Incentives: Introduction, Concept of Incentives, Effective Incentive system, Types of Incentive

Scheme

[8 L]

Unit V: Employee Relations: Introduction, Concept, Managing Discipline, Managing Grievance, Employee

Counseling, Trade Union, Industrial Disputes

[8 L]

Unit VI: Employee Empowerment: Introduction, Concept of Employee Empowerment, Process of

Empowerment, Empowerment in Indian Scenario, Empowerment in Global Scenario. [7 L]

Unit VII: Selective Cases on the above topics.

[7 L]

Suggested Readings:

Text Book(s):-

T1: Aswathappa, K.: Human Resource Management, Text & Cases, McGraw Hill (India), New Delhi.

T2: Bhattacharya, D.K.: Human Resource Management.

T3: SubbaRao, P.: Essential of HRM and Industrial Relations.

T4: Memoria, C.B.: Personnel Management.

Reference Book(s) & other resources:-

1. Monappa, Arun: Managing Human Resource.

2. Monoppa & Saiyadain: Personnel Management, Tata McGraw Hill, New Delhi.

3. Patnayak, Biswajeet: Human Resource Management, Ed. 3rd, 2006, PHI, New Delhi.
4. Armstrong, Michael: A handbook of HRM practice, Kgan Page Limited, London.
5. Rao, VSP: Human Resource Management: Text and Concept, Excel Books, New Delhi.

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam

Examination Scheme:

Components	Internal	Attendance	Mid Term	End Term
Weightage (%)	30	00	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT206	Human Resource Management - II	CO1	2	2	3	0	0	1	0	1	0	0
		CO2	2	2	2	3	0	2	1	0	1	3
		CO3	1	2	0	2	3	2	0	1	0	0
		CO4	3	0	0	0	2	2	2	0	1	0
		AVG. CO	2.0	1.5	1.3	1.3	1.3	1.8	0.8	0.5	0.5	0.8

- 1=weakly mapped
 2= moderately mapped
 3=strongly mapped

MGT207	Business Statistics	L	T	P	C
Version 1.1	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	12 th level Mathematics				
Co-requisites	--				
Academic year	2023-24				

Course objectives:

1. To learn fundamentals, theory, and methods of basic mathematics to be used in simple Business/Economics and real-life problems.
2. To skill students to compute the solution of simple mathematical problems in the set theory, linear and nonlinear equations, matrix methods, differentiation and integration.
3. To help students to understand the use of various mathematical tools for solving simple Business/Economics and marketing related problems.

Course Outcome:

On completion of this course, the students will be able to:

CO1: Define various terms related to the theory of sets and its properties with Venn diagrams representations. (R)

CO2: Illustrate the solution of linear, nonlinear equations and the problems related to the supply and demand analysis. (U)

CO3: Find the inverse of a matrix, determinant, and the solution of a system of linear equations arises from simple business/economics applications. (R)

CO4: Define the percentages, index numbers, interests, and investment appraisal. (R)

CO5: Summarize the theory and methods to determine the derivatives of a function of one and several variables for the extreme value of a function. (U)

CO6: Find indefinite and definite integration. (R)

Course Description:

This course introduces several techniques of statistical analysis, which are commonly applied to understand and analyse business problems. The course deals with simple tools and techniques, which will help a student in data collection, presentation, and to understand the basic descriptive properties of the data. This course introduces the concept of bivariate data and their application in several areas. A major emphasis is given on the fundamental knowledge of probability where the true essence of statistics lies. This course contains probability distribution of discrete and continuous random variables, different measures to obtain the nature of statistical data, correlation and regression.

Course Contents:

Unit-I 10L

Statistics: definition, scope and limitation, presentation of data, diagrammatic and graphical representation of data, measures of central tendency, mean, median and mode, geometric and harmonic mean and their limitations.

Unit-II 10L

Correlation: Scatter diagram, Karl-Pearson's correlation, concurrent deviation method, rank correlation, uses of correlation in business regression, regression lines, regression coefficients, properties of regression coefficients, and uses of regression in business problems.

Unit-III 10L

Theory of probability: Probability as a concept, basic probability rules, tree diagrams, conditional probability, mutually exclusive events and independent events, Bayes' theorem or inverse probability rule.

Unit-IV 08L

Probability distribution of a random variable: Discrete and Continuous random variables, expectation value, mean and variance of a random variable, theorems on expectation.

Unit-V 14L

Theoretical probability distributions: Probability mass function and density function, discrete distributions, the Binomial distribution and its properties, idea of geometrical and hyper geometric distributions, the Poisson distribution and its properties, fitting a Binomial or Poisson distribution to an observed distribution.

Unit-VI 08L

Continuous distribution, uniform, exponential and Normal distributions, Normal approximation to Binomial and Poisson distributions.

Text Book(s):-

TH-1. Gupta, S.P. & M.P. Gupta, Business Statistics

TH-2. Davis: Business Statistics using Excel, Oxford University Press.

TH-3. Gupta, C.B., An Introduction to Statistical Methods

TH-4. Gupta, B.N., An Introduction to Modern Statistics

TH-5. Sancheti, S.C. & V.K. Kapoor, Statistical Methods

TH-6. Ellhans, D.N., Fundamentals of Statistics

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam**Examination Scheme:**

Components	Mid Term	Attendance	Class Assessment	End Term
Weightage (%)	20	00	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT207	Business Statistics	CO1	1	2	3	0	0	2	0	0	0	1
		CO2	0	2	1	3	0	2	1	1	0	0
		CO3	2	2	0	0	3	1	1	1	0	0
		CO4	2	0	2	0	3	2	0	1	0	0
		CO5	1	1	3	0	0	1	1	0	0	1
		CO6	0	2	0	3	0	2	0	0	0	0
		AVG. CO	1.0	1.5	1.5	1.0	1.0	1.7	0.5	0.5	0.0	0.3

1= weakly mapped

2= moderately mapped

3=strongly mapped

SEC152	Negotiation Skills in Business and Management	L	T	P	C
Version 1.0	Contact Hours - 60	2	0	0	2
Pre-requisites/Exposure	Basic Knowledge about Negotiation in Management				
Co-requisites	-				
Academic Year	2023-24				

Course Description

This course focuses on developing negotiation skills essential for effective business and management practices. It explores strategies, techniques, and principles of negotiation, emphasizing the importance of preparation, communication, and conflict resolution. Through case studies, role-plays, and practical exercises, students will learn to approach negotiations with confidence and professionalism.

Course Objectives

1. To understand the fundamental concepts and types of negotiation in business contexts.
2. To develop skills in planning, strategizing, and conducting negotiations.
3. To improve communication and persuasion techniques for effective negotiation.
4. To identify and manage conflicts during negotiation processes.
5. To apply negotiation strategies to achieve mutually beneficial outcomes.

Course Outcomes

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

- CO1. Explain the principles and processes of negotiation in business scenarios.
- CO2. Develop and execute negotiation strategies for diverse business situations.
- CO3. Utilize effective communication and persuasion techniques during negotiations.
- CO4. Resolve conflicts constructively in professional contexts.
- CO5. Apply negotiation skills to achieve organizational goals and maintain relationships.

Course Content

Module 1: Introduction to Negotiation (4 hours)

Definition, scope, and importance of negotiation in business and management, Types of negotiation: Distributive and integrative, Key elements of negotiation: Preparation, communication, and decision-making, The role of culture and ethics in negotiation.

Module 2: Negotiation Strategies and Techniques (6 hours)

Phases of negotiation: Preparation, discussion, clarification, bargaining, and closure, Negotiation styles: Competitive, collaborative, and compromising, Tools and techniques for effective negotiation, Handling difficult negotiations and impasses.

Module 3: Communication and Persuasion in Negotiation (4 hours)

The role of verbal and non-verbal communication in negotiation, Active listening and questioning techniques, Building trust and credibility, Persuasion tactics and influence strategies.

Module 4: Conflict Resolution in Negotiation (4 hours)

Types and causes of conflicts in business negotiations, Conflict management styles and strategies, Mediation and alternative dispute resolution methods, Case studies on resolving business conflicts through negotiation.

Module 5: Application of Negotiation Skills (2 hours)

Role-plays and simulations: Business deals, team negotiations, and client management, Real-world negotiation case studies and lessons learned, Feedback and self-assessment of negotiation skills.

Reference Books

1. "Getting to Yes: Negotiating Agreement Without Giving In" by Roger Fisher, William Ury, and Bruce Patton.
2. "Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table and Beyond" by Deepak Malhotra and Max H. Bazerman.
3. "The Art of Negotiation: How to Improvise Agreement in a Chaotic World" by Michael Wheeler.
4. "Crucial Conversations: Tools for Talking When Stakes Are High" by Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler.
5. "Essentials of Negotiation" by Roy Lewicki, Bruce Barry, and David Saunders.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
SEC152	Negotiation Skills in Business and Management	CO1	2	0	3	0	0	2	1	1	0	0
		CO2	0	2	0	3	0	3	2	0	1	0
		CO3	0	3	0	2	2	2	0	1	0	0
		CO4	2	0	0	2	3	2	3	1	0	0
		CO5	2	3	2	2	0	2	2	0	1	1
		AVG. CO	1.2	1.6	1	1.8	1	2.2	1.6	0.6	0.4	0.2

- 1=weakly mapped
 2= moderately mapped
 3=strongly mapped

COM207	Direct Tax	L	T	P	C
Version 1.0	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Basic Knowledge about Tax				
Co-requisites	-				
Academic Year	2023-24				

Course Description

This course provides an in-depth understanding of the principles and provisions of direct taxation in India. It focuses on the Income Tax Act, 1961, covering various heads of income, computation of taxable income, deductions, exemptions, and tax planning strategies. The course also emphasizes practical applications of tax laws for individuals and businesses.

Course Objectives

1. To familiarize students with the fundamental concepts of direct taxes in India.
2. To develop skills for computing taxable income under various heads of income.
3. To explain the provisions for deductions, exemptions, and tax rebates under the Income Tax Act.
4. To introduce tax planning strategies for individuals and businesses.
5. To enable students to apply direct tax laws in real-life scenarios and compliance.

Course Outcomes

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

- CO1. Explain the basic principles and scope of direct taxation in India.
- CO2. Compute taxable income under different heads of income.
- CO3. Apply deductions, exemptions, and tax rebates to minimize tax liability.
- CO4. Analyze tax planning strategies for effective financial management.
- CO5. Demonstrate proficiency in preparing and filing tax returns.

Course Content

Module 1: Introduction to Direct Taxation (6 hours)

Basic concepts: Assessee, assessment year, previous year, income, gross total income, total income, Overview of the Income Tax Act, 1961, Residential status and its impact on tax incidence, Types of incomes and tax rates.

Module 2: Heads of Income (18 hours)

Income from Salary: Components, computation, and exemptions.

Income from House Property: Annual value, deductions, and computation.

Profits and Gains of Business or Profession: Allowable expenses, disallowed expenses, and computation.

Capital Gains: Short-term and long-term capital gains, exemptions, and computation.

Income from Other Sources: Taxable incomes and deductions.

Module 3: Deductions and Exemptions (10 hours)

Deductions under Chapter VI-A (Sections 80C to 80U), Exemptions under Sections 10, 54, and 54F, Tax rebate under Section 87A.

Module 4: Taxation Procedure and Compliance (10 hours)

Filing of income tax returns (ITR), Advance tax, self-assessment tax, and TDS, Tax audit and penalties under the Income Tax Act, Role of technology in tax compliance (e-filing, TRACES).

Module 5: Tax Planning and Management (8 hours)

Tax planning vs. tax evasion and avoidance, Tax-saving investments and strategies, Tax implications for individuals, HUFs, and firms.

Module 6: Recent Amendments and Case Studies (8 hours)

Recent changes in direct tax provisions, Analysis of landmark judgments in direct taxation, Case studies of tax planning and compliance.

Reference Books

1. "Students' Guide to Income Tax" by Dr. Vinod K. Singhania and Dr. Monica Singhania.
2. "Income Tax Law and Practice" by Gaur and Narang.
3. "Direct Taxes Law and Practice" by Dr. Vinod K. Singhania.
4. "Systematic Approach to Income Tax" by Girish Ahuja and Ravi Gupta.
5. Bare Act of the Income Tax Act, 1961 by Government of India.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination
Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
COM207	Direct Tax	CO1	2	0	3	0	1	2	0	1	0	0
		CO2	0	2	0	3	0	3	2	0	1	0
		CO3	0	3	0	2	2	2	0	1	0	0
		CO4	2	0	0	2	3	2	3	1	0	0
		CO5	2	2	3	2	0	2	2	0	1	1
		AVG. CO	1.2	1.4	1.2	1.8	1.2	2.2	1.4	0.6	0.4	0.2

1=weakly mapped

2= moderately mapped

3=strongly mapped

VAC103	Constitution and Human Rights	L	T	P	C
Version 1.0	Contact Hours - 60	2	0	0	2
Pre-requisites/Exposure	Basic Knowledge about constitution				
Co-requisites	-				
Academic Year	2023-24				

Course Description

This course provides an overview of the Indian Constitution and its fundamental role in ensuring human rights. It explores the relationship between constitutional principles, governance, and the promotion of justice, equality, and liberty. Students will gain an understanding of their rights and responsibilities as citizens, as well as the mechanisms for safeguarding human rights in India and globally.

Course Objectives

1. To introduce students to the fundamental principles and structure of the Indian Constitution.
2. To enhance awareness of fundamental rights and duties enshrined in the Constitution.
3. To explore the concept and evolution of human rights at national and international levels.
4. To examine the mechanisms for the protection and promotion of human rights.

- To foster an understanding of the role of individuals and institutions in upholding human rights.

Course Outcomes

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

- CO1. Explain the key features of the Indian Constitution and its relevance to human rights.
- CO2. Identify the fundamental rights and duties of Indian citizens.
- CO3. Analyze the role of constitutional and statutory bodies in protecting human rights.
- CO4. Evaluate the impact of human rights violations and the legal remedies available.
- CO5. Advocate for the promotion and protection of human rights in various contexts.

Course Content

Module 1: Introduction to the Indian Constitution (4 hours)

Historical evolution of the Indian Constitution, Key features: Preamble, federal structure, separation of powers, Importance of the Constitution in governance and societal development.

Module 2: Fundamental Rights and Duties (5 hours)

Fundamental Rights (Articles 12-35): Scope and significance, Fundamental Duties (Article 51A): Responsibilities of citizens, Directive Principles of State Policy: Socio-economic justice and welfare.

Module 3: Introduction to Human Rights (4 hours)

Concept and evolution of human rights, Universal Declaration of Human Rights (UDHR), Human rights in the Indian context.

Module 4: Mechanisms for Human Rights Protection (5 hours)

National Human Rights Commission (NHRC) and State Human Rights Commissions, Role of judiciary in safeguarding rights, International human rights organizations and treaties.

Module 5: Challenges and Case Studies (2 hours)

Issues of human rights violations: Discrimination, child labor, trafficking, Landmark cases and movements in India, Role of civil society and media in promoting human rights.

Reference Books

- "Introduction to the Constitution of India" by D.D. Basu.
- "Our Constitution: An Introduction to India's Constitution and Constitutional Law" by Subhash C. Kashyap.
- "Human Rights in India" by G.S. Bajwa.
- "Universal Human Rights in Theory and Practice" by Jack Donnelly.
- "Constitution of India: Text, Context, and Interpretation" by J.N. Pandey.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
VAC103	Constitution and Human Rights	CO1	2	0	3	0	0	2	0	1	0	0
		CO2	0	2	0	3	0	3	2	0	1	0

		CO3	0	3	0	2	2	2	0	1	0	0
		CO4	2	0	3	2	3	2	3	1	0	0
		CO5	2	2	2	2	1	3	2	0	1	1
		AVG. CO	1.2	1.4	1.6	1.8	1.2	2.4	1.4	0.6	0.4	0.2

1=weakly mapped

2= moderately mapped

3=strongly mapped

MGT301	Management Information System & ERP	L	T	P	C
Version 1.0	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Basic Knowledge about Management Principles				
Co-requisites	-				
Academic Year	2023-24				

Course Objectives

- To describe the role of information technology and decision support systems in business and record the current issues with those of the firm to solve business problems.
- To introduce the fundamental principles of computer-based information systems analysis and design and develop an understanding of the principles and techniques used.
- To enable students understand the various knowledge representation methods and different expert system structures as strategic weapons to counter the threats to business and make business more competitive.
- To enable the students to use information to assess the impact of the Internet and Internet technology on electronic commerce and electronic business and understand the specific threats and vulnerabilities of computer systems.
- To provide the theoretical models used in database management systems to answer business questions.

Course Outcomes

On completion of this course, the students will be able to

1. Relate the basic concepts and technologies used in the field of management information systems.
2. Compare the processes of developing and implementing information systems.
3. Outline the role of the ethical, social, and security issues of information systems.
4. Translate the role of information systems in organizations, the strategic management processes, with the implications for the management.
5. Apply the understanding of how various information systems like DBMS work together to accomplish the information objectives of an organization along with implementation of MIS.

Course Description

This course helps students see the connection between information systems (IS) and business performance. The use of information and communication technologies (ICT) by individuals and organizations dominates the business world. There is a fundamental change going on in the way that organizations run businesses and interact with each other. New types of infrastructure and applications are developed and utilized such as ERP (enterprise resource planning), IOS

(inter-organizational systems), RFID (radio frequency identification), CRM (customer relationship management), to name a few. The aim of the course is to enable students to assess the opportunities and problems that managers in a wide range of organizations face as they attempt to use these IT applications to add value to their businesses. It also aims to help students understand transformational changes within and across industries. These changes have strategic implications for many businesses.

Course Content

Unit I: Introduction **10L**
 Basic concepts in organization and management. Information technology versus information systems. Concept of fit between an organization and its information systems.

Unit II: Decision Making **12L**
 Management Decision Types – Structured, Semi-structured, Unstructured. Role of information systems in decision making. Transaction Processing Systems, Management Information Systems, Decision Support systems.

Unit III: Information Systems **12L**
 Information Systems and Competitive Advantage. Porter’s 5 Forces Model, impact of information systems on industry dynamics. Concept of value chain and eco-systems and impact of information systems on a firm and its eco-system’s performance. ERP, SCM and KMS systems.

Unit IV: Data and Information Management **14L**
 Components of information technology infrastructure. Changing parameters of computing – mainframes to client servers to cloud computing. Importance of Data, Data Management Concepts. Keeping abreast of current trends in IT : Social, Mobile, Analytics, Cloud, AI, ML.

Unit V: IT Implementation **12L**
 Deploying information systems in organizations. Make or Buy. IT implementation Life Cycle. In-house versus Outsourcing.

Reference Books

1. Jawadekar, W.S., “Management Information Systems”, Tata McGraw Hill Private Limited, New Delhi, 2009.
2. Kenneth C. Laudon and Jane P. Laudon: “Management Information Systems” 9/e, Pearson Education, New Delhi.
3. Alex Leon and Mathew Leon: “Data Base Management Systems”, Vikas Publishing House, New Delhi.
4. Goyal, D.P.: “Management Information System”, MACMILLAN India Limited, New Delhi, 2008.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination
Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
	Management Information System & ERP	CO1	2	3	1	0	3	2	0	1	0	0
		CO2	0	2	0	3	0	3	2	0	1	0
		CO3	0	0	0	2	2	2	3	1	0	0
MGT301		CO4	2	0	3	2	0	2	3	1	0	0
		CO5	2	2	2	2	3	2	2	0	1	1
		AVG. CO	1.2	1.4	1.2	1.8	1.6	2.2	2	0.6	0.4	0.2

1=weakly mapped
2= moderately mapped
3=strongly mapped

MGT302	Business Law	L	T	P	C
Version 1.0	Contact Hours – 60	3	1	0	4
Pre-requisites/Exposure	-				
Co-requisites	-				
Academic Year	2023 - 24				

Course Objectives

1. To provide basic and broad knowledge in business laws in management.
2. To get the ability to apply concepts, principles and theories to understand simple business laws.
3. To become aware of the different business laws.
4. To gain awareness of the global business laws and its impacts on businesses.

Course Outcomes

On completion of this course, the students will be able to

1. Understand the Legal environment in India and would be in position to differentiate on the functions of different courts and their structure.
2. Understand and learn the concept of Contract Act, its applicability in business and litigations to draft a valid contract.
3. Describe the applicability of Sale of Goods act, Rights of Seller and Buyer
4. Recognition of Consumer Redressal forum and also to understand their rights and duties.
5. Understand the concept of negotiable instruments and importance of such instruments in business organization.

Course Description

This course is designed to provide the student with knowledge of the legal environment in which a consumer and businesses operates, and to provide the student with knowledge of legal principles

Course Content

Unit-1 Introduction to Business Law

[10L]

Meaning and Philosophy of Law - Object of Law - Classification of Law - Justice Delivery System in India - Classification of Courts in India

Unit-2: Indian Contract Act, 1872

[14L]

Contract: Meaning and essential elements of a valid contract, types of contracts. Offer and Acceptance: meaning, rules relating to valid offer and acceptance; Consideration: definition; essential elements, Capacity of Parties; free consent; Void and Voidable Agreements: wagering agreement. Discharge of Contracts: meaning; methods of termination or discharge of contract. Special Contracts

Unit-3: The Sale of Goods Act, 1930

[12L]

Meaning of Contract of a Sale, Sale and an agreement to sell, Essential elements of contract of sale, Sale distinguished from hire purchase , Bailment , Mortgage .Conditions and Warranties, Doctrine of Caveat Emptor ,Unpaid seller and his rights.

Unit-4: Consumer Protection Act, 1986

[12L]

Objective of the Act, Definitions of complaint, consumer; consumer dispute, goods, services, etc. Objectives of Central Council and State Council, Consumer Dispute Redressal forums, Manner of Lodging a Complaint and Appeal

Unit-5: Negotiable Instruments Act

[12L]

Definition of a negotiable instrument; instruments negotiable by law and by custom; types of negotiable instruments; parties to a negotiable instrument - duties, rights, liabilities and discharge; material alteration; crossing of cheques

Reference Books

Text Books:

- P C Tulsian (2017), Business Law, 3rd Edition, Tata McGraw Hill, New Delhi
- M.C. Kuchhal and Vivek Kuchal (2018), Business Law, 7th Edition, S Chand Publishing
- Telpal Seth, (2017) Business Law, 3rd Edition, Pearson

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT302	Business Law	CO1	0	3	2	0	1	2	0	0	1	0
		CO2	1	0	0	1	2	3	0	0	1	0
		CO3	0	3	0	1	2	2	0	0	0	0
		CO4	3	0	2	0	2	0	0	1	0	0
		CO5	0	1	1	2	3	0	0	1	0	0
		AVG. CO	0.8	1.4	1	0.8	2	1.4	0	0.4	0.4	0

1=weakly mapped

2= moderately mapped

3=strongly mapped

MGT305	Digital Marketing	L	T	P	C
Version 1.1	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Understanding marketing				
Co-requisites	--				
Academic year	2023-24				

Course objectives:

1. To develop fundamentals idea of Digital marketing.
2. The course will help to learn different digital marketing techniques in modern business environment.
3. The course should develop idea on the application of various digital marketing policies.

Course Outcomes

On completion of this course, the students will be able to:

CO1: Understand basic concept of digital marketing and its application in business.

CO2: Various components of digital marketing and its application in business

CO3: Appraise the application of digital marketing strategy and digital marketing mix

CO4: Understanding how to create a website in different aspects of business

CO5: Understanding Ad words and various digital advertise process in practical

CO6: Understand of E-retailing, E-retail activities, Implications for e-retail marketing strategy

Course Description:

When small businesses get started, their focus is often on how to get their first group of customers through the door. They may rely on traditional forms of advertising, such as print ads and coupon mailers or even big signs on the side of the road. They may trust that since they know they offer a good product or service, it's only a matter of time until customers will find their way to them. While this strategy may bring in a trickle of business, there is a better and easier way. Small businesses should consider the huge marketplace of prospects online. No small business, no matter how new, should overlook this vast marketplace. The group of potential customers that are found online is a much larger group of people than you are likely to be able to

attract locally. Using digital marketing, you can reach an enormous audience in a way that is both cost-effective and measurable.

Course Structure

Unit I **[10 L]**

Concept, significance, nature, objectives and scope of digital marketing, applications of digital marketing, stages of digital marketing, impact of digital marketing on society and business, Digital marketing Vs Traditional Marketing.

Unit-II: **[10 L]**

Internet Micro Environment, Different Components, Marketplace, Customers, Online buyer behavior, competitors, suppliers. Internet Macro Environment, Social Factors, Legal issues, Technological factors, Economic factors, political factors.

Unit-III: **[10 L]**

Digital marketing strategy, scope, integrated digital marketing, Channel marketing strategy, Internet and Marketing Mix, Strategic Goal setting, Strategy formulation

Unit-IV: **[10 L]**

Identification of Website Types, Selection of template, Edit Website, Content writing, Publish website

Unit-V: **[10 L]**

Ad words overview, Introduction, Signup, concept of Display Ad, Video Ad, Shopping Ad

Unit-VI: **[10 L]**

Online customers, E-retailing, E-retail activities, Implications for e-retail marketing strategy, B2B e-context, commercial exchanges, Trading relationship, digital marketing

Text Book(s):-

TH 1: Alan Charlesworth : Digital Marketing: A Practical Approach, Routhledge Taylor and Francis Group

TH 2: Dave Chaffy, Fiona E Chadwick, K Johnston, R Mayer Internet Marketing : Strategy, Implementation and Practices , Pearson

TH 3: Raghevendra K and Shruthi Prabhakar Digital Marketing

Project:

The class will be divided into Groups consist of 5 members. Each Group will select a company of their choice respect to study the Digital Marketing of the Particular Company. The Project will be brief in the session 9. Each group will present before all student as a result all students should have idea of Digital Marketing.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:

Components	Mid Term	Attendance	Class Assessment	End Term
Weightage (%)	20	00	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
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MGT305	Digital Marketing	CO1	1	3	2	0	0	2	0	0	1	0
		CO2	0	1	0	1	2	3	1	0	1	0
		CO3	1	0	3	1	2	2	0	0	0	0
		CO4	3	1	2	0	2	0	1	1	0	0
		CO5	0	3	1	2	1	1	0	1	0	0
		CO6	0	1	3	2	3	0	2	1	1	0
		AVG. CO	0.8	1.5	1.8	1.0	1.7	1.3	0.7	0.5	0.5	0

1=weakly mapped
2= moderately mapped
3=strongly mapped

MGT306	Financial Services	L	T	P	C
Version 1.0	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Basic Understanding of Economics Concepts				
Co-requisites	Regulatory frameworks				

Course Objectives:

1. To acquire the skills necessary to manage a financial firm, to describe and apply financial concepts, theories, and tools.
2. To understand the role of regulatory organisation in smooth functioning of financial system.
3. To make student aware about different sources of funding and also avenues of investments

Course Outcomes:

On completion of this course, the students will be able to

CO 1 Understanding the basics of financial system and development

CO 2 Developing business plan to acquire Venture capital funding

CO 3 Applying the concept of factoring and forfaiting process

CO 4 Analyzing Leas and Hire Purchase as source of finance for long term assets

CO 5 Evaluating Mutual Funds as an investment opportunity and learning portfoliomangement

CO 6 Understanding credit rating process and its importance

Course Description:

Financial system of a country is closely related to the economic development. There is drastic change in the functioning of financial system in this era of liberalization, privatization and globalisation. The purpose of including Financial Services as a subject is to give a clear understanding and knowledge of financial system in the present scenario.

Course Content:

Unit-1: Financial Services

10 Hrs Role of

Financial Services in economic development, Evolution of Financial Services Sector in India, Marketing of Financial Services (Introduction).

Unit-II: Venture Capital

10 Hrs

Venture Capital Financing, International Experiences in Venture Capital Financing, Venture Capital Financing in India, Pitfalls to be avoided, Preparation & evaluation of Business Plan

Unit-III: Factoring & Forfaiting

10 Hrs

Factoring Services - Features Merits and Demerits, Cost Benefit Analysis, Forfaiting: Features, merits & Limitations

Unit-IV: Leasing and Hire Purchase

10 Hrs Development of Leasing and Hire Purchase, Types of

Leasing, Pricing Methodology and Financial analysis, Taxation, Legal Framework for Leasing and Hire Purchase Companies.

Unit -V: Mutual Funds

10 Hrs

The concept & Role of M/Fs, History of M/Fs in India, Types of M/Fs, Fund Structure & constituent, Selecting the right Investment Products for Investors, Comparison of Investment products, Measuring of Risk In M/Fs, Recommending model Portfolios & selecting the right funds.

Unit-VI: Credit Rating & other Financial Services**5 Hrs**

Credit rating concept of Credit rating, Types of credit rating, Advantages and Disadvantages of credit rating, Credit rating agencies and their methodology and process, Individual Credit rating, Sovereign Credit Rating Practices. Custodial Services, Credit Cards

Unit VII: Financial Sector Reforms in India**5 Hrs**

The scenario before 1991, The Crises of 1990s, Financial Sector Reforms and Its Effect, The SubPrime Crises.

Reference Books

1. Bharati Pathak (2018), Indian Financial System, 5th Edition, Pearson Education
2. Khan, M.Y (2017), Financial Services, 9th Edition, Tata McGraw Hill
3. Suresh Padmalatha and Justin Paul, (2017), Management of Banking and Financial Services, 4th Edition, Pearson Education
4. Financial Institutions And Markets By L M Bhole, Jitendra Mahakud, Mc-Graw Hills

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam**Examination Scheme:**

Components	Internal	Attendance	Mid Term	End Term
Weightage (%)	30	00	20	50

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT306	Financial Services	CO1	0	3	2	0	0	2	0	0	1	0
		CO2	1	0	3	1	2	0	1	0	1	0
		CO3	3	1	0	1	2	2	1	0	0	3
		CO4	1	0	2	3	2	0	0	1	0	0
		CO5	0	1	1	2	3	3	0	1	0	0
		CO6	1	1	3	2	0	0	2	1	1	0
		AVG. CO	1.0	1.0	1.8	1.5	1.5	1.2	0.7	0.5	0.5	0.5

MGT307	Industrial Relations & Labour Law	L	T	P	C
Version 1.0	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure					
Co-requisites	--				
Academic Year	2023-24				

Course Objectives:

- To provide students with an understanding of the concepts of industrial relations and the role of stakeholders.
- To familiarize students with key labour laws and their applications in the business environment.
- To develop skills for effective conflict resolution and negotiation in industrial relations.

- To highlight the role of ethics and social responsibility in labour management.

Course Outcomes:

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

- CO1. Understand the principles and framework of industrial relations in India.
- CO2. Explain key labour laws and their implications for employers and employees.
- CO3. Analyze real-world cases of industrial disputes and recommend solutions.
- CO4. Demonstrate negotiation and conflict resolution skills

Course Description:

This course provides a comprehensive understanding of industrial relations and labour laws, emphasizing the dynamics between employers, employees, trade unions, and the government. It explores the causes and resolution of industrial disputes, the principles of labour welfare, and the framework of social security in India. Students will gain insights into key labour laws, recent reforms, and the emerging challenges in managing a diverse and technologically advanced workforce. Through case studies and practical applications, the course equips students with the skills to navigate and manage industrial relations effectively in a globalized environment.

Course Structure:

Unit I: [15L]

Introduction to Industrial Relations- Concept, objectives, and importance of industrial relations, Evolution and growth of industrial relations in India, Role of trade unions, employers, and the government, Industrial relations in a globalized world

Unit II: [15L]

Industrial Disputes and Conflict Resolution- Definition, types, and causes of industrial disputes, Preventive and settlement mechanisms: conciliation, arbitration, adjudication, Role of grievance handling mechanisms and discipline management, Case studies of major industrial disputes in India

Unit III: [10L]

Labour Welfare and Social Security- Labour welfare: concepts, principles, and importance, Social security measures in India: EPF, ESI, Gratuity, Maternity Benefits, etc., Importance of employee welfare in organizational growth

Unit IV: [10L]

Key Labour Laws in India- The Industrial Disputes Act, 1947, The Factories Act, 1948, The Minimum Wages Act, 1948, The Payment of Wages Act, 1936, The Trade Unions Act, 1926, The Code on Wages, 2019, Overview of labour law reforms in India

Unit V: [10L]

Emerging Trends in Industrial Relations, Role of technology in industrial relations, Workplace diversity and inclusion, Challenges in managing gig and platform workers, Ethical issues and corporate social responsibility in industrial relations.

Reference Books

1. Monappa, A., *Industrial Relations and Labour Laws*.
2. Kapoor, N.D., *Elements of Industrial Law*.
3. Sinha, P.R.N., *Industrial Relations, Trade Unions, and Labour Legislation*.
4. Malik, P.L., *Handbook of Labour and Industrial Law*.
5. Relevant labour codes and acts.

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Examination

Examination Scheme:

Components	Mid Term	Attendance	Class Assessment	End Term
Weightage (%)	20	00	30	50

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT307	Industrial Relations & Labour Law	CO1	2	2	0	3	0	0	0	1	0	0
		CO2	2	2	3	0	1	2	0	0	1	0
		CO3	3	2	0	2	3	2	0	1	0	0
		CO4	0	1	3	0	2	2	2	0	1	3
		AVG. CO	1.8	1.8	1.5	1.3	1.5	1.5	0.5	0.5	0.5	0.8

MGT308	Launching and Managing an Enterprise	L	T	P	C
Version 1.0	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Basic understanding of business and entrepreneurship skills				
Co-requisites	--				
Academic Year	2023-24				

Course Objectives:

- i) How to scan market opportunity and launch a new business.
- ii) How to conduct market research and develop a business plan
- iii) Understanding techno-feasibility report
- iv) How to accumulate resources
- v) Starting production, marketing, looking into legal issues and managing entrepreneurs

Course Outcomes:

On completion of this course, the students will be able to:

- CO1. Identify scanning of market opportunity and launch of new business.
 CO2. Recognise the importance of market research and develop a business plan.
 CO3. Learning the process of preparing techno-feasibility report.
 CO4. Learning sources of resource mobilisation
 CO5. Integrate legal issues, production, marketing, human resource and managing the enterprise.

Course Description

The success of an enterprise depends upon the entrepreneur doing the right thing at the right time. Starting a new venture is a very challenging and rewarding task. It requires an analysis of the project in depth. Preparation of feasibility report: The main purpose of the report is to provide information that is required for the project appraisal. This report would enable the financing agencies to evaluate though project before extending financial assistance. It contain background information about industry and enterprise, product characteristics, market position, trends etc.

Course Content:

UNIT I	10 Lecture Hours
<p>Launching a Venture: Importance of Good Implementation Strategy and Action Plan - Launching a Business—Importance - Key Aspects Involved in Launching a Business - Key Steps in Launching a Venture - Leadership—Key to Success - What it Takes to Be a Leader in Launching Business - Strategies to Motivate Your Employees - Key Steps in Launching other than Leadership and Team Building - Managing Growth of Business - Due Diligence—Before Launching - Scheduling—Implementation Plan.</p>	
<p>UNIT II</p> <p>Hours</p>	<p>10 Lecture</p>
<p>Converting opportunity into reality: The entrepreneur should plan systematically to convert the opportunities into reality in the following manner.</p> <ul style="list-style-type: none"> • Through creativity and innovative ideas, products, services. • By acquiring technical and required skills • By collecting necessary information • By evaluating business opportunities through SWOT analysis 	

UNIT III

10Lecture Hours

It involves gathering information about a particular market followed by an analysis of that information to assess the buying behaviour, price and preferences and to identify the competitors. Developing a business plan: The entrepreneur has to prepare expected needs and projected results of the new business. It is a road map for a successful enterprise.

UNIT IV Hours

10 Lecture

Accumulating resources: An entrepreneur operates in a competitive environment. In order to complete effectively he must allocate resources efficiently. Three kinds of resources are available to the entrepreneur. They are human, material and financial. Financial preparation: It focuses on

- preparation of financial statements i.e., balance sheet, income statements, cash flow statements.
- preparation of operating budgets

Generating funds: Entrepreneur can obtain sources of funds from the following.

- Personal sources
- By issue of shares
- By raising loans from commercial banks and financial companies.

Legal issues: Entrepreneurs should have some knowledge about certain legal concepts that have implications for the business venture mostly related to

- inception of venture
- ongoing venture
- growth and continuity of venture

UNIT V Managing enterprises

10 Lecture Hours

Organizing production: Once the entrepreneur arranges the funds, he has to organize the production. Organizing production refers to making arrangements for purchase of machinery, appointment of workers, layout of plant, process, planning etc. It is the most crucial task for the future success of business. It is a great challenge to balance the activities of the organization and manage the growth. It requires both the tactical skill and abilities on the part of entrepreneur.

Reference Books:

1. Vasant Desai - Dynamics of Entrepreneurial Development and Management. HPH(2019)
2. Khanna - Entrepreneurial Development. S. CHAND (2018)
3. Rajeev Roy- Entrepreneurship, Oxford University Press

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam**Examination Scheme:**

Components	Internal	Attendance	Mid Term	End Term
Weightage (%)	30	00	20	50

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	
MGT308	Launching and Managing an Enterprise	CO1	0	3	2	0	0	2	0	0	1	0	
		CO2	3	0	0	1	2	0	1	1	1	0	
		CO3	0	0	3	1	2	2	1	0	0	0	
		CO4	3	0	2	0	2	0	1	1	0	0	
		CO5	0	3	1	2	0	0	0	0	1	0	0
		AVG. CO	1.2	1.2	1.6	0.8	1.2	0.8	0.6	0.6	0.4	0	

MGT309	Business Intelligence: Concepts, Tools, and Applications	L	T	P	C
Version 1.0	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure					
Co-requisites	--				
Academic Year	2023-24				

Course Description:

This course provides an in-depth understanding of Business Intelligence (BI) concepts, tools, and techniques essential for decision-making in businesses. It explores data integration, analysis, visualization, and the use of BI tools for organizational strategy. Students will learn to implement BI solutions to derive actionable insights and drive business growth.

Course Outcomes (COs):

Upon successful completion of the course, students will be able to:

- CO1:** Explain the fundamental concepts and significance of Business Intelligence in modern organizations.
- CO2:** Analyze and process large datasets using data warehousing and data mining techniques.
- CO3:** Apply BI tools and technologies to support data-driven decision-making.
- CO4:** Design dashboards and visualizations to present insights effectively.
- CO5:** Evaluate the impact of BI on business processes and strategy formulation.

Course Content and Lecture Hours:**Module 1: Introduction to Business Intelligence (8 Hours)**

- Definition, importance, and scope of BI
- The role of BI in decision-making
- BI vs. Data Analytics vs. Data Science
- Case studies on BI applications in industries

Module 2: Data Warehousing and ETL Process (10 Hours)

- Fundamentals of data warehousing
- ETL (Extract, Transform, Load) process
- Data integration and cleaning techniques

- Star schema and snowflake schema

Module 3: Data Mining and Predictive Analytics (12 Hours)

- Basics of data mining and its significance
- Techniques: clustering, classification, and association rules
- Predictive analytics: concepts and applications
- Tools for data mining and predictive modeling

Module 4: Business Intelligence Tools and Technologies (12 Hours)

- Overview of BI tools: Tableau, Power BI, QlikView, etc.
- Reporting and querying tools
- Online Analytical Processing (OLAP)
- Real-time BI

Module 5: Data Visualization and Dashboards (10 Hours)

- Principles of effective visualization
- Designing interactive dashboards
- KPIs and performance metrics in BI
- Hands-on sessions with BI tools

Module 6: Strategic Applications of BI (8 Hours)

- BI for performance management
- BI in customer relationship management (CRM)
- Ethical considerations and challenges in BI implementation
- Future trends in BI

Reference Books:

1. **Ramesh Sharda, Dursun Delen, Efraim Turban** - *Business Intelligence and Analytics: Systems for Decision Support*, 10th Edition, Pearson Education.
2. **David Loshin** - *Business Intelligence: The Savvy Manager's Guide*, 2nd Edition, Morgan Kaufmann.
3. **Cindi Howson** - *Successful Business Intelligence: Unlock the Value of BI & Big Data*, 2nd Edition, McGraw-Hill.
4. **Mike Biere** - *The New Era of Business Intelligence*, 1st Edition, IBM Press.
5. **Galit Shmueli, Nitin R. Patel, Peter C. Bruce** - *Data Mining for Business Analytics: Concepts, Techniques, and Applications in R*, Wiley.

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam

Examination Scheme:

Components	Internal	Attendance	Mid Term	End Term
Weightage (%)	30	00	20	50

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	
MGT309	Business Intelligence: Concepts, Tools, and Applications	CO1	1	3	2	1	0	2	0	0	1	0	
		CO2	0	0	3	1	2	0	0	0	0	1	0
		CO3	3	0	0	1	2	2	0	0	0	0	0
		CO4	0	3	2	0	2	0	0	0	1	0	0
		CO5	0	0	1	2	3	0	0	0	1	0	3
		AVG. CO	0.8	1.2	1.6	1	1.8	0.8	0	0.4	0.4	0.6	

MGT310	Digital Marketing	L	T	P	C
Version 1.1	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Understanding marketing				
Co-requisites	--				
Academic year	2023-24				

Course objectives:

1. To develop fundamentals idea of Digital marketing.
2. The course will help to learn different digital marketing techniques in modern business environment.
3. The course should develop idea on the application of various digital marketing policies.

Course Outcomes

On completion of this course, the students will be able to:

CO1: Understand basic concept of digital marketing and its application in business.

CO2: Various components of digital marketing and its application in business

CO3: Appraise the application of digital marketing strategy and digital marketing mix

CO4: Understanding how to create a website in different aspects of business CO5:

Understanding Ad words and various digital advertise process in practical

CO5: Understand of E-retailing, E-retail activities, Implications for e-retail marketing strategy

Course Description:

When small businesses get started, their focus is often on how to get their first group of customers through the door. They may rely on traditional forms of advertising, such as print ads and coupon mailers or even big signs on the side of the road. They may trust that since they know they offer a good product or service, it's only a matter of time until customers will find their way to them. While this strategy may bring in a trickle of business, there is a better and easier way. Small businesses should consider the huge marketplace of prospects online. No small business, no matter how new, should overlook this vast marketplace. The group of potential customers that are found online is a much larger group of people than you are likely to be able to attract locally. Using digital marketing, you can reach an enormous audience in a way that is both cost-effective and measurable.

Course Structure

Unit I

[10 L]

Concept, significance, nature, objectives and scope of digital marketing, applications of digital marketing, stages of digital marketing, impact of digital marketing on society and business, Digital marketing Vs Traditional Marketing.

Unit-II:

[10 L]

Internet Micro Environment, Different Components, Marketplace, Customers, Online buyer behavior, competitors, suppliers. Internet Macro Environment, Social Factors, Legal issues,

Technological factors, Economic factors, political factors.

Unit-III: [10 L]

Digital marketing strategy, scope, integrated digital marketing, Channel marketing strategy, Internet and Marketing Mix, Strategic Goal setting, Strategy formulation

Unit-IV: [10 L]

Identification of Website Types, Selection of template, Edit Website, Content writing, Publish website

Unit-V: [10 L]

Ad words overview, Introduction, Signup, concept of Display Ad, Video Ad, Shopping Ad

Unit-VI: [10 L]

Online customers, E-retailing, E-retail activities, Implications for e-retail marketing strategy, B2B e-context, commercial exchanges, Trading relationship, digital marketing

Text Book(s):-

TH 1: Alan Charlesworth : Digital Marketing: A Practical Approach, Routhledge Taylor and Francis Group

TH 2: Dave Chaffy, Fiona E Chadwick, K Johnston, R Mayer Internet Marketing : Strategy, Implementation and Practices , Pearson

TH 3: Raghevendra K and Shruthi Prabhakar Digital Marketing

Project:

The class will be divided into Groups consist of 5 members. Each Group will select a company of their choice respect to study the Digital Marketing of the Particular Company. The Project will be brief in the session 9. Each group will present before all student as a result all students should have idea of Digital Marketing.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Mid Term	Attendance	Class Assessment	End Term
Weightage (%)	20	00	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	
MGT310	Digital Marketing	CO1	0	0	2	0	0	2	0	0	1	0	
		CO2	0	0	0	1	2	0	0	0	1	0	
		CO3	0	0	0	1	2	2	0	0	0	0	3
		CO4	0	0	2	0	2	0	0	1	0	0	
		CO5	3	0	1	2	0	0	0	1	0	0	
		CO6	0	1	0	2	0	0	2	1	1	0	
		AVG. CO	0.6	0	1	1.5	2	2	2	2	1	1	0.6

1=weakly mapped
 2= moderately mapped
 3=strongly mapped

SEC155	Research Methodology	L	T	P	C
Version 1.1	Contact Hours - 60	2	0	0	2
Pre-requisites/Exposure	Understanding Basic Concept of Research				
Co-requisites	--				
Academic year	2023-24				

Course Objectives

1. To provide understanding and learning fundamental concepts in the field of Business Research.
2. To get detail idea how to design research in relation to various business Problem.
3. To equip the students with research tools to conduct research and analysis for effective decision making.
4. To explore in the area of proposal writing and report preparation.

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

CO 1- Discuss basic concept of research methodology, identification of problem etc.

CO 2- Recognize and develop on understanding of qualitative and quantitative research.

CO3- Identify different Concept of Measurement and Levels of measurement and hypothesis testing.

CO 4- Demonstrate different statistical tools with different business problems

CO 5: Develop knowledge and skills on writing of research report

Course Description:

In present market scenario business decision can be taken on concrete practical evidences. Research methodology is an important subject for every business professional to take a fact based decision for the organization. It is fundamental subjects for the business that are making their business in analytics based decision making. This course will help the students to get knowledge on identification of research problem in relation to various business problems, design of problem, collection of information, development of questionnaire, analysis of the data by using different statistical tools.

Course Contents:

UNIT I: 14 Hrs

Introduction: Concept of Research and Its Application in Various Functions of Management, Types of Research, Types of Business Problems Encountered by the Researcher, Problems and

Precautions to the Researchers.

Process of Research: Steps Involved in Research Process. Research Design: Various Methods of Research Design, Collection of Data.

UNIT II: 10 Hrs

Concept of Sample, Sample Size and Sampling Procedure, Various Types of Sampling Techniques, Determination and Selection of Sample Member, Types of Data: Secondary and Primary, Various Methods of Collection and Data,

UNIT-III: 12 Hrs

Preparation of Questionnaire and Schedule, Types of Questions, Sequencing of Questions, Check Questions, Length of Questionnaire, Precautions in Preparation of Questionnaire and Collection of Data. Measurement and scaling techniques.

UNIT- IV: 14 Hrs

Unit- Analysis of Data: Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance, Use of SPSS / Excel in Data Analysis, Testing of hypothesis- mean, proportion, variances; Application and Analysis of Variance (ANOVA). Measurement and Central Tendency, Measure of Dispersion and their Advantages.

UNIT V 8 Hrs

Report Preparation: Types and Layout of Research Report, Precautions in Preparing the Research Report. Bibliography and Annexure in the Report: Their Significance, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons.

Suggested Readings:

1. Kothari C R – Research Methodology Methods & Techniques (New Age International Publishers)
- 2 Saunders - Research Methods for Business students (Prentice hall, 2nd Edition, 2007)
2. Cooper and Schindler - Business Research Methods (Tata McGraw Hill, 9th Edition)

**Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam
Examination Scheme:**

Components	Internal	Attendance	Mid Term	End Term
Weightage (%)	30	00	20	50

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
SEC155	Research Methodology	CO1	3	0	2	0	0	2	0	0	1	0
		CO2	0	3	0	1	2	0	0	0	1	0
		CO3	0	0	3	1	2	2	0	0	0	0
		CO4	3	0	2	0	2	0	0	1	0	0
		CO5	0	0	1	2	3	0	0	1	0	0
		AVG. CO	1.2	0.6	1.6	0.8	1.8	0.8	0	0.4	0.4	0

MGT311	Operations Management	L	T	P	C
Version 1.0	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Basic Calculation Skills				
Co-requisites	--				
Academic Year	2023-24				

Course Objectives

- To understand the basic concepts and theories of production management.
- To gain a deeper insight of production management, planning and quality assurance.
- To expand individual knowledge of production management principles and practices.
- To apply operations management concepts and their influence on business decisions.

Course Outcomes:

On completion of this course, the students will be able to:

- CO1. Discuss the fundamental concepts of Production and Operations Management.
- CO2. Recognize the different techniques in Production Planning and Control.
- CO3. Evaluate the importance of work-motion study and plant/facility layout.
- CO4. Illustrate quality assurance in production and operations management.

Course Description:

Production and Operations Management deal with the processes that transform the inputs of an organization into final goods (or services) through a set of defined, controlled and repeatable policies. This course emphasizes the concepts and practices of managing production and operations in contemporary organizations. This course provides an introduction to the field of production and operations management. The course is designed to highlight the practical and applied techniques which can improve the

organization's overall quality and productivity. All the lectures contain a blend of discussions on basic theories and advanced topics, focusing on practical implementation of knowledge. Classes will be conducted by lecture as well as power point presentation as per requirement. The tutorials will familiarize the students with practical problem-solving techniques. Students will be able to gain a strong understanding of the course via theoretical sessions, case study discussions, problem solving and discussions with the coordinator.

Course Structure:

Unit I: [15L]
 Introduction of Production Management: Production Management, Productivity, Capital Productivity, Labour Productivity, Personnel Productivity, Training.
 Introduction to Operations Management: Introduction, Operations Management and Strategy, Tools for Implementation of Operations, Industry Best Practices.

Unit II [15L]
 Product Planning and Control: Production Planning and Control –Models, Process Planning, Aggregate Planning, Scheduling, Data Encryption, Cryptography, Public key, Private key, Computer network-concept, LAN, WAN, Intranet, Extranet, Strategic use of Internet, WWW in marketing.

Unit III [20L]
 Work, Motion Study and Plant Layout: Work Study, Motion Study, Work Measurement, Work Sampling, Work Environment, Relationship between Time & Motion Study to work study.
 Facility or Layout Planning and Analysis: Introduction, Objectives of Layout, Classification of Facilities, Basis for Types of Layouts, Why Layout decisions are important, Nature of layout problems, Redesigning of a layout, Evaluating Plant Layouts, Assembly Line Balancing, Material handling, Symptom of material handling, Objectives and principles of material handling, Types of material handling equipment.

Unit IV [10L]
 Quality Assurance: Quality Assurance, Acceptance Sampling, Statistical Process Control, Total Quality Management, Maintenance Management, Towards TQM, ISO 9000 as a Platform, Working with Intranet, Total Productive Maintenance (TPM), Kaizen , JIT.

Text Books:

- S.A.Kumar, N. Suresh, Production and Operations Management (With Skills Development, Caselets and Cases), New Age International Publishers.
- P. Rama Murthy, Production and Operations Management, New Age International,
- L.C. Jhamb, Production & Operation Management, Everest Publication
- R.S. Russel, B.W. Taylor, Operations Management Creating Value Along The Supply Chain, John Wiley & Sons Inc.

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Examination

Examination Scheme:

Components	Mid Term	Attendance	Class Assessment	End Term
Weightage (%)	20	00	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT311	Operations Management	CO1	2	2	3	1	2	2	0	1	0	1
		CO2	1	2	0	2	3	0	0	1	0	0
		CO3	1	3	2	0	2	2	3	1	1	0
		CO4	2	2	3	0	0	0	0	1	0	0
		AVG. CO	1.5	2.25	2	0.75	1.75	1	0.75	1	0.25	0.25

1=weakly mapped
2= moderately mapped
3=strongly mapped

MGT312	International Business	L	T	P	C
Version 1.0	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	--				
Co-requisites	--				
Academic Year	2023-24				

Course Objectives:

1. This course provides an overview of the importance of international business and trade in the global economy.
2. Students will learn various international trade theories.
3. It explores the factors that influence success in international markets.
4. Students will learn about the techniques and strategies associated with marketing, distribution, and managing international business effectively.
5. Will learn various tariff and non-tariff barriers in trade; trade agreements, objectives and its impact international business.

Course Outcomes

On completion of this course, the students will be able to

CO1. Recognise the concepts of international business and international trade theories

CO2. Understanding globalization and its effects on international business.

CO3. Getting familiar with the operational environment of international business in foreign market.

CO4. Understanding marketing challenges in international market and adapting to these challenges.

CO5. Familiarity with tariff and non-tariff barriers, role of WTO and regional trade agreements.

Course Description:

Globalisation and information technology along with adapted mindset and attitude of the people brought paradigm shifts in international business by removing the boundaries among the countries, cultures, industries as well as disciplines that transformed the international business as a distinct discipline. These shifts brought vibrant changes among the international as well as domestic business houses. Learn about the fundamentals of international business and the global economy. Students will acquire an appreciation of the different dimensions of the global economy, understand the drivers of global business, analyse the main economic

and business organisations which facilitate global business. This course is designed to include conventional lecture sessions with other modern teaching techniques such as case study, class assignments, continuous evaluation tests, and presentation on international business of a domestic company.

Unit 1: **15 Lecture Hours**

Business, Trade and the Economy: Terminology, Concepts and Business Communications Practices, The Importance of International Business, The Impact of International Business on India. Introduction to International Trade Theory: Mercantilism, Absolute Cost Advantage Theory, Comparative Cost Advantage Theory, Porter's Diamond of Advantage Theory and international Interdependence

Unit II: **10 Lecture Hours**

Global Environment for Business: Globalization and its effects on Business, Factors Influencing Participation in International Business, Foreign Market selection process. Foreign market Entry modes: Franchising, Exporting, Licensing, International Agents, International Distributors, Cross Border Mergers & Acquisitions, Strategic Alliances, Joint Ventures

Unit III: **10 Lecture Hours**

Factors Influencing Success in International Markets: Cultural Factors, Political, Economic, and Geographic Factors, Avoiding & Managing Common Mistakes & Problems, India's International Competitiveness.

Unit IV: **10 Lecture Hours**

Marketing Challenges, Approaches and Distribution: Marketing Challenges in international market, Marketing Approaches, Logistics & Global Distribution network.

Unit V: **15 Lecture Hours**

Understanding Integrations: Tariff and Non-Tariff barriers, General Agreement on Trade and Tariffs (GATT), General Agreement on Trade and Services (GATS). Understanding Functions of: Global Integrations- WTO. Regional Integrations: European Union (EU), North American Free Trade Agreement (NAFTA), South Asian Association for Regional Cooperation (SAARC).

Reference Books

1. Daniels, J.D., Radebaugh L.H., Sullivan D.P. & Prashant Salwan (2019), International Business: Environments and Operations, Pearson Hall, Delhi
2. P. Subba Rao, International Business, Himalaya Publishing House
3. Svend Hollensen and Madhumita Banerjee, Global Marketing, Pearson
4. Charles W L Hill. And Arun Kumar Jain (20018), International Business: competing in the global market place, 6ed. Mc Graw-Hill

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	
MGT312	International Business	CO1	1	3	2	1	0	2	0	0	1	1	
		CO2	0	0	0	1	2	3	3	0	1	0	
		CO3	0	3	3	1	2	2	0	0	0	0	2
		CO4	1	1	2	3	2	0	0	1	0	0	
		CO5	1	3	1	2	0	0	0	1	0	0	
		AVG. CO	0.6	2	1.6	1.6	1.2	1.4	0.6	0.4	0.4	0.6	

1=weakly mapped
 2= moderately mapped
 3=strongly mapped

MGT316	Consumer Behaviour				L	T	P	C
Version 1.0	Contact Hours - 60				3	1	0	4
Pre-requisites/Exposure	--							
Co-requisites	--							
Academic Year	2023-24							

Course Objectives:

1. Proficient and knowledgeable about the various disciplines contribution in understanding buyer behaviour in a holistic manner.
2. Familiar with the advances in consumer research in deciphering buyer motivation, and behaviour (pre-purchase, purchase and post purchase), impact of social and cultural variables on consumption decisions)
3. Equipped with frameworks to analyse consumers' behaviour and use them in designing marketing strategies and in enhancing the effectiveness of marketing programmes.

Course Outcomes for

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

CO1- Discuss consumer Value Framework as a framework for understanding Consumer Behaviour in a marketing context.

CO2- Recognise behavioural pattern of the consumer in individual and group settings.

CO3- Identify behavioural changes of the consumers with changing in social- cultural status.

CO 4- Illustrate buying behaviours followed by marketers using different models of consumer behaviour.

Course Description:

Consumer behaviour is major concern for each and every student of marketing professionals. In this course student learn how to understand behavioural pattern of individual consumers and group. How perception and attitude changes in different situation. This course is a blending between theoretical

concept and case study and also research outcome. The learning process not only through class participation but with group discussion, case analysis, research finding, thought of expert in this area. The course also have some hands on training like CLV, Customer acquisition and retention which may help the students to do better customer prediction in terms of their buying pattern. Some real assignment will be given looking into the current topic.

Course Content:

Module 1 (15 Hours)

Consumer Behaviour- Introduction; Consumer Decision Making Process; value satisfaction and retention; Consumer research; Segmentation, targeting and positioning; Consumer behaviour models: Howard and Sheth, Nicosia and Engle and Blackwell model.

Module II (15 Hours)

Consumer as an individual – Consumer perception; Motivation; Consumer learning; Consumer attitude formation and change. CLV and its application.

Module III (15 Hours)

Consumer and cultural influences, Social class influences, Group influences and consumer behaviour, Reference group and opinion leadership.

Module IV (15 Hours)

Diffusion and adaptation of innovation; family life cycle; social standing and consumer behaviour, Consumer retention exercise in excel.

CASES:

1. Starbucks: Just who is their customers.
2. How "Maggi Noodles" tried to gain Trust via Digital Medium
3. Articles on behavioural models

Suggested Readings

TH-1- Schiffman, L G and Kamar, Consumer Behaviour , Pearson

TH-2- Schiffman, L G and Kanuk, L L Consumer Behaviour New Delhi, Prentice Hall of India,

TH-3 Suja Nair , Consumer Behaviour in Indian Perspective, Himalaya Publishing house.

TH-4- Kazmi S H H; Akthar, J; Consumer Behavior- Text and Cases, Excel Book

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam

Examination Scheme:

Components	Internal	Attendance	Mid Term	End Term
Weightage (%)	30	00	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT316	Consumer Behaviour	CO1	2	2	3	0	2	2	0	1	0	1
		CO2	0	1	0	2	3	0	0	2	0	0
		CO3	1	2	2	3	2	2	3	1	1	0
		CO4	2	1	1	1	3	0	0	0	0	0
		AVG. CO	1.3	1.5	1.5	1.5	2.5	1.0	0.8	1.0	0.3	0.3

1=weakly mapped

2= moderately mapped

3=strongly mapped

MGT317	Financial Institutions and Market	L	T	P	C
Version 1.1	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Understanding basic financial terms				
Co-requisites	--				
Academic year	2023-24				

Course Objectives:

1. To help the students develop understanding of the importance of money and concept of Indian Financial system.
2. To enable students to describe the components of a financial system and various instruments of money and capital market.
3. To provide the understanding of banking system prevalent in India.
4. To enable students to synthesize related information and evaluate financial markets and financial instruments helpful in risk management and the regulations with respect to them.

Course Outcomes

On completion of this course, the students will be able to:

CO1: Demonstrate a clear understanding of the concepts related to Indian Financial System

CO2: Take appropriate decisions related to financial market and Financial instruments

CO3: Understand current regulatory environment related to Capital and Money market and Banking system in India

CO4: Understand the Indian Financial System, its instruments for managing the risk and its usefulness for the economic development.

Course Description:

The main objective of Financial Institutions and Markets is to help students to acquire and develop understanding of the prevailing financial system in India and their regulatory framework. Understanding of the role and significance of different financial institutions and financial instruments in an economy and its development are elementary for the finance students. MBBA 867 Financial Institutions & Markets L T P C Version 1.0 2 0 0 2 Pre-requisites/Exposure Basic knowledge of business environment, macro economy and financial system Co-requisites Knowledge of basic terminology and banking system Money supply are critical in each aspects of management and equally so for the effective understanding of Indian economy. This course is designed primarily for students who are being exposed to the economy for the first time. This course covers the explanations about the financial system concepts in the Indian context. It details the financial institutions, financial instruments. The course also focuses on understanding of regulatory framework of various financial institutions in India. Classroom activities including lectures, discussions and case studies (topped up with role play) will be designed to encourage students to get involved, absorb and assimilate inputs. These activities will also be supplemented by group discussions, cooperative group solving problems, live projects, analysis of video cases

and debates. Class participation is a fundamental aspect of this course. Students will be encouraged to actively take part in all group activities and to give an oral group presentation. Students will be expected to interact with media resources, such as, web sites, videos, DVDs, and newspapers etc.

Course Structure

Unit I: Introduction to Indian Financial System **10 Hrs**

Introduction: Financial System and its Components – financial markets and institutions; Financial intermediation; Flow of funds matrix; Financial system and economic development; An overview of Indian financial system

Unit II: Financial Markets **10 Hrs**

Financial Markets: Money market – functions, organisation and instruments. Role of central bank in money market; Indian money market – An overview. Debt and Fixed Income Securities Market including bond market. Forex Market: An overview. Capital Markets – functions, organisation and instruments. Indian equity market – primary and secondary markets; Public Offerings; Private Placement; Role of stock exchanges in India. Commodities Market: An overview.

Unit III: Financial Institutions **10 Hrs**

Financial Institutions: Commercial banking – introduction, its role in project finance and working capital finance; Development Financial institutions (DFIs) – An overview and role in Indian economy; Life and non-life insurance companies in India; Mutual Funds – Introduction and their role in capital market development. Non-banking financial companies (NBFCs); Micro-finance organisations; Regional Rural Banks.

Unit IV: Derivatives Market **10 Hrs**

Derivative Markets: Concept and Functions of Derivative Markets; Participants of Derivative Markets; Different types of financial derivative instruments in India – Forwards, Futures, Options, Swaps and Swaptions

Unit V: Investor Protection **5 Hrs**

Investors Protection: Importance of Investors' Protection; Investors Grievances Regarding Stock Market Dealings; Structure of SEBI; Company Law Board; Role of Court in Investors' Protection; Role of Media in the Protection of Investors.

Unit VI: The Financial Market Irregularities **5 Hrs**

The market scams – Harshad Mehta Scam, Ketan Parekh Scam, The Chit Funds scam, Satyam Scams.

Text Book(s):-

1. The Financial System in India, S C Das, PHI Learning Pvt Ltd, New Delhi 24.
2. Indian Financial System, M Y Khan, Tata McGraw, New Delhi

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT317	Financial Institutions and Market	CO1	2	1	3	1	2	2	0	2	0	1
		CO2	0	1	0	2	3	0	0	1	0	0
		CO3	1	0	2	1	2	2	3	1	1	0
		CO4	0	2	0	3	1	0	0	0	0	0
		AVG. CO	0.8	1.0	1.3	1.8	2.0	1.0	0.8	1.0	0.3	0.3

1=weakly mapped

2= moderately mapped

3=strongly mapped

MGT318	Compensation & Rewards Management	L	T	P	C
Version 1.0	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Understanding of HRM function and practices				
Co-requisites	Understanding of strategic impact of HRM on business				
Academic Year	2023-2024				

Course Objectives

1. To learn basic compensation concepts and the context of compensation practice
2. To illustrate different ways to strengthen the pay-for-performance link
3. To learn the concepts of payment and employee benefits issues for contingent workers
4. To understand the Legal Framework of Employee Compensation
5. To learn some of the implications of strategic compensation and possible employer approaches to managing legally required benefits

Course Outcome

On completion of this course the students will be able to:

- CO1: Discuss and design a pay system that is consistent for employees within the organization (internal consistency).
- CO2: Develop a pay structure that will ensure that the firm is competitive with other similar firms (external competitiveness), and conduct a market survey to determine appropriate pay levels and administer a compensation system according to the firm's policies and the legal requirements.
- CO3: Analyse a variety of reward systems used to determine individual pay levels.
- CO4: Examine typical employee benefits components and systems, and describe in detail those that are legally required.

Course Description:

This course examines the full range of compensation topics with emphasis on how compensation systems will likely impact productivity, equity, and the firm's ability to recruit and keep highly skilled and motivated employees. Topics include: equity issues and requirements; design and use of wage and salary surveys; performance, merit and incentive pay systems; statutory and non-statutory employee benefit packages and systems; and administration of compensation systems. It includes an in-depth exploration of various compensation systems to establish policy formulation, internal/external equity, and legal requirements. Participants will develop competencies in salary surveys, and benefits administration.

Course Contents

Topics covered in this module include:

Unit I: Wage and Salary: Meaning and Concept of Wage and Salary; Objectives, Principles and Importance of Wage and Salary Administration; Theories of Wage and Salary; **Employee Reward System:** Concept, Components of Employee Reward, and Factors affecting the Rate of Pay.

[10 L]

Unit II: Wage and Salary Determination: Wage and Salary Structure, Essentials of a sound Wage and Salary Structure, Purpose & Types; Concept of Minimum Wages, Fair Wages, Living Wages: Need Based Wages, Dearness Allowance, Fringe Benefits, Bonus and Executive Compensation, Employees' Stock Options Plan with case studies (ESOP)

[10 L]

Unit III: Machineries for Wages and Salary Fixation: Wage Laws, Wage Boards, Pay Commission, Adjudication, Collective Bargaining etc., ILO Conventions and payment of wages in India.

[10 L]

Unit IV: Techniques for Fixation of Wage and Salary Levels: Concept (Basic Elements only): Job Analysis, Job Description, Job Specification, Job Evaluation, Work Study, Wage differential and salary survey and their applications (3 hours).

[10 L]

Unit V: Wage Payment System: Time Wage, Piece Wage, Balance Method; Wage Incentives: Meaning, Essentials of a Sound Incentive Plan, Types of Wage Incentive Plans, Indian Practices.

[10 L]

Unit VI: Legislation and Compensation: Payment of Wages Act, 1936; Minimum Wages Act, 1948; Equal Remuneration Act, 1976; **Other Legislations:** Payment of Bonus Act, 1965; Payment of Gratuity Act, 1971; Employee's Provident Funds; and Miscellaneous Provisions Act, 1952, ESI Act, 1948.

[10 L]

Suggested Readings:

Text Book(s):-

1. Belcher, D.W.: Wage and Salary Administration, Prentice Hall.
2. Dasgupta, A.K.: A Theory of Wage Policy, OUP.

Reference Book(s) & other resources:-

1. Armstrong, Michael: Employee Rewards, Kogan Page.
2. Armstrong and Murlis; Reward Management: A Handbook of Salary Administration, Kogan Page.
3. Sarma, A. M.: Understanding Wage System.
4. Henderson R.: Compensation Management – Rewarding Performance, Prentice Hall Inc.

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam

Examination Scheme:

Components	Internal	Attendance	Mid-Term	End-Term
Weightage (%)	30	00	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT318	Compensation & Rewards Management	CO1	2	2	3	0	2	2	1	1	1	1
		CO2	0	3	0	2	3	0	0	0	2	0
		CO3	1	3	2	0	2	2	3	1	1	0
		CO4	1	1	3	1	0	0	2	0	0	2
		AVG. CO	1.0	2.3	2.0	0.8	1.8	1.0	1.5	0.5	1.0	0.8

1=weakly mapped

2= moderately mapped

3=strongly mapped

MGT319	Designing and Configuring Business Model	L	T	P	C
Version 1.0	Contact Hours - 30	3	1	0	4
Pre-requisites/Exposure					
Co-requisites	--				
Academic Year	2023-24				

Course Objectives (COs)

By the end of this course, students will:

1. Understand the fundamentals of business model design and its role in organizational success.
2. Analyze and evaluate existing business models in various industries.
3. Develop innovative business models tailored to specific market and organizational needs.
4. Use digital tools and frameworks for designing and configuring business models.
5. Assess the impact of environmental, social, and governance (ESG) factors on business models.

Course Description:

This course equips students with the knowledge and tools to design, evaluate, and configure innovative business models tailored to dynamic market environments. It emphasizes critical thinking, creativity, and the application of modern frameworks to craft sustainable and competitive business models. Students will learn to align business strategies with operational systems, integrate digital solutions, and adapt models to emerging trends like globalization and technological advancements.

Course Outcomes (COs):

1. **CO1:** Understand the fundamentals of business models and their components.
2. **CO2:** Analyze existing business models and identify opportunities for innovation and improvement.
3. **CO3:** Design sustainable and scalable business models using theoretical frameworks and real-world examples.
4. **CO4:** Configure business models to align with organizational goals, leveraging technology and data-driven insights.
5. **CO5:** Evaluate the effectiveness of business models in achieving strategic and operational objectives.

Course Content:

Module 1: Introduction to Business Models: Definition, Components, and Importance of Business Models. Business Model vs. Strategy. Examples of Successful Business Models. (6 Lecture)

Module 2: Business Model Frameworks: Business Model Canvas, Value Proposition Design, Lean Canvas. Analysis of Key Activities, Resources, and Partnerships (10 Lecture)

Module 3: Digital Transformation and Business Models: Impact of Technology on Business Models. Configuring Models for E-commerce and Digital Platforms. Case Studies. (8 Lecture)

Module 4: Designing Business Models: Tools and Techniques for Designing Business Models. Prototyping and Testing Business Models. Innovation in Business Model Design. (10 Lecture)

Module 5: Evaluating Business Models: Criteria for Sustainability and Scalability. Risk Analysis and Mitigation. Performance Metrics. (8 Lecture)

Module 6: Case Studies and Practical Applications: Industry-specific Business Model Analysis. Group Projects: Design and Present a Business Model. (8 Lecture)

Reference Books:

1. Osterwalder, A., & Pigneur, Y. *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers*. Wiley.
2. Johnson, M. W. *Seizing the White Space: Business Model Innovation for Growth and Renewal*. Harvard Business Review Press.

3. Blank, S., & Dorf, B. *The Startup Owner's Manual: The Step-by-Step Guide for Building a Great Company*. K&S Ranch.
4. Ries, E. *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses*. Crown Business.
5. Christensen, C. M., Raynor, M. E., & McDonald, R. *The Innovator's Solution: Creating and Sustaining Successful Growth*. Harvard Business Review Press.

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam

Examination Scheme:

Components	Internal	Attendance	Mid-Term	End-Term
Weightage (%)	30	00	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	
MGT319	Designing and Configuring Business Model	CO1	1	0	2	3	0	2	0	1	1	0	
		CO2	0	3	0	1	2	0	1	0	1	0	
		CO3	0	0	3	1	2	2	0	0	0	0	1
		CO4	0	3	2	3	2	0	0	1	0	0	1
		CO5	2	0	1	2	3	0	1	1	1	0	0
		AVG. CO	0.6	1.2	1.6	2	1.8	0.8	0.4	0.6	0.4	0.4	0.4

1=weakly mapped

2= moderately mapped

3=strongly mapped

MGT320	INTRODUCTION TO DATA ANALYTICS USING SPREADSHEET	L	T	P	C
Version 1.0	Contact Hours - 30	3	1	0	4
Pre-requisites/Exposure	Basic Calculation Skills				
Co-requisites	--				
Academic Year	2023-24				

Course Objectives

1. To understand the basic concepts and theories of descriptive analytics.
2. To gain a deeper insight of predictive analytics and regression techniques.
3. To expand individual knowledge of supervised and unsupervised learning techniques.
4. To understand time series forecasting and its applications.

Course Outcomes:

On completion of this course, the students will be able to:

CO1: Discuss the fundamental concepts of descriptive analytics, probability and sampling.

CO2: Explain predictive analytics with the help of different regression techniques.

CO3: Evaluate the use of different Supervised and Unsupervised techniques.

CO4: Illustrate the importance of time series forecasting and relevant applications.

Course Description:

The concept of data and analytics is now part of the business lexicon. Organisations are integrating data science and analytics in their operations and have already seen big wins. Yet only a minority of business managers have perfected the practice of using data to manage information and performance. This course will provide an overview of various data analysis tools which are available to business managers to solve a wide variety of business problems.

Course structure:

UNIT –I Introduction to Data Analytics: 10 Hrs

Introduction to business analytics: Descriptive analytics: Data types and Scales, Population and sample, Measures of central tendency, Measures of variation, Measures of shape, Data visualization; Sampling Methods, Introduction to probability: Fundamental concepts in probability, Normal distribution, Central limit theorem, Estimation of population parameters; Confidence Intervals; Hypothesis Testing: One tailed and two tailed test, Type I error and type 2 error.

UNIT- II Introduction to Predictive Analytics: 8 Hrs

Introduction to predictive analytics, Simple linear regression: Simple linear regression model building, Estimation of parameters, Interpretation of simple linear coefficients, Validation of simple linear regression model, Outlier analysis. Simple Linear regression and multiple linear regressions for prediction. Logistic Regression (Supervised learning): Introduction and Model building, Model Diagnostics, Classification table

UNIT- III Advanced Concepts in Machine Learning: 7 Hrs

Decision Tress (Supervised learning): Introduction and Model building, Clustering (Unsupervised learning): Introduction to unsupervised learning, Distance and dissimilarity measures in clustering, Clustering algorithm K Mean and Hierarchical.

Unit- IV: Time Series Forecasting: 5 Hrs

Forecasting Techniques: Time series modeling, Forecasting Techniques and Forecasting Accuracy, Moving average method.

Reference Books:

TH 1. U. Dinesh Kumar: Business Analytics

TH 2. David S. Rubin & Levin: Statistics for Management

Project:

The class will be divided into Groups consisting of 5 members each. Each group will be given a topic which will analyze one real life scenario. The Group will have to collect data based on a survey/from social-media and then they will have to analyze the data based on the queries taught during the sessions. Each group will present before all student as a result all students should have an idea of different real life scenarios and how to analyze the data.

Modes of Evaluation: Quiz/Assignment/presentation/Written Examination**Examination Scheme:**

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)**Relationship between the Course Outcomes (COs) and Program Outcomes (POs)**

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT320	Introduction to Data Analytics using spreadsheet	CO1	1	1	3	0	2	2	0	0	0	1
		CO2	1	1	3	2	3	0	0	0	0	1
		CO3	0	1	2	3	2	2	3	1	1	0
		CO4	0	3	0	0	0	3	0	0	0	0
		AVG. CO	0.5	1.5	2.0	1.3	1.8	1.8	0.8	0.3	0.3	0.5

1=weakly mapped

2= moderately mapped

3=strongly mapped

MGT321	Customer Relationship Management in Digital Age	L	T	P	C
Version 1.0	Contact Hours - 30	3	1	0	4
Pre-requisites/Exposure					
Co-requisites	--				
Academic Year	2023-24				

Course Objectives:

1. T
o understand the concepts and

significance of CRM in building customer loyalty and long-term relationships.

2. To analyze the role of technology in CRM, with a focus on digital platforms and tools.
3. To develop skills in using data analytics for effective customer segmentation and targeting.
4. To explore CRM strategies in enhancing customer experience and business growth.
5. To evaluate emerging trends in digital CRM, including AI, chatbots, and omnichannel communication.

Course Outcomes (COs):

After completing the course, students will be able to:

CO1. Explain the principles and importance of CRM in the digital context.

CO2. Apply digital tools and technologies for managing customer relationships effectively.

CO3. Develop strategies for customer acquisition, retention, and engagement.

CO4. Utilize customer data analytics for decision-making and personalized marketing.

CO5. Critically assess the impact of emerging digital trends on CRM practices.

Course Description:

This course provides an in-depth understanding of CRM with a focus on digital transformations. Students will learn how businesses leverage technology to enhance customer relationships, improve satisfaction, and drive profitability. The course integrates theoretical knowledge with practical applications, emphasizing data-driven decision-making, customer lifecycle management, and the use of cutting-edge CRM software.

Course Content:

Module 1: Introduction to CRM

(8 Hours)

Definition, Importance, and Evolution of CRM, Customer Lifecycle Management, Benefits and Challenges of CRM in the Digital Age

Module 2: CRM Strategy and Framework

(10 Hours)

Developing a CRM Strategy, Customer Segmentation and Targeting, Customer Retention and Loyalty Programs

Module 3: Digital Tools and Technology in CRM

(12 Hours)

CRM Software and Platforms: Salesforce, HubSpot, Zoho, Social CRM and Social Media Integration, AI and Machine Learning in CRM, Mobile and Cloud CRM

Module 4: Data Analytics for

CRM (10 Hours)

Role of Big Data in CRM, Customer Insights and Predictive Analytics, Personalization and Recommendation Systems, Module 5: Enhancing Customer Experience (10 Hours), Omnichannel Communication Strategies, Customer Feedback Management, Managing Customer Complaints and Service Recovery

Module 6: Emerging Trends in Digital CRM (10 Hours)

Chatbots and Conversational AI, Blockchain for Customer Data Security, CRM in E-commerce and Digital Marketing

Module 7: Case Studies and Applications

(10 Hours)

Case Studies on Successful Digital CRM Implementations, Challenges and Best Practices in Digital CRM, Group Projects and Presentations

Reference Books:

1. Customer Relationship Management: Concepts and Technologies by Francis Buttle and Stan Maklan
2. Digital Customer Experience: Transforming Customer Journeys for Competitive Advantage by Tim Hughes and Adam Gray
3. CRM at the Speed of Light: Social CRM Strategies, Tools, and Techniques by Paul Greenberg
4. Big Data-Driven Customer Relationship Management by Yiyong Zhang and Ling Zhou
5. Social Media Marketing and CRM in a Digital World by Gini Graham Scott

Modes of Evaluation: Quiz/Assignment/presentation/Written Examination

Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT321	Customer Relationship Management in Digital Age	CO1	1	1	2	0	0	3	0	1	1	1
		CO2	1	3	0	1	2	0	0	0	1	0
		CO3	1	0	3	1	2	2	1	0	0	1
		CO4	0	1	2	0	2	3	0	1	0	0
		CO5	0	3	1	2	0	0	1	1	0	0
		AVG. CO	0.6	1.6	1.6	0.8	1.2	1.6	0.4	0.6	0.4	0.4

1=weakly mapped

2= moderately mapped

3=strongly mapped

SEC156	Team Management	L	T	P	C
Version 1.1	Contact Hours - 60	2	0	0	2
Pre-requisites/Exposure	Basic knowledge on Group				
Co-requisites	Concepts of Management & Group Development				
Academic Year	2023-2024				

Course Description

This course focuses on the essential skills and strategies required for effective team management in organizations. It explores team dynamics, leadership styles, conflict resolution, and strategies to foster collaboration and productivity. Through case studies, group activities, and discussions, students will learn to build and lead high-performing teams.

Course Objectives

1. To understand the fundamentals of team dynamics and management.
2. To develop skills for building, leading, and motivating teams.
3. To explore strategies for managing conflict and ensuring collaboration.
4. To learn to align team goals with organizational objectives.
5. To equip students with tools for enhancing team performance and cohesion.

Course Outcomes

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

- CO1. Explain the principles of team dynamics and their impact on performance.
- CO2. Apply leadership and communication techniques to manage teams effectively.
- CO3. Resolve conflicts within teams using structured approaches.
- CO4. Foster collaboration and align team goals with organizational objectives.
- CO5. Evaluate and improve team performance using appropriate tools and strategies.

Course Content

Module 1: Fundamentals of Team Management (6 hours)

Definition, characteristics, and importance of teams, Stages of team development (Tuckman model), Types of teams: Functional, cross-functional, virtual, and self-managed, Role of a team manager and key responsibilities.

Module 2: Building and Leading Teams (6 hours)

Identifying and leveraging individual strengths, Leadership styles and their impact on teams, Motivating team members and creating a shared vision, Fostering trust and collaboration within teams.

Module 3: Conflict Management in Teams (4 hours)

Sources of team conflicts, Techniques for conflict resolution (e.g., negotiation, mediation), Role of communication in managing conflicts, Turning conflicts into opportunities for growth.

Module 4: Enhancing Team Performance (4 hours)

Setting SMART goals for teams, Measuring and evaluating team performance, Techniques for building team cohesion, Tools for team management (e.g., Trello, Slack, Microsoft Teams).

Reference Books

1. "The Five Dysfunctions of a Team" by Patrick Lencioni.
2. "Teamwork and Teamplay" by Glenn Parker and Richard Hoffman.
3. "Leaders Eat Last" by Simon Sinek.
4. "The Wisdom of Teams" by Jon R. Katzenbach and Douglas K. Smith.
5. "Building Better Teams" by Robert Barner and Charlotte P. Barner.

Modes of Evaluation: Quiz/Assignment/presentation/Written Examination

Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
	Team Management	CO1	0	0	2	3	3	2	0	0	1	1
		CO2	1	3	0	1	2	0	0	0	1	0
		CO3	0	1	3	1	2	2	3	0	0	0
SEC156		CO4	1	1	2	3	2	0	0	1	0	0
		CO5	3	1	1	2	0	0	0	1	0	1
		AVG. CO	1	1.2	1.6	2	1.8	0.8	0.6	0.4	0.4	0.4

1=weakly mapped

2= moderately mapped

3=strongly mapped

MGT401	BUSINESS STRATEGY & POLICY	L	T	P	C
Version 1.1	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Basic knowledge on Functional areas of Management				
Co-requisites	Concepts of Management Functions				
Academic Year	2023-2024				

Course Objectives:

- To explore concepts of Business strategy, Policy, and strategic management process.
- The course will help to learn to frame Organisation's vision, mission, examine principles, techniques,
- Students will be introducing models of organisational and environmental analysis, discuss the theory and practice of strategy formulation and implementation.
- The course would enable the students to understand the principles of strategy formulation, implementation and control in organizations.

Course Outcomes

On completion of this course, the students will be able to:

CO- 1 Understand the basic concepts and principles of strategic Business analysis the internal and external environment of business.

CO-2 Develop and prepare organizational strategies that will be effective for the current business environment.

CO-3 Devise strategic approaches to managing a business successfully in a global context.

CO-4 Basic understanding of the nature and dynamics of the strategy formulation and implementation processes as they occur in complex organizations.

CO-5 Develop students to think critically and strategically. Understand the nature of services, and distinguish between products and services.

Course Structure:

Unit 1: [8L]

Business Strategy: Introduction, Concept of Business Strategy, Need for Business Strategy, Essentials of Effective Strategy, Effects of Inadequate Strategies, Functions of Business Strategies

Unit II: [8L]

Business Policy: Introduction, Definition of Business Policy, Factors influencing Business Policy, Business Policy vs. Strategy, Policy decisions and their impact on Business Strategies

Unit III: [10L]

Strategic Management: Introduction, Strategic Management – Definition, Meaning and Role, Objectives of Strategic Management, Benefits of Strategic Management, Importance of Strategic Management, Causes for failure of Strategic Management

Unit IV: [8L]

Strategic Management Process: Introduction, Strategic Management Process, Strategic Vision and the role of a Strategist, Criteria for Effective strategy, Role of Strategic Management in Policy Making

Unit V: [8L]

Strategic Analysis: Introduction, Strategic Analysis – definition, Need for Strategic Analysis & Environmental Scanning, Understanding environment of business for strategic analysis, Strategic thinkers & their contributions, Role of Strategic Analysis in Policymaking.

Unit VI: [8L]

Strategy Formulation: Introduction, Types of Strategies, Steps in Strategy Formulation, Core Competencies and their Importance in Strategy Formulation,

Unit VII: [6L]

Strategic Planning and Implementation: Introduction, Strategic Planning Process, Types of Strategies, Stability, Expansion or Growth, Mergers and Acquisitions, Activating Strategy, Issues in Strategy Implementation, Integrating the Functional Plan and Policies

Unit VIII: [4L]

Strategic Leadership: Introduction, Leadership Functions, Leadership Traits, Leadership Styles, Strategic Leadership and Competitive Advantage

Suggested Readings:

TH-1. Bartlett, C. A., Ghoshal, S., & Beamish, P. W. (2009). Transnational management: Text, cases & readings in cross-border management (6th ed.). London: McGraw-Hill

TH-2. Grant, R. M. (2010). Cases to accompany contemporary strategy analysis (7th ed.). London: John Wiley.

TH-3. Porter, M. E. (2004). Competitive strategy. (2004). New York: Simon & Schuster

TH-4. Prahalad, C. K., & Krishnan, M. S. (2008). The New Age of innovation: Driving co created value through global networks. New York: McGraw Hill.

Project:

The class will be divided into groups of five members each. Each group has to select an Organization. The project emphasis on Strategic analysis on the selected organizations. The group has to study SWOT Analysis , the different strategic implementation in the past and present. For the project student can use the sources like the company websites, interact with the company manager, interactions of the customers of the company concern and own experience with the company if any. The Project will be briefed in the 3rd session and required to complete by 30th session. After 15th session each group has to brief the progress

of their project. After one week of mid semester examination all groups are required to submit the final report. Each group will be assigned a date for presentation. Ten marks for presentation and 10 marks for presentation.

Modes of Evaluation: Quiz/Assignment/presentation/Written Examination Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
	Business strategy & policy	CO1	0	1	2	0	3	2	1	1	1	0
		CO2	0	1	3	1	2	0	1	0	1	0
		CO3	1	3	0	1	2	2	0	0	0	1
MGT401		CO4	1	0	2	3	2	0	0	1	0	1
		CO5	0	3	1	2	0	0	0	1	0	0
		AVG. CO	0.4	1.6	1.6	1.4	1.8	0.8	0.4	0.6	0.4	0.4

1=weakly mapped

2= moderately mapped

3=strongly mapped

MGT404	SERVICES MARKETING	L	T	P	C
Version 1.1	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Basic knowledge on Marketing Management				
Co-requisites	Concepts of Management Functions				
Academic Year	2023-24				

Course Objectives:

1. To provide an in-depth understanding of the unique challenges of service sectors in general in managing and delivering quality services in particular.
2. Students will be introducing to tools and strategies that address the service challenges.
3. The course will help to learn service operations like Services offerings, Price, Integrated marketing communications and distributions and its applications.

Course Outcomes

On completion of this course, the students will be able to:

CO- 1 Understand the nature of services, and distinguish between products and services.

CO- 2 Demonstrate knowledge on Extended services marketing mix and their application in

service sector.

CO- 3 Learn the major elements needed to improve the marketing of services like service GAPS and how to overcome.

CO- 4 How to provide service quality to customers by SERVQUAL model.

CO- 5 Develop an understanding of the roles of relationship marketing and customer service in adding value to the customer's perception of a service and marketing mix strategies for service sector.

CO- 6 Demonstrate integrative knowledge of marketing issues associated with service productivity, perceived quality, customer satisfaction and loyalty.

Course Description:

In today's economy, services comprise a substantial portion of the consumer marketplace. Consumers are exposed to an overwhelming number of services in various industries, such as Banking, Telecom, Retail, Transportation, Restaurant, health care services and software as a service. Service marketing is the promotion of economic activities by a company to individuals and business customers. It includes everything from office and car rentals to wellness treatments.

Course Content:

Unit-1: **10L**

Services Marketing Implications: Service Industry, Characteristics of Services, Service Marketing Mix. The GAPS Model of Service Quality: The customers Gaps, Providers Gaps.

Unit- II: **10L**

Service Consumer expectations: Consumer evaluation & decision
 Customer Perception of Services: Service quality, Service encounter

Unit- III: **10L**

Communication in Service Marketing: Service communication challenges, Strategies to match service promises with Delivery.

Unit- IV **10L**

Service Distribution: Service organizations, Distribution- Various Issues

Pricing of Services: Pricing, Profit concern,

Unit- V: **10L**

Managing Demand & Supply: Capacity, demand & Supply, Waiting lines,

Service Design, Standards & Evidence: Service design, Standards.

Unit- VI: **10L**

Services Delivery process & Recovery: Customer Complaint; Service switching & Recovery issues

CRM in Services: Relationships marketing, IT- Enhance CRM, Estimating CLTV

Text Books:

TH-1. Services marketing: Integrated customer focus Across the firm, Valarie A Zeithaml, Dwayne D Gremier, Mary Jo Bitner and Ajay Pandit; Mc Graw Hill. Companies

TH-2. Services Marketing, Concepts, Planning and implementation, Bhattacharjee, C; Excell

Project:

The class will be divided into groups of five members each. Each group has to select a service organization of their choice. The project emphasis on service operation of the selected organizations. The group has to study that organization thoroughly about the 7Ps of service marketing mix and operations. For the project student can use the sources like the company websites, interact with the company manager, interactions of the customers of the company concern and own experience with the company if any. The Project will be briefed in the 3rd h and required to complete by 30th session. After 15th session each group has to brief the progress of their project. After one week of mid semester examination all groups are required to submit the final report. Each group will be assigned a date for presentation. Ten marks for presentation and 10 marks for presentation.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:

Components	Mid Term	Attendance	Class Assessment	End Term
Weightage (%)	20	00	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT404	Services marketing	CO1	1	0	2	0	3	2	0	0	1	0
		CO2	1	3	0	1	2	0	0	0	1	0
		CO3	0	0	0	1	3	2	1	0	0	1
		CO4	0	3	2	0	2	0	1	1	0	2
		CO5	3	0	1	2	0	0	0	1	0	1
		CO6	0	1	3	2	0	0	2	1	1	0
		AVG. CO	0.8	1.2	1.3	1.0	1.7	0.7	0.7	0.5	0.5	0.7

1=weakly mapped

2= moderately mapped

3=strongly mapped

MGT405	Investment Management	L	T	P	C
Version 1.1	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Understanding basic financial terms				
Co-requisites	--				
Academic year	2023-24				

Course Objectives:

1. The objective of this course is to introduce the intuition and concepts of Investment analysis and portfolio management.
2. Two broad decisions have been taken by any investors: allocation of the total investment in available asset classes and how to select the assets within asset classes for investment. The decision of allocation and selection of investment assets is based on the trade-off between risk and return, availability of the risk mitigating tools and investment horizon with other parameters.
3. The aim of the course is to provide the theoretical underpinning of the subject with the implications in the real world.
4. The course will help the participants in developing skills required to conduct assessment of current issues covered by media and specialized journals.

Course Outcomes

On completion of this course, the students will be able to:

CO1: Explain the concept of financial instruments and explain how they work in detail, contrast key characteristics of given financial instruments, briefly recall important historical trends in the innovation of markets, trading and financial instruments

CO2: Apply key facts related to the historical return and risk of bond and equity markets

CO3: Analyze market microstructure and evaluate its importance to investors and the fundamental drivers of diversification as an investment strategy for investors

CO4: Integrate various financial concepts and apply them to give suggestions to investors regarding investment.

Course Description:

Investment philosophy suggests that investments have to be done in the best possible manner to get the best return within stipulated time and considering all the risks, be it individual or corporate. Investment professionals are key players in a dynamic and ever-changing business environment, encompassing key decisions on behalf of the investors. Classroom activities including lectures, discussions and case studies (topped up with role play) will be designed to encourage students to get involved, absorb and assimilate inputs. These activities will also be supplemented by group discussions, cooperative group solving problems, live projects, analysis of video cases and debates. Class participation is a fundamental aspect of this course. Students will be encouraged to actively take part in all group activities and to give an oral group

presentation. Students will be expected to interact with media resources, such as, web sites, videos, and newspapers etc.

Course Structure

Unit I : Introduction

4 Hrs

Financial markets and instruments Money and bond markets; Money market instruments; Bond market instruments; Equity markets; Equity instruments; Derivatives markets; Managed funds; Exchange traded funds; Exchange trading and over-the-counter trading; Clearing, settlements, margin trading, short sales and contingent orders; Regulation of financial markets.

Unit II: Fund Management

10 Hrs

Fund management and investment Historical mutual fund performance; Market efficiency and behavioral finance; Return based trading strategies; Performance of hedge funds; Statistical arbitrage.

Unit III: Market Microstructure

10 Hrs

Market microstructure Types of markets; Limit Order Markets; Bid-ask bounce (Roll); Adverse selection (Glosten-Milgrom); Optimal insider trading (Kyle); Market microstructure and investment analysis.

Unit IV: Portfolio Diversification

10 Hrs

Diversification Expected portfolio returns and variance; Utility functions and expected utility; Risk aversion; The mean-variance problem; the index model; Abnormal returns: Treynor-Black model; Factor models.

Unit V: Portfolio Immunization

10 Hrs

Portfolio immunization Bond math; Term structure of interest rates; Yield to maturity; Duration; Immunization of bond and equity portfolios.

Unit VI: Risk and Performance Measurement

10 Hrs

Risk and performance measurement Types of risk; Risk decomposition; Value-at-risk (VaR); Risk-adjusted performance measures; Performance measurement with changing portfolios (market timing).

Unit VII: Derivatives Market

6 Hrs.

Use of different Derivative Instruments to minimize market risk

Text Book(s):-

1. Investment Management by V.K. Bhalla
2. Financial Management by I.M.Pandey (Vikas Publication)

Modes of Evaluation: Quiz/Assignment/presentation/Written Examination

Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT405	Investment Management	CO1	2	1	3	0	2	2	0	1	0	1
		CO2	0	1	0	2	3	0	0	0	1	0
		CO3	0	3	2	0	2	2	3	1	1	0
		CO4	1	2	0	3	0	0	0	0	0	0
		AVG. CO	0.8	1.8	1.3	1.3	1.8	1.0	0.8	0.5	0.5	0.3

1=weakly mapped

2= moderately mapped

3= moderately mapped

MGT406	Performance Management Systems	L	T	P	C
Version 1.1	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Understanding of the function and practices of HRM				
Co-requisites	Understanding of strategic planning and intent				
Academic Year	2023-24				

Course Objectives:

The objective of the course is to inculcate among the students the ability to:

1. Design an organization's Performance Management Process that is compliant with law and supports organizational mission and strategy.
2. Compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems.
3. Employ job-related performance standards and performance indicators that reflect the employee's range of responsibilities.
4. Assess how increased employee involvement can contribute to effective performance and coach employees to identify career paths and resources available to support individual development.
5. Identify and communicate appropriate actions with employees (e.g. training and development, wage increase, promotion, bonus etc.) based on their performance strengths and weaknesses.

Course Outcomes:

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

CO 1: Understand the introductory concept and theoretical framework of Performance Management

CO 2: Understand the Performance Management Process & Appraisal Methods

CO 3: Understand Performance Planning, Potential Appraisal and Competency Mapping

CO 4: Understand the overall concepts of Compensation Management and Compensation related legislations

CO 5: Develop an understanding on Compensation Systems, Wage & Salary Administration, Incentives and Profit Sharing, etc.

Course Description:

This course examines the importance of an effective Performance Management System in helping organizations define and achieve short and long term goals. It explains and reinforces the concept that Performance Management is not a one-time supervisory event, but an ongoing process of planning, facilitating, assessing, and improving individual and organizational performance. In addition, the course emphasizes the importance of measuring the effectiveness of human resource activities that are designed to enhance individual and organizational performance.

Course Content:

Unit-I: Introduction to Performance Management: Perspective, Purpose, Principles of Performance Management; Relation of Performance Management with the other HR Processes: Link between Performance Management, Human Resource Development and Rewards Management; Theoretical framework of Performance Management.

[3 Lecture Hours]

Unit-II: Performance Management Process & Measurement: Process of Performance Management; Performance Management Cycle; Developing the person in the Role; Performance Coaching; Issues relating to measurement of results and behaviour; Collecting performance specific information; Performance Appraisal; Appraisal Methods (Traditional vs. Modern): Ranking, Forced Distribution, Paired Comparison, Check List, Critical Incident, Graphic Rating Scale, BARS, MBO, Human Resource Accounting, 360 degree Feedback: Uses, Rationale and Scope, Psychometric analysis, Assessment Center.

[10 Lecture Hours]

Unit-III: Performance Planning: Performance Management Planning Process; Evaluating the Performance Planning Process; Specific Issues relating to Team Performance Management; Concept of Potential Appraisal, Performance Appraisal and Potential Appraisal; Requirements for an Effective Potential Appraisal System; Understanding Competence and Competency; Issues in Competency Management; Competency Mapping: Approaches and Process; Competency Modeling and Competency Assessment, Key result areas (KRA), Skills inventory.

[5 Lecture Hours]

Unit - IV: Compensation Management: An Overview - Compensation & Non-compensation Dimensions, Extrinsic & Intrinsic Compensation, 3-P Concept in Compensation Management, Compensation as Retention Strategy, Significant Compensation Issues, Strategic Compensation, Organisational and External Factors Affecting Compensation Strategies, Compensation Policies; **Compensation Related Legislations:** Wage Laws, Fair Labour Standards Act (FLSA), Pay Discrimination, Disabilities Act, Occupational Safety & Health related Legislations.

[4 Lecture Hours]

Unit - V: Compensation Systems: Seniority Pay, Merit Pay, Incentive Pay, Person-Focused Pay; **Designing Compensation Systems:** Internal Consistency, Job Analysis, Job Evaluation, External Competitiveness, Constructing Pay Structure, Pay Level Mix; **Wage & Salary Administration:** Wage Concept, Wage Policy, Institutional Mechanisms for Wage Determination, Pay Commission, Wage Boards, Public Sector Pay Revision, ILO and Collective Bargaining, Union Role in Wage and Salary Administration; **Incentives:** Types of Incentive Schemes, Wage Incentive Plans, Prevalent Systems & Guidelines for Effectives Incentive Schemes, Non-Monetary Incentives; **Profit Sharing:** Cafeteria Style of Compensation, Equity & Bonus, Problems related to Equity & Bonus, Employee Stock Option Plan (ESOP).

[7 Lecture Hours]

Unit - VI: Benefits: Concept, Nature and Classification of Employee Benefits, Employee Benefit Programs, Strategic Perspectives on Benefits, Factors Influencing Choice of Benefit Program; **Rewards**

& Recognition: Concept of Reward Management, Developing Reward Policies, Reward Strategy, Developing Total Reward Approach, Reward Management in Service Sector, Total Reward Framework of Service Industries in India, Factors affecting Reward Management Policies in Service Sector, Process of Designing a Successful Reward Strategy; **Managerial Remuneration:** Concept and Elements of Executive Compensation, CEO-to-worker pay ratio, Remuneration Ceilings, Benchmark Compensation Package as per the Industry Standards; **International Compensation:** Expatriate Compensation and its Objectives, Elements of Expatriate's Compensation Package.

[8 Lecture Hours]

Unit - VII: Legally Required Discretionary Benefits Protection Programs: Income & Health, Paid Time Off & Other Services, Social Security Administration (SSA), Unemployment & Retirement, Medicare & Workers Compensation, Retirement Benefits; **Voluntary Retirement Scheme:** Concept of Voluntary Retirement Scheme (VRS), Approaches to Deal with Workforce Redundancy, Costs and Benefits to the Company, VRS for Public Sector Employees, Worker Adjustment and Retraining Notification Act (WARN); **Tax Planning:** Concept of Tax Planning, Role of Tax Planning in Compensation Benefits, Tax-efficient Compensation Package, Tax Implications of Employee Compensation Package to Employer, Fixation of Tax Liability, Salary Restructuring, Recent Trends in Taxation.

[8 Lecture Hours]

Text Books:

1. Rao, T.V.: Appraising and Developing Managerial Performance, Excel Books.
2. Sharma, Davinder,: Performance Appraisal and Management, Himalaya Publishing House.
3. Bhattacharya, D.K.: Compensation Management, Oxford University Press.
4. Henderson, R.I.: Compensation Management in a knowledge-based world, Pearson Education.

Reference Books:

1. Aguinis, H.: Performance Management, Pearson Education.
2. Chadha: Performance Management, Excel Books.
3. Armstrong, Michael, Baron: Performance Management, Jaico Publishers.
4. Robert Bacal: Performance Management, McGraw-Hill Education, 2007.
5. Rao, T.V.: Performance Management and Appraisal Systems: HR Tools for Global Competitiveness, Response Books, New Delhi, 2007.
6. Kohli, A.S., Deb T.: Performance Management, Oxford University Press.
7. Mulkovich, G.T. & Newmann, J.: Compensation planning, McGraw Hill Publication.
8. Singh, B. D.: Compensation and reward management, Excel Publication.

Project:

The student is required to identify and approach a company and study its Performance Management System and Performance linked Compensation. This is required to be done in coordination with the company's HR team member if possible. The objective of the project is to acquaint the students with the actual practices of Performance Management System and Compensation. Students are required to submit their project reports just after mid-semester examination. Each student is also required to present the work in the class such that all students have a clear idea of how Performance and Compensation are actually managed in the organizations.

Modes of Evaluation: Quiz/Assignment/presentation/Written Examination

Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	
MGT406	Performance Management Systems	CO1	0	3	2	0	0	2	0	0	1	1	
		CO2	1	0	0	1	2	3	1	0	1	0	
		CO3	1	3	0	1	2	2	0	0	0	0	1
		CO4	0	0	2	3	2	0	1	1	0	0	0
		CO5	0	3	1	2	0	1	0	1	0	0	0
		AVG. CO	0.4	1.8	1	1.4	1.2	1.6	0.4	0.4	0.4	0.4	0.4

1=weakly mapped

2= moderately mapped

3=strongly mapped

MGT407	Doing Business with Govt & Public Sector	L	T	P	C
Version 1.0	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Basic understanding of business				
Co-requisites	--				
Academic Year	2023-24				

Course Objectives:

1. To understand, compare and contrast public sector, private sector, charitable status and non-governmental (NGO and quasi-NGOs) forms of organization.
2. To learn performance, ownership and stakeholders (including lobby groups) and its influence in business.

Course Outcomes:

On completion of this course, the students will be able to:

CO1. Discuss Govt functioning for doing business.

CO2. Integrate knowledge of public sector undertaking in India from business perspectives.

CO3. Recognising concepts of corporate governance in the private sector.

CO4. Understanding private sector, charitable and non-governmental (NGO and quasi-NGOs) forms of organisation.

CO5. Recognising the lobby groups and their roles.

CO6. Make familiar with the stakeholders in public sectors.

Course Description:

The government and public sector are part of a country's economy that is effectively controlled by the government. This includes central government, state government as well as local government bodies. The public sector includes public companies, entities and public enterprises and services. An excellent example of the public sector is the Indian Railways. The Indian railway system is 100% owned and managed by the state. Now, these enterprises in the public sector need to be given some structure. They need clear ideas about their funding and their spending. We call this the organizing of the public sector. So depending on the nature of its operations the enterprise of the public sector can follow one of the following forms of organization: Departmental Organisation, Public/ Statutory Organisation and Government Organization. This paper will focus on how to deal with all these enterprises for doing business with them.

Course Content:

Module 1:

10 Lecture Hours

Public sector organizations and Government Departments. State Government owned Public Sector and Central Government owned Public sectors. State Government and Central

Government Departments -purchase procedures of these organizations. Ministry of Defense procurement, Banks, and Cooperative sectors procurement procedures.

Module II:

10 Lecture Hours

Agency in the Corporate Sector

One of the key concepts in corporate governance in the private sector is agency. This means that the people who manage a business do not own it, and in fact manage the business on behalf of their principals. It is said that management has an agency relationship with the principals in that they have a fiduciary duty to help the principals

achieve the outcomes that they (the principals) seek. In a private or public incorporated business organisation, the principals are shareholders and, in most cases, shareholders seek to maximise the long-term value of their shares. This is usually achieved by profitable trading and having strategies in place to enable the company to compete effectively in its competitive environment.

Module III

5 Lecture Hours

Forms of organisation

Public sector, private sector, charitable status and non-governmental (NGO and quasi-NGOs) forms of organisation'. The term 'third sector' is sometimes used to refer to charitable and non-governmental organisations. The public and private sector are the first and second sectors, though the order of these – which is the first and which is the second – varies with who is writing. The third sector comprises organisations that do not exist primarily to make a profit nor to deliver a service on behalf of the state. Rather, they exist primarily to provide a set of benefits that cannot easily be provided by either profit-making businesses or the public sector.

Module IV

10 Lecture Hours

Lobbying and lobby groups

In a democratic society, one in which political priorities are publicly debated and governments change with the collective will of voters, a range of external interests seek to influence public policy. In some cases, external interests coalesce around a certain opinion and it seems appropriate, to some, to campaign to influence government policy in favour of their particular vested interest. When organised specifically to attempt to influence government policy or the drafting of legislation (statute law), such interests sometimes 'lobby' politicians to try to get them to vote in the legislature in favour of their particular interest. These 'lobby groups' may attempt to influence in favour or against a wide range of issues and, although their activities are legal, some argue that they are not always helpful because it is thought by some that those that are the best funded will be the most likely to be heard.

Module V

10 Lecture Hours

Stakeholders in the public sector

Complexities of stakeholders for a private sector (ie business) as well as public sector organisations as business leaders are required in all sectors. Public sector organisations have, in many cases, an even more complex set of stakeholder relationships than some private sector businesses. Because most public sector activities are funded through taxation, public sector bodies have a complicated model of how they add value. For a private business, revenues all come from customers who have willingly engaged with the business and gained some utility for themselves in the form of benefit from goods or services.

With a government, however, taxation is mandatory and may be paid against the wishes of the taxpayer. Citizens of a country might disagree with the levels of taxation taken by a government, especially when a taxpayer sees most of his or her tax being spent on causes or services that mainly benefit others (and not themselves) and with which they may disagree.

Reference Books:

1. Public Sector Enterprises in India by P. K Jain, Seema

Gupta and Surendra S Yadav

2. Public Sector Enterprises in India: Evolution, Privatisation and Reforms by

Govind

Bhattacharj

ee

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam**Examination Scheme:**

Components	Internal	Attendance	Mid Term	End Term
Weightage (%)	30	00	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT407	Doing Business with Govt & Public Sector	CO1	1	0	2	3	0	2	0	0	1	1
		CO2	1	3	0	1	2	3	0	1	1	0
		CO3	3	0	0	1	3	2	1	0	0	0
		CO4	0	3	2	0	2	0	1	1	0	0
		CO5	0	0	1	2	3	0	0	1	0	1
		AVG. CO	1	1.2	1	1.4	2	1.4	0.4	0.6	0.4	0.4

1=weakly mapped

2= moderately mapped

3=strongly mapped

MGT408	SQL and Data Warehousing	L	T	P	C
Version 1.0	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	SQL Fundamentals, Data Warehousing Concepts.				
Co-requisites	--				
Academic Year	2023-24				

Course Outcome (CO):

- **CO1:** Demonstrate the ability to write and optimize SQL queries to extract, manipulate, and analyze data from relational databases.
- **CO2:** Design and implement relational databases and apply normalization techniques to ensure data integrity and efficiency.
- **CO3:** Understand the concept of data warehousing, OLAP systems, and apply data warehousing techniques to structure and manage data for business decision-making.
- **CO4:** Apply ETL processes to clean, transform, and load data into data warehouses for analytical purposes.
- **CO5:** Analyze real-world business scenarios and implement data warehousing solutions to derive insights for strategic decision-making.

Course Description:

The SQL and Data Warehousing syllabus for a Bachelor of Business Administration (BBA) course is designed to introduce students to the fundamentals of SQL (Structured Query Language) and the concepts of data warehousing. This course provides students with the skills to manage databases, extract and manipulate data, and understand the structure of data warehouses used in business decision-making processes.

Course Content:

Module 1: Introduction to Databases

- **Basic Concepts of Databases**
 - Definition and types of databases
 - Database management systems (DBMS) overview (Relational DBMS, Hierarchical, Network, and Object-Oriented DBMS)
 - Components of a DBMS: Database engine, Database schema, Query processor
 - Database design principles (Normalization, Entity-Relationship Model)
- **Data Models and Relationships**
 - Relational model, tables, and records
 - Types of relationships (One-to-One, One-to-Many, Many-to-Many)
 - Primary and Foreign keys

Module 2: Introduction to SQL

- **Overview of SQL**
 - What is SQL? Basic SQL commands
 - SQL syntax, case sensitivity, and conventions
- **SQL Queries**
 - SELECT statement

- Filtering data using WHERE clause
- Sorting data with ORDER BY
- Limiting data results using LIMIT (or FETCH FIRST in some SQL dialects)
- **Aggregate Functions**
 - COUNT(), AVG(), SUM(), MIN(), MAX()
 - GROUP BY and HAVING clauses
- **Joins and Subqueries**
 - INNER JOIN, LEFT JOIN, RIGHT JOIN, FULL OUTER JOIN
 - UNION and UNION ALL
 - Subqueries in SELECT, WHERE, and HAVING clauses

Module 3: Advanced SQL Concepts

- **Data Manipulation**
 - INSERT, UPDATE, DELETE commands
 - Transaction control: COMMIT, ROLLBACK, SAVEPOINT
- **Data Integrity and Constraints**
 - Primary Key, Foreign Key, Unique, NOT NULL, CHECK constraints
 - Referential integrity and cascading actions
- **SQL Views and Indexing**
 - Creating and managing views
 - Indexes and their use in improving query performance

Module 4: Introduction to Data Warehousing

- **What is Data Warehousing?**
 - Definition and objectives of Data Warehousing
 - Data Warehouse vs. Operational Databases
 - Characteristics of Data Warehouses (subject-oriented, integrated, time-variant, non-volatile)
- **Components of Data Warehousing**
 - Data sources, ETL (Extract, Transform, Load) process
 - Data warehouse architecture: Data staging, Data marts, Data warehouse layers
 - OLAP vs OLTP: Online Analytical Processing vs. Online Transaction Processing
- **Data Warehouse Design**
 - Star Schema and Snowflake Schema
 - Fact tables, Dimension tables, and their relationships
 - Schema design considerations

Module 5: Data Extraction, Transformation, and Loading (ETL)

- **ETL Process**
 - Extraction: Data extraction from different sources (CSV, relational databases, flat files)
 - Transformation: Data cleaning, validation, and formatting
 - Loading: Loading data into Data Warehouse
- **ETL Tools and Techniques**
 - Overview of ETL tools (e.g., Informatica, Talend, SSIS, etc.)
 - Building simple ETL processes using SQL-based tools
 - Managing large data volumes during the ETL process

Module 6: OLAP and Data Mining in Data Warehousing

- **OLAP (Online Analytical Processing)**
 - OLAP Cubes: Dimensions, Measures, and Facts
 - Slicing, Dicing, Drilling Down, and Rolling Up
 - Types of OLAP systems: MOLAP, ROLAP, HOLAP
- **Data Mining and Data Warehousing**
 - Introduction to Data Mining concepts
 - Data Mining techniques used in Data Warehousing: Classification, Clustering, Association Rules, Regression

- How data mining helps in decision-making processes in a data warehouse environment

Suggested References:

1. **SQL: The Complete Reference** by James R. Groff & Paul N. Weinberg
2. **The Data Warehouse Toolkit: The Definitive Guide to Dimensional Modeling** by Ralph Kimball and Margy Ross
3. **Data Warehousing for Dummies** by Thomas C. Hammergren
4. **SQL and Relational Theory: How to Write Accurate SQL Code** by C.J. Date
5. **Business Intelligence: A Managerial Perspective on Analytics** by Ramesh Sharda, Dursun Delen, and Efraim Turban

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam

Examination Scheme:

Components	Internal	Attendance	Mid Term	End Term
Weightage (%)	30	00	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT408	SQL and Data Warehousing	CO1	1	0	2	0	3	2	1	0	1	0
		CO2	3	1	0	1	1	0	0	0	1	0
		CO3	0	1	3	1	1	2	1	0	0	0
		CO4	3	1	2	3	1	0	1	1	0	1
		CO5	1	3	1	2	0	0	0	1	0	1
		AVG. CO	1.6	1.2	1.6	1.4	1.2	0.8	0.6	0.4	0.4	0.4

1=weakly mapped

2= moderately mapped

3=strongly mapped

MGT409	Social Media Marketing	L	T	P	C
Version 1.1	Contact Hours - 60	3	1	0	4
Pre-requisite s/Exposure	Understanding Marketing management, Digital marketing , Social Media concept				
Co-requisite s	--				
Academic year	2023-24				

Course objectives:

1. To develop fundamentals idea of Digital marketing .
2. The course will help to learn different digital marketing techniques in modern business environment.
3. The course should develop idea on the application of various digital marketing policies .

Course Outcomes

On completion of this course, the students will be able to:

CO1: Discuss Digital marketing, its channels, strategies and components CO2: Make use of Social media marketing, its goals, platforms and tools CO3: Explain Mobile marketing and its components

CO4: Integrate Social Media Technical Terminology, funnels & customer engagement

strategy CO5: Demonstrate Face book Page tools, Insights and campaigns

Course Description:

When small businesses get started, their focus is often on how to get their first group of customers through the door. They may rely on traditional forms of advertising, such as print ads and coupon mailers or even big signs on the side of the road. They may trust that since they know they offer a good product or service, it's only a matter of time until customers will find their way to them. While this strategy may bring in a trickle of business, there is a better and easier way. Small businesses should consider the huge marketplace of prospects online. No small business, no matter how new, should overlook this vast marketplace. The group of potential customers that are found online is a much larger group of people than you are likely to be able to attract locally. Using digital marketing, you can reach an enormous audience in a way that is both cost-effective and measurable.

Course Structure:

UNIT-I: Introduction to digital and social media marketing-meaning-definition-types of social media websites-mobile apps-email- social media-various social media websites; Blogging- types, platforms.

UNIT-II: Social Media Management-Social Media and Target Audience -Sharing content on Social Media-Bookmarking websites; DO's and Don'ts of Social media.

UNIT III: Social Media Strategy-Goals ,Planning, Strategies, Monitoring Analysis; Tips of Social Media Marketing-Customization; Social Media Optimization; Social Media Promotion - paid advertising - other methods-Social Media ROI.

Unit IV: Social Media for Branding; Establishing Relationship with customers -Social Media and SEO-Managing Tools of Social Media.

UNIT V: Social Analytics-Automation and Social Media-Social Media and other types of Marketing.

Text Book(s):-

TH 1: Alan Charlesworth : Digital Marketing: A Practical Approach, Routhledge Taylor and Francis Group

TH 2: Dave Chaffy, Fiona E Chadwick, K Johnston, R Mayer Internet

Marketing :Strategy, Implementation and Practices , Pearson

TH 3: Raghevendra K and Shruthi Prabhakar Digital Marketing

Project:

The class will be divided into Groups consist of 5 members. Each Group will select a company of their choice respect to study the Digital Marketing of the Particular Company. The Project will be brief in the session 9. Each group will present before a classmate as a result all students should have idea of Digital Marketing.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT409	Social Media Marketing	CO1	0	3	2	0	3	2	0	0	1	0
		CO2	2	0	3	1	1	0	0	0	1	1
		CO3	1	3	0	1	1	2	1	0	0	1
		CO4	1	1	2	3	1	0	1	1	0	0
		CO5	0	3	1	2	0	0	0	1	0	0
		AVG. CO	0.8	2	1.6	1.4	1.2	0.8	0.4	0.4	0.4	0.4

- 1=weakly mapped
- 2= moderately mapped
- 3=strongly mapped

MGT410	Sales and Distribution Management	L	T	P	C
Version 1.1	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Understanding Marketing management				
Co-requisites	--				
Academic year	2023-24				

Course Objectives

To help students understand the Sales & Distribution functions as integral part of marketing functions in a business firm, Globalization, increased competition, rapid changes in

communication and information technology. To develop higher level of customer orientation for efficient sales and distribution management.

Course Outcomes

CO1: The ability to create value and execute sales deals effectively

CO2: The strategic skill and competencies needed for achieving sales targets

CO3: The ability to avoid common mistakes made by sales professionals and negotiators;

CO4: The ability to work with people with different backgrounds, expectations, and values

CO5: To understand and assess the challenges of turbulent business marketing

CO6: To evaluate and design sustainable sales & distribution strategies

Course Description :

This course is meant to make students understand fundamentals of Sales Management and Distribution Management. Since many students with Marketing Specialization start their career in sales, business development, retailers, wholesalers and distributors handling, it is essential to study basics of personal selling, sales management, distribution dynamics, various channels of distribution etc. Through this course, students will be equipped with basic skills required in sales and distribution management.

Course content

Unit 1

Introduction to Sales Management

Nature and Importance of sales management, emerging trends in sales management, Objectives of personal selling, Personal selling process, Salesmanship, Relationship Marketing,

Unit 2

Sales Planning & Organization

Introduction, Levels of Sales management Positions, Roles played by sales managers, Sales forecasting methods, Organizing & Driving Sales Efforts - Sales Organization Structures, Sales Territories & Quotas, Sales Promotions

Unit 3

Sales Force Management

Sales Job Analysis, Recruitment & Selection (Briefly – specific to Sales Jobs), Sales Training – Need & Types, Sales Force Compensation Structure & Motivation Tools, Sales Contests Sales Force Supervision: Sales Expenses, Sales Performance Evaluation, Sales Reports, Sales Budgets, Sales Audits, Ethics in Sales

Unit 4

Distribution Management

Introduction, need and scope of distribution management, marketing channels strategy, levels of channels, functions of channel partners, channel flows, Channel Intensity, classification of distribution channels, types of channel intermediaries, designing distribution channel strategy, factors affecting the design of marketing channels, Factors affecting selection of channel partners

Unit 5

Market logistics and supply chain management

Definition & scope of logistics, Components of logistics, inventory & warehouse management, transportation, technology in logistics and SCM, channel information systems, distribution management in international markets.

Reference Books:

1. Sales Management: Decisions, Strategies & Cases, Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Pearson Education, Latest Edition
2. Sales Management: Concepts Practice, and Cases, Johnson F.M., Kurtz D.L., Scheuing E.E., Tata McGraw- Hill, Latest Edition
3. Selling & Sales Management, David Jobber, Geoffrey Lancaster, Pearson Education, Latest Edition
4. Sales Management, Tanner, Honeycutt, Erffmeyer, Pearson Education, Latest Edition
5. Sales Force Management, Mark W. Johnston, Greg W. Marshall, Tata McGraw-Hill, Latest Edition
6. Sales Management, William L. Cron, Thomas E. DeCarlo, Wiley, Latest Edition
7. Sales & Distribution Management, Dr. S. L. Gupta, Excel, Latest Edition

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination
Examination Scheme :

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	
MGT410	Sales and Distribution Management	CO1	0	3	2	0	0	2	0	0	1	1	
		CO2	1	0	0	1	2	3	0	0	0	1	1
		CO3	1	3	0	1	1	2	1	0	0	0	1
		CO4	0	0	2	3	1	0	1	1	1	0	0
		CO5	3	0	1	2	0	1	0	1	0	0	0
		CO6	0	1	3	2	0	0	2	1	1	1	1
		AVG. CO	0.8	1.2	1.3	1.5	0.7	1.3	0.7	0.5	0.5	0.7	

1=weakly mapped

2= moderately mapped

3=strongly mapped

MGT411	Corporate Finance	L	T	P	C
Version 1.0	Contact Hours – 60	3	1	0	4
Pre-requisites/Exposure	Introductory level accounting and economics knowledge will be helpful.				
Co-requisites	--				
Academic Year	2023-24				

Course Objectives:

1. To make students aware about corporate accounting practices
2. To develop analytical understanding of corporate valuation process
3. To make them learn synergies about corporate structuring

Course Outcomes:

On completion of this course, the students will be able to

- CO1 Understanding the corporate finance and different accounting challenges
- CO2 Applying the concept of time value of money and compounding
- CO3 Analyzing the different sources of funds and their implication in business
- CO4 Applying different methods for long term investment decision making
- CO5 Understanding and applying the corporate valuation model
- CO6 Creating and applying knowledge about corporate restructuring

Course Description:

The goal of this course is to develop the analytical skills for making corporate investment with regards to financial decisions and risk analysis. This course will examine various theories including the concept of present value, the opportunity cost of capital, discounted cash flow analysis, a consortium of valuation techniques, issues between short & long term financial management, risk and return, capital asset pricing model, capital budgeting, corporate capital structure and financing decisions, dividend policy, investment and financial decisions in the international context, including exchange rate/interest rate risk analysis, and issues of corporate governance and control. In essence, we will explore the very patterns of corporate finance that has shaped the familiar yet complex terrain of today's global economy.

Course Content:

Unit I: Introduction

3 Hrs

Objectives of Corporate finance, Shareholder wealth maximization, Agency Problems, Management Compensation & measurement of Performance

Unit II: Capital Budgeting Factors

10 Hrs

Concept of annuity, PVIFA, FVIFA, Sinking Fund, Capital recovery factor

Unit III: Cost of Capital

10 Hrs

Cost of debt, equity, preference shares, Weighted Average Cost of Capital (WACC).
Capital Structure Decision: Modigliani Millar propositions I and II. Other capital structure theories

Unit IV: Capital Budgeting **10 Hrs**

NPV, IRR, payback period, discounted payback period, accounting rate of return

Unit V: Valuation Models **10 Hrs**

Valuation Models, Application of Valuation Model, EVA/MVA, Balanced scorecard and other methods/measures of financial performance.

Unit VI: Differential Efficiency & Financial Synergy **10 Hrs**

Differential Efficiency & Financial Synergy: Theory of Mergers, Operating Synergy & Pure Diversification: Theory of mergers, Costs and Benefits of Merger, Evaluation of Merger as a Capital Budgeting Decision, Poison Pills, Turnaround Strategies.
Basics of Corporate Governance, Ethics and finance, Ethical practices in market place, Corporate Responsibility, Social Audit and Ethical Investing.

Unit VII: Impact of M&A Activities in Financial Structure **7 Hrs.**

Meaning of Mergers and Acquisition and related Terms, The Reasons of M&A – Evidences from Case Studies, Need Analysis of the M&A Analysis, The Impact on Financial Structure and Performance.

Reference Books

1. Financial Management by I.M.Pandey (Vikas Publication)
2. Corporate Finance by Stephen Ross (McGraw Hills Education)

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Mid Term	Attendance	Class Assessment	End Term
Weightage (%)	20	00	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT411	Corporate Finance	CO1	3	1	2	0	0	2	3	0	1	0
		CO2	1	1	3	1	2	0	0	0	1	0
		CO3	1	3	0	1	1	2	0	0	0	0
		CO4	0	3	2	0	1	0	1	1	0	1
		CO5	0	0	1	2	3	0	0	1	0	0
		CO6	3	1	0	2	0	0	2	1	1	0

		AVG. CO	1.3	1.5	1.3	1.0	1.2	0.7	1.0	0.5	0.5	0.2
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1=weakly mapped
2= moderately mapped
3=strongly mapped

MGT412	Training & Development	L	T	P	C
Version 1.0	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Understanding of the general principles of management				
Co-requisites	Understanding of Organization Behaviour and Business Communication				
Academic Year	2023-24				

Course Objectives:

The objective of the course is to educate the student such that he/she understands:

1. To educate the students on training and career development, training needs analysis, principles of wage determination, salary structure, grades, range, overtime payments,
2. To assist the learners to learn job evaluation, its purpose, methods and procedure, wage policies and regulations in India,
3. To assist the students to learn performance management, Industrial relations machinery, preventive and settlement machinery, grievance and the procedure for the redressal of grievance, roles, rights and responsibilities of trade union, collective bargaining, worker's participation in management, quality of work life, health and safety, voluntary welfare schemes for education, recreation, housing, medical services, an outline of social security measure, etc.

Course Outcome:

On completion of this course the students will be able to:

- CO1: Discuss the concept of training and development and its relevance in organizations.
- CO2: Develop necessary skill set for application of various HR issues.
- CO3: Analyse the strategic issues and strategies required to select and develop manpower resources.
- CO4: Examine the knowledge of HR concepts to take correct business decisions.

Course Description:

This course provides an introduction to the various functions of human resource management, including job analysis, job evaluation, its purpose, methods and procedure, wage policies and regulations in India, the procedure for the redressal of grievance, roles, rights and responsibilities of trade union, collective bargaining, worker's participation in management, quality of work life, health and safety, voluntary welfare schemes for education, recreation, housing, medical services, an outline of social security measure, etc.

Course Contents:

Unit I: Introduction to Training & Development: Definition and Concept, Features, Objectives, Functions, Process, Concept and Significance of Training, Training Needs, Training Methods, Types of Training [10 L]

Unit II: Performance appraisal: Introduction, Concept of Performance Appraisal, Purpose, Process, Methods, Major Issues in Performance Appraisal [10 L]

Unit III: Wages and Salary: Introduction, Nature and significance of Wage and Salary Administration, Theories of Wages, Methods of Wage Fixation [10 L]

Unit IV: Incentives: Introduction, Concept of Incentives, Effective Incentive system, Types of Incentive Scheme [10 L]

Unit V: Employee Relations: Introduction, Concept, Managing Discipline, Managing Grievance, Employee Counseling, Trade Union, Industrial Disputes [5 L]

Unit VI: Employee Empowerment: Introduction, Concept of Employee Empowerment, Process of Empowerment, Empowerment in Indian Scenario, Empowerment in Global Scenario [10 L]

Unit VII: Selective Cases on the above topics. [5 L]

Suggested Readings:

Text Book(s):-

T1: Aswathappa, K.: Human Resource Management, Text & Cases, McGraw Hill (India), New Delhi.

T2: Bhattacharya, D.K.: Human Resource Management.

T3: SubbaRao, P.: Essential of HRM and Industrial

Relations. T4: Memoria, C.B.: Personnel Management.

Reference Book(s) & other resources:-

1. Monappa, Arun: Managing Human Resource.

2. Monappa & Saiyadain: Personnel Management, Tata McGraw Hill, New Delhi.

3. Patnayak, Biswajeet: Human Resource Management, Ed. 3rd, 2006, PHI, New Delhi.

4. Armstrong, Michael: A handbook of HRM practice, Kgan Page Limited, London.

5. Rao, VSP: Human Resource Management: Text and Concept, Excel Books, New Delhi.

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam
Examination Scheme:

Components	Internal	Attendance	Mid Term	End Term
Weightage (%)	30	00	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT412	Training & Development	CO1	3	0	2	0	0	2	0	0	1	0
		CO2	0	0	3	1	1	3	0	0	1	2
		CO3	1	3	0	1	1	2	0	0	0	1
		CO4	0	0	2	3	2	0	0	1	0	1
		AVG. CO	1.0	0.8	1.8	1.3	1.0	1.8	0.0	0.3	0.5	1.0

1=weakly mapped

2= moderately mapped

3=strongly mapped

MGT413	Dynamics of Family Business	L	T	P	C
Version 1.0	Contact Hours - 45	3	1	0	4
Pre-requisites/Exposure					
Co-requisites	--				
Academic Year	2023-24				

Course Description

This course examines the unique dynamics of family-owned businesses, emphasizing their structures, governance, and challenges. It explores strategies for balancing family and business objectives, succession planning, governance structures, and maintaining competitive advantage across generations. Real-world cases and interactive discussions will help students understand practical and theoretical perspectives.

Course Objectives

1. To understand the fundamental concepts, challenges, and opportunities in family businesses.
2. To analyze the role of family values, culture, and governance in business success.

3. To examine strategies for conflict resolution, succession planning, and leadership transition in family enterprises.
4. To evaluate the importance of professionalization and innovation in sustaining family businesses across generations.
5. To develop strategic frameworks for balancing family interests with business performance.

Course Outcomes

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

1. Define the unique characteristics and dynamics of family businesses.
2. Analyze the interaction of family, ownership, and business systems.
3. Propose governance structures to balance family and business priorities effectively.
4. Develop strategies for addressing succession planning and leadership development.
5. Evaluate the role of innovation and professionalization in ensuring long-term sustainability.

Course Content:

Module 1: Introduction to Family Business (10 hours)

- Definition and characteristics of family businesses.
- Types of family business ownership models.
- Importance of family businesses in the global and Indian economy.
- Challenges unique to family enterprises.

Module 2: Family Dynamics and Business Structures (10 hours)

- The interaction of family, business, and ownership systems.
- Roles and responsibilities in family businesses.
- Family culture, values, and business ethos.
- Building a shared vision and mission.

Module 3: Governance in Family Business (12 hours)

- Family governance structures: Family constitution and councils.
- Board of directors vs. advisory boards in family businesses.
- Conflict management strategies.
- Balancing family roles and professional management.

Module 4: Succession Planning (12 hours)

- Succession challenges and planning strategies.
- Developing next-generation leadership.
- Role of mentoring in leadership transition.
- Managing wealth transfer and inheritance.

Module 5: Professionalization and Innovation (8 hours)

- Importance of professionalization in family enterprises.
- Role of innovation in sustaining competitive advantage.
- Strategies for diversification and growth.
- Case studies of successful and failed family businesses.

Module 6: Contemporary Issues in Family Businesses (8 hours)

- Role of women in family enterprises.
- Ethical dilemmas in family businesses.
- Impact of globalization on family businesses.
- Social responsibility and family enterprises.

Reference Books

1. Gersick, K. E., Davis, J. A., Hampton, M. M., & Lansberg, I. "**Generation to Generation: Life Cycles of the Family Business**". Harvard Business Review Press.
2. Carlock, R. S., & Ward, J. L. "**Strategic Planning for the Family Business**". Palgrave Macmillan.
3. Poza, E. J. "**Family Business**". South-Western Cengage Learning.
4. Sharma, P., & Nordqvist, M. "**Handbook of Research on Family Business**". Edward Elgar Publishing.
5. Miller, D., & Le Breton-Miller, I. "**Managing for the Long Run: Lessons in Competitive Advantage from Great Family Businesses**". Harvard Business Review Press.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT413	Dynamics of Family Business	CO1	1	0	2	3	0	2	0	0	1	0
		CO2	0	0	3	1	2	0	1	0	1	1
		CO3	1	1	0	3	2	2	1	0	0	0
		CO4	3	1	2	0	2	0	0	1	0	0
		CO5	0	0	1	2	3	0	0	1	0	1
		AVG. CO	1	0.4	1.6	1.8	1.8	0.8	0.4	0.4	0.4	0.4

1=weakly mapped

2= moderately mapped

3=strongly mapped

MGT414	DATA ANALYTICS USING R	L	T	P	C
Version 1.0	Contact Hours - 45	3	1	0	4
Pre-requisites/Exposure	Basic Calculation Skills, Basic Programming Skills				
Co-requisites	--				
Academic Year	2023-24				

Course Objectives

1. To understand the basic concepts of R programming.
2. To gain a deeper understanding of using R for accessing data from different files and performing complex operations.
3. To develop an understanding of visualizing data using R for better analysis.
4. To apply the knowledge learnt in different business scenarios.

Course Outcomes:

On completion of this course, the students will be able to:

CO1. Discuss the fundamental concepts of R programming.

CO2. Recognize the use of different commands in R for processing data and analyzing it in business scenarios.

CO3. Apply the knowledge learnt in R for visualizing the results.

CO4. Assess the use of R commands for machine learning related cases in various business scenarios.

Course Description:

With the increasing demand for data analytics, the need for utilizing open source programming software like R and Python is slowly increasing for data analysis. This course will prepare the students to understand how to program in R and utilize this knowledge to analyze data in different

business oriented scenarios. All the lectures contain a blend of discussions on basic theories and advanced topics, focusing on practical implementation of knowledge. Classes will be conducted by lecture as well as power point presentation as per requirement. The tutorials will familiarize the students with practical problem-solving techniques. Students will be able to gain a strong understanding of the course via theoretical sessions, case study discussions, problem solving and discussions with the coordinator.

Course structure:

Unit I 8 L

Introduction; Getting and Installing R; The R User Interface; Some basic operations in R; Overview of R packages; R Variables and Data types; R Data Structures- Vectors, Matrices, Dataframe, List

Unit II 10 L

Getting deeper into R programming; Functions; Importing and Exporting Data; Data Manipulation using R; Descriptive Statistics using R; Solving business scenarios using R

Unit III 6 L

Data Visualization using R; Getting an overview of graphics in R; Overview of ggplot2; Lattice Graphics; Visualizations with Plotly.

Unit IV 6 L

Introduction to Machine Learning using R- Association Analysis, Linear Regression

Text Book(s):-

1. Adler, J.: R in a nutshell. A desktop guide reference. O'Reilly. 2nd Edition.
2. Grollemund, G., Wickham, H. : R for Data Science. O'Reilly.

Project:

The class will be divided into Groups consisting of 5 members each. Each group will be given a topic which will analyze one real life scenario. The Group will have to collect data based on a survey/from social-media and then they will have to analyze the data based on the queries taught during the sessions. Each group will present before all student as a result all students should have an idea of different real life scenarios and how to analyze the data.

**Modes of Evaluation: Quiz/Assignment/presentation/Written Examination
Examination Scheme:**

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT414	Data Analytics using R	CO1	1	0	2	3	0	2	0	0	1	0
		CO2	3	1	0	1	2	0	1	0	1	0
		CO3	0	1	3	1	1	2	1	0	0	1
		CO4	3	0	2	0	2	0	0	1	0	1
		AVG. CO	1.8	0.5	1.8	1.3	1.3	1.0	0.5	0.3	0.5	0.5

1=weakly mapped

2= moderately mapped

3=strongly mapped

MGT415	Integrated Marketing Communication	L	T	P	C
Version 1.2	Contact Hours – 60	3	1	0	4
Pre-requisites/Exposure	Marketing Management				
Co-requisites	--				
Academic year	2023-24				

Course Objectives :

To familiarize the students with concepts and practices in marketing communications. To learn about various communication tools and their effectiveness in contemporary time, draw a lesson from that knowledge for better integration of various marketing communications tools. Bring out ideas for effective marketing communications.

Course Outcomes (CO)

On successful completion of this course students will be able to:

CO1: Describe the IMC mix and the IMC planning process.

CO2: Examine the role of integrated marketing communications in building brand identity, brand equity.

CO3: Construct a marketing communications mix to achieve the communications and behavioural objectives of a campaign

CO4: Evaluate the communications effects and results of an IMC campaign to determine its success for a variety of brands.

CO5: Design a sales promotion campaign

CO6:Select the avenues for Public Relations, Publicity and Corporate Advertising for a consumer and a business-to-business product.

Course Description

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

UNIT-I Introduction to Integrated Marketing Communication (IMC): 10hrs

Evolution of Integrated Marketing Communication, Role of IMC in creating brand identity, brand equity, and customer franchise, Communication process, Promotional Mix: Tools for IMC, The IMC Planning Process, The Value of IMC plans – information technology, changes in channel power, increase in competition, brand parity, integration of information, decline in the effectiveness of mass-media advertising.

UNIT II Advertising- I: 15 hrs

(a) Definition, History, Roles and Functions of Advertising, Types of Advertising, Steps in Development of Advertisement.

(b) Advertising Design: Appeals, Message Strategies & Execution Framework: Advertising Design, Advertising Theory, Types of Advertising Appeals, Structure of an Advertisement, Message Strategies, Cognitive strategies, Execution Strategies, Creating an Advertising, Advertising Effectiveness.

(c) Copywriting: Meaning and Definition of Copywriting, the Copywriter, Copywriting for Print, Copywriting guidelines, Radio Copywriting, TV Copywriting, Writing for the Web, Tips for writing good web content.

UNIT III Advertising- II: 15hrs

(a) Media Planning and Strategies: Growth and Importance of Media, Meaning and Role of Media Planning, Media Plan, Market Analysis, Media Objectives, Developing and Implementing Media Strategies, Evaluating the effectiveness.

(b) Print Media and Outdoor media: Characteristics of the press, Basic media concepts, Newspapers, Magazines, Factors to consider for magazine advertising, Packaging, Out-of-home Advertising, Directory Advertising.

(c) Broadcast and Internet Media: Meaning of Broadcast Media, Radio as Medium, Television as Medium, Internet Advertising, Email Advertising.

UNIT IV Sales Promotion: 10 hrs

Scope and Role of Sales Promotion, Growth of Sales Promotion, Consumer Oriented Sales Promotion, Techniques in Sales Promotion, Trade Oriented Sales Promotion, Coordinating sales promotion and advertising; Sales promotion abuse; Personal selling.

UNIT V Public Relations, Publicity and Corporate Advertising 10hrs

Definition of Public Relations, Publicity and Corporate Advertising; Difference between public relations and advertising, Functions of Public Relations; Creating positive image building activities; Preventing or reducing image damage; Sponsorship and Event marketing; Role of internet in Public Relations, Publicity, Advantages and Disadvantages of Publicity.

Text Book:

1. Advertising & Promotion- An Integrated Marketing Communications Perspective, George Belch, Michael Belch & Keyoor Purani, TATA McGraw Hill

Reference Books:

1. Advertising Management, Jaishri Jethwaney & Shruti Jain, Oxford University Press
2. Advertising & Promotions: An IMC perspective, Kruti Shah and Alan D'Souza, Tata McGraw Hill
3. Advertising Management, Aakar, Batra and Myers, Prentice
4. Advertising & Promotions, S H Kazmi and Satish K Batra, Excel
5. Advertising; Principles and Practice, Wells, Moriarty and Burnett, Pearson
6. Advertising & Promotion: An IMC approach, Terence A. Shimp Pub., Cengage Learning

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam**Examination Scheme:**

Components	Internal	Attendance	Mid Term	End Term
Weightage (%)	30	00	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT415	Integrated Marketing Communication	CO1	0	1	2	3	0	2	1	0	1	0
		CO2	1	0	3	1	2	0	0	0	1	2
		CO3	0	3	0	1	2	2	1	1	0	0
		CO4	1	0	2	3	2	0	1	1	0	0
		CO5	3	0	1	2	0	0	0	1	0	1
		CO6	0	1	3	2	0	0	2	1	1	0
		AVG. CO	0.8	0.8	1.8	2.0	1.0	0.7	0.8	0.5	0.5	0.5

1=weakly mapped

2= moderately mapped

3=strongly mapped

MGT440	Research Methodology	L	T	P	C
Version 1.2	Contact Hours – 60	3	1	0	4
Pre-requisites/Exposure	Basic idea of Mathematics and Statistics				
Co-requisites	--				
Academic year	2023-24				

Course Objectives

1. To provide understanding and learning fundamental concepts in the field of Business Research.
2. To get detail idea how to design research in relation to various business Problem.
3. To equip the students with research tools to conduct research and analysis for effective decision making.
4. To explore in the area of proposal writing and report preparation.

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

CO 1- Discuss basic concept of research methodology, identification of problem etc.

CO 2- Recognize and develop on understanding of qualitative and quantitative research.

CO3- Identify different Concept of Measurement and Levels of measurement and hypothesis testing.

CO 4- Demonstrate different statistical tools with different business problems

CO 5: Develop knowledge and skills on writing of research report

Course Description:

In present market scenario business decision can be taken on concrete practical evidences. Research methodology is an important subject for every business professional to take a fact based decision for the organization. It is fundamental subjects for the business that are making their business in analytics based decision making. This course will help the students to get knowledge on identification of research problem in relation to various business problems, design of problem, collection of information, development of questionnaire, analysis of the data by using different statistical tools.

Course Contents:

UNIT I: 14 Hrs

Introduction: Concept of Research and Its Application in Various Functions of Management, Types of Research, Types of Business Problems Encountered by the Researcher, Problems and Precautions to the Researchers.

Process of Research: Steps Involved in Research Process. Research Design: Various Methods of Research Design, Collection of Data.

UNIT II: 10 Hrs

Concept of Sample, Sample Size and Sampling Procedure, Various Types of Sampling Techniques, Determination and Selection of Sample Member, Types of Data: Secondary and Primary, Various Methods of Collection and Data,

UNIT-III: 12 Hrs

Preparation of Questionnaire and Schedule, Types of Questions, Sequencing of Questions, Check Questions, Length of Questionnaire, Precautions in Preparation of Questionnaire and Collection of

Data. Measurement and scaling techniques.

UNIT- IV: 14 Hrs

Unit- Analysis of Data: Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance, Use of SPSS / Excel in Data Analysis, Testing of hypothesis- mean, proportion, variances; Application and Analysis of Variance (ANOVA). Measurement and Central Tendency, Measure of Dispersion and their Advantages.

UNIT V 8 Hrs

Report Preparation: Types and Layout of Research Report, Precautions in Preparing the Research Report. Bibliography and Annexure in the Report: Their Significance, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons.

Suggested Readings:

1. Kothari C R – Research Methodology Methods & Techniques (New Age International Publishers)
- 2 Saunders - Research Methods for Business students (Prentice hall, 2nd Edition, 2007)
2. Cooper and Schindler - Business Research Methods (Tata McGraw Hill, 9th Edition)

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination:

Compone nts	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT440	Research Methodology	CO1	1	0	2	0	3	2	0	0	1	0
		CO2	0	3	0	1	2	0	1	0	1	1
		CO3	3	1	0	1	2	2	1	0	0	2
		CO4	0	3	2	0	2	0	0	1	0	0
		CO5	0	0	1	2	3	0	0	1	0	0
		AVG. CO	0.8	1.4	1	0.8	2.4	0.8	0.4	0.4	0.4	0.6

- 1=weakly mapped
- 2= moderately mapped
- 3=strongly mapped

MGT417	Retail Management	L	T	P	C
Version 1.0	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Basic understanding of marketing and consumer behavior				
Co-requisites	--				
Academic Year	2023-24				

Course Objectives:

1. Overview of retail industry in India.
2. Understanding retail consumer behaviour.
3. To know selection criteria of retail store location and its layout.
4. Planning merchandise and merchandise budgets.
5. Globalisation and its effect in retail business.

Course Outcomes:

On completion of this course, the students will be able to:

CO1. Know about retail industry in India.

CO2. Understand retail consumer buying behavior.

CO3. Able to do selection of retail store location and layout

CO4. Recognize retail merchandise plan and budgeting.

CO5. Familiarize with the changes in the retail business due to globalization and technological development.

Course Description

Retail Management is the process which helps the customers to procure the desired merchandise from the retail stores for their personal use. It includes all the steps required to bring the customers into the store and fulfil their buying needs. Retail management saves time and ensures the customers easily locate their desired merchandise and return home satisfied. It gives an overview of the concept of visual merchandising and lays emphasis on customer relationship management, brand management and sales management. Retail management has become one of the fastest growing careers in the industry with the tremendous growth in the economy. Retail Market of India is the most attractive among the emerging market in the world and has demanded more number of trained professionals in this field. It strives to create a new generation of smart retail professional of international calibre and aims to equip them with the best practices being followed across the globe.

Course Content

Module 1:

10 Lecture Hours

Introduction to Retailing – Retailing in India, Significance of retail industry, Marketing retail equations, new role of retailers, Indian retail scenario and its future prospects. Retail Formats and Theories-Theories of retail development, Concept of retail life cycle, Classification of retail stores, the role of franchising in retail

Module II

10 Lecture Hours

Understanding the Retail Consumers, The factors influencing retail shopper Consumer decision making process, changes in the Indian consumer, the use of market research as a tool for understanding markets and consumers.

Module III

10 Lecture Hours

Retail store location and layout - Country/Region analysis - Trade area analysis - Site evaluation and selection - Store design and layout - Comprehensive store planning - Exterior design and layout - Interior store design and layout - Interior design elements.

Module IV**5 Lecture Hours**

Planning merchandise needs and merchandise budgets - Methods for determining inventory evaluation - Assortment planning, buying and vendor relations - Merchandise pricing - Price strategies - Psychological pricing - Mark-up and markdown strategies.

Module V**10 Lecture Hours**

Globalization and changing retail formats – Online retailing - International Retailing – Opportunities and Challenges - Market entry formulas - New customized formats (customized stores, portable stores, merchandise depots, retail theatre, service malls, customer-made stores.).

Reference Books:

1. Berman, B., & Evans, Jr. (2019). Retail management (10thed.).New Delhi: Prentice Hall India.
2. Retail Management, Bajaj, Oxford Publication
3. Retail Management, Mustafa, A.HPH

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT417	Retail Management	CO1	0	1	2	0	3	2	3	0	1	0
		CO2	1	3	0	1	2	0	0	0	1	0
		CO3	1	0	3	1	2	2	0	0	0	0
		CO4	0	3	2	0	2	0	1	1	0	1
		CO5	3	0	1	2	1	0	0	1	0	1
		AVG. CO	1	1.4	1.6	0.8	2	0.8	0.8	0.4	0.4	0.4

1=weakly mapped

2= moderately mapped

3=strongly mapped

MGT418	Banking and Insurance Management	L	T	P	C
Version 1.1	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Understanding basic financial terms				
Co-requisites	--				
Academic year	2023-24				

Course Objectives:

1. Provide an in-depth view of the banking and insurance industry in India.
2. Develop knowledge on the banking parlance including management and funding.
3. Improving students' understanding of the functions of banking, be it central or commercial banks.
4. Enhancing student's ability to understand the insurance sector and its growth in India.

Course Outcomes

On completion of this course, the students will be able to:

CO1: Explain the concept of evolution of banking system and functioning of it.

CO2: Apply the theories of commercial and central banks and life and general insurance in solving case studies.

CO3: Analyze the current trends of banking and insurance sectors and current topics like Basel 2 norms

CO4: Integrate the concept of central banking functions with the economic concepts.

Course Description:

The course is designed to sensitize the students to the key issues linked to the whole discourse on banking including the challenges inherent therein, in the particular context of India, and to familiarize them (the students) with the initiatives taken in the country for addressing the said issues. The course also covers the insurance sector growth trajectory in India. Classroom activities including lectures, discussions and case studies (topped up with role play) will be designed to encourage students to get involved, absorb and assimilate inputs. These activities will also be supplemented by group discussions, cooperative group solving problems, live projects, analysis of video cases and debates. Class participation is a fundamental aspect of this course. Students will be encouraged to actively take part in all group activities and to give an oral group presentation. Students will be expected to interact with media resources, such as, web sites, videos, and newspapers etc.

Course Structure

Unit I: Introduction

4 Hrs

Basic Concepts of Different Types of Banking Systems; An Overview and structure of Indian Banking System, recent developments in banking sector, Recent Regulations on Commercial Banks in India – prudential norms, Capital adequacy norms and SARFAESI Act 2002.

Progress of Commercial Banks after Nationalization - achievements and failures, Banking sector Reforms – Rational relevance, Narasimhan Committee – Report on Banking and Financial Systems, Co-operative Banking. **Reserve Bank of India (RBI):** Role of RBI as a Central Bank, Monetary Policy of RBI

Unit II: Commercial Banking

12 Hrs

Basic Concepts of Commercial Banks, Role of Commercial Banks in Financial Market; Creation of Credit by Commercial Banks and factors affecting credit creation. **Regional Rural Banks in India:** Structure of RRB, Objectives functions and achievements in developing Indian Economy. Rural Development Banks: NABARD, PLD, DCC and APEX Banks their objectives and functions.

Unit III: New Trends in Banking

12 Hrs

New Trends in Banking-(E-Banking – Modern service like ‘e’ banking, ATM, issue of credit and debit cards, Green cards etc. Universalization and Harmonization of Banks

Unit IV: Basics of Insurance Business

12 Hrs

The basics and nature of insurance – evolution and nature of insurance – how insurance operates today – different classes of insurance – importance of insurance – how insurance takes care of unexpected eventualities..

Unit V: Indian Insurance Market

12 Hrs

Overview of the Indian Insurance Market – Growth of Insurance business in India – Organisational structure of the Life Insurance Corporation of India (LIC) – Postal Life Insurance –Organisational structure of Postal Life Insurance – Appointment of life insurance agents and their functions – Need of an agent in life insurance selling – Appointment of agents – Remuneration to agents – Trends in life insurance distribution channels, Introduction to General Insurance : The Insurance Act 1938 – Insurance Regulatory & Development Authority (IRDA) Act 1999 – General Insurance Councils – Amendments to Life Insurance Corporation Act 1956 – Amendments to General Insurance Business (Nationalisation) Act regulations issued by IRDA – Motor Vehicles Act 1988 – Other Acts – Exchange Control Regulations – Consumer Protection Act 1986 – Insurance Ombudsman, Market – Statutes & Regulations that affect conduct of business in India,

Unit VI: The Crypto Currencies and Bit Coin Evolution

8 Hrs

Evolution, Meaning, Definitions, The AI and ML Network, The Crypto – Legality issues, The Operation of Bit Coin and Crypto Currencies, Effect on Banking Systems.

Text Book(s):-

1. Maheshwari S.N. – Banking Law and Practice
2. Tannans – Banking Law and Practice in India
3. Sayers R.S. – Modern Banking
4. Shekhar K.C. – Banking Theory and Practice
5. Basu S.K. – Current Banking Theory and Practice
6. FUNDAMENTALS OF RISK AND INSURANCE, 9TH ED, by EMMETT J. VAUGHAN, THERESE VAUGHAN, Wiley publisher
7. Insurance Management, by Ganguly, Anand, New Age publisher
8. Mishra M.N., Modern concepts of insurance, Sultan Chand & Co Ltd
9. Insurance Regulatory & Development Authority or IRDA Act.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT418	Banking and Insurance Management	CO1	1	0	2	3	0	2	1	0	1	1
		CO2	3	0	0	1	2	0	1	1	1	0
		CO3	0	1	3	1	0	2	1	0	0	1
		CO4	0	3	2	0	2	0	0	1	0	0
		AVG. CO	1.0	1.0	1.8	1.3	1.0	1.0	0.8	0.5	0.5	0.5

1=weakly mapped

2= moderately mapped

3=strongly mapped

MGT419	Organization Change & Development	L	T	P	C
Version 1.1	Contact Hours – 60	3	1	0	4
Pre-requisites/Exposure	Understanding organization system and strategic intent				
Co-requisites	Developing strategic skills				
Academic year	2023-24				

Course Objective:

The primary objectives of this course are to: (1) provide you with an opportunity to become familiar with the basic theories of “change management,” (2) develop an awareness and fundamental knowledge of the need for change, why organizations change or fail to change, and how to plan for, manage and measure change, (3) develop an awareness of the leadership issues and role of the leader in organizational change, and (4) help further develop and expand your critical thinking and analytical skills.

Course Outcome:

CO1: Understand the principles and theories of organizational change and development.

CO2: Analyze organizational dynamics and the impact of change on structure, culture, and performance.

CO3: Apply change management models to real-world organizational scenarios.

CO4: Evaluate the role of leadership and communication in successful change implementation.

CO5: Develop strategies for managing resistance and fostering a culture of continuous improvement.

Course Description:

This course addresses the issues, basic theories and methods associated with organizational change and development in contemporary organizations. In this course, participants will be exposed to a number of

organizational issues including, the need for change, why organizations change or fail to change, the legal and regulatory issues associated with change, and how change helps organizations become more competitive and profitable. In this course, participants will be introduced to both historical and contemporary theories and methods of introducing change in organizations, leading change, the ethical issues of surrounding and management techniques for effectively changing an organization. The course also explores

the role of leadership in change and how leaders effect change.

Course Structure:

Unit I: Organizational Change and Development: Overview, Concept, Meaning, Objectives of OC & OD, Assumptions of OD, Values and beliefs in OD. [12 Lectures]

Unit II: Organizational Change and Development Process: Organization Life Cycle, Lewin's Model, and General Organization Development Competencies, Action Research, Process Consultation. [12 Lectures]

Unit III: OD Interventions: Nature of OD Interventions, OD Intervention Strategies, Interpersonal, Team, Intergroup and Structural, Methods of OD interventions.[12 Lectures]

Unit IV: Evaluation of OD: Evaluation of OD Interventions, Ethics of OD Professionals. [12 Lectures]

Unit V: Power, Politics and Organizational Development, Changing environment and Organizational Development. [12 Lectures]

Text Book(s):-

1. French, W.L. & Bell, C.H.: Organization Development, Prentice Hall of India/ Pearson Education.
2. French, W.L. & Bell, C.H.: Organization Development and

Transformation, Tata McGraw Hill.

3. Pareek, Udai: Understanding Organization Behaviour, OUP.

Reference Book(s) & other resources:-

1. Rao, T.U.: Recent Experiences in Human Resources Department, Oxford & IBH publication, NewDelhi.
2. Chakravorty, S.K.: Managerial Depot & Appraisal, Machillan Co. Ltd., New Delhi.
3. Dhyal, Iswar: Management Training in Organisation Practice, Hall Indian Ltd., New Delhi.

Project:

The class will be divided into groups consisting of 5 members in each. Each group will interact with 2 companies to understand the changes observed in them in the pandemic crisis and their coping strategies. The objective of the project is to acquaint the students with the relevance of the theories and concepts delivered in the course. Students are required to submit their project report just after mid-semester examination. Each group will present their work in the class such that all students should have an idea of the practical and managerial implications of the concepts.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:

Components	Mid Term	Attendance	Class Assessment	End Term
Weightage (%)	20	00	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT419	Organization Change & Development	CO1	1	3	2	3	0	2	0	0	1	0
		CO2	1	1	3	1	2	0	0	0	1	0
		CO3	3	1	0	1	3	2	1	0	0	0
		CO4	3	0	2	3	1	0	1	1	0	1
		CO5	1	0	1	2	3	0	0	1	0	1
		AVG. CO	1.8	1	1.6	2	1.8	0.8	0.4	0.4	0.4	0.4

1=weakly mapped

2= moderately mapped

3=strongly mapped

MGT420	Entrepreneurial Finance	L	T	P	C
Version 1.0	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Basic understanding of business				
Co-requisites	--				
Academic Year	2023-24				

Course Objectives:

1. To provide students with various financial sources available for funding the business.
2. Major assistance provided by central and state government agencies to start-up ventures

Course Outcomes:

On completion of this course, the students will be able to:

CO1. Identify financial assistance available from different agencies

CO2. Recognise modernisation assistance available to small scale units.

CO3. Discuss role of National Small Industries Corporation (NSIC).

CO4. Integrate incentives and facilities to exports entrepreneurs.

CO5. Recognising assistance provided by the state industrial development corporation. CO6. Familiarisation with the procurement procedure of Central Govt agencies.

Course Description

Entrepreneurial finance is the process of making financial decisions for new ventures (i.e. start-ups). New ventures are inherently different from established ventures, as are entrepreneurs inherently different from conventional business managers. The financial decisions faced by each are starkly different as well. Entrepreneurs face very different financial challenges than do corporate managers. The most obvious, which most entrepreneurs are familiar with, is "financing." To the average entrepreneur, this means simply "finding money." It is this process of finding investors that tends to consume nearly all of the focus of most entrepreneurs. While extremely important, it is not the only financial decision that an entrepreneur faces. Corporations can sell financial claims (capital stock) in the public market at market rates. They can also often fund projects through allocation of internally generated funds. New ventures, on the other hand, do not have a market for their financial claims, and thus must raise funds for projects from investors.

Course Content:

Module 1:

10 Lecture Hours

Financial assistance by different agencies, Boot Strapping, Venture Capital, Angel Investors, Assistance provided by District Industries Center, MUDRA Scheme, National Small Industries Centre, and NABARD.

Module II**10 Lecture Hours**

Financial assistance to MSME, Modernisation assistance to small scale unit, The Small Industries Development Bank of India(SIDBI), IDBI, State financial corporation, The State Small Industries Development Corporation(SSIDC), Shilpabandhu-M Incentives for entrepreneurs, reference to The West Bengal State Support for Industries Scheme 2008 & 2013

Module II**15 Lecture Hours**

Role of National Small Industries Corporation (NSIC), Government Stores Purchase scheme (e-tender process), Excise exemptions and concession, Exemption from income tax, Quality Standards with special reference to ISO and other incentives provided by state and central govt. to start-ups.

Module IV**10 Lecture Hours**

Export oriented units, Incentives and facilities to exports entrepreneurs, Export oriented zone, Export-Import Bank of India and Export credit guarantee corporation. Industrial Park (Meaning, features, & examples), Special Economic Zone (Meaning, features & examples), Carry on Business (COB) license.

Module V**10 Lecture Hours**

Agencies for industrial assistance, West Bengal Electronics Development Corporation, ICICI- West Bengal Infrastructure Development Corporation, West Bengal Industrial Infrastructure Development Corporation, Other Corporations with focus as specific segments, State Industrial Development Corporation (SIDC).

Module VI**15 Lecture Hours**

Directorate General of Supplies and Disposals(DGS & D), Registration with DGS & D, Registration Categories, Registration Procedure, Benefits of DGS & D, Information facilities centre in DGS & D, Khadi and Village Industries Commission (KVIC).

Reference Books:

1. Entrepreneurial Finance 5th Edition (Ronald W. Melicher, J. Chris Leach)
2. Entrepreneurial Finance, Third Edition: Finance and Business Strategies for the Serious Entrepreneur

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam**Examination Scheme:**

Components	Mid Term	Attendance	Class Assessment	End Term
Weightage (%)	20	00	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	0	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT420	Entrepreneurial Finance	CO1	1	1	2	3	0	2	0	0	1	1
		CO2	1	3	0	1	1	0	0	0	1	0
		CO3	0	1	3	1	2	2	0	0	0	0
		CO4	3	0	2	0	2	0	0	1	0	0
		CO5	3	0	1	2	3	0	1	1	0	1
		AVG. CO	1.6	1	1.6	1.4	1.6	0.8	0.2	0.4	0.4	0.4

1=weakly mapped

2= moderately mapped

3=strongly mapped

MGT421	Machine Learning using Python	L	T	P	C
Version 1.0	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Basic understanding of business				
Co-requisites	--				
Academic Year	2023-24				

Course Objectives:

Machine Learning is broad and fast growing sub-field of Artificial Intelligence. This course introduces students to the basic concepts and techniques of Machine Learning. The objective of this course is to develop the skills required for Machine Learning Technologies with use of Python to analyze data and solving ML problems like Regression and Classification using machine learning algorithms

Course Outcomes:

After completing the module, the learner will be able to:

CO1 Understand the basic concepts of Python language.

CO2 Understand the basics of Machine Learning & their types.

CO3 Understand various learning models, methods and applications under supervised and unsupervised learning.

CO4 Understand data preprocessing for Machine Learning.

CO5 Solve real world problems through machine learning implementation leading to predictions

Course Description

Machine Learning is broad and fast-growing sub-field of Artificial Intelligence. This course introduces students to the basic concepts and techniques of Machine Learning. And this course also contains Basic of Python Programming to contain control structure, conditional statement, function Sequence Data type and numpy that make students to more skilled.

Course Content with Lecture Hours

Module 1: Introduction to Machine Learning (8 hours)

Overview of machine learning and its types (Supervised, Unsupervised, Reinforcement Learning), Applications of machine learning in various domains, Python libraries for machine learning: NumPy, Pandas, Matplotlib, Scikit-learn, Introduction to the data science workflow.

Module 2: Data Preprocessing (8 hours)

Importance of data cleaning and preprocessing, Handling missing data, outliers, and categorical variables, Feature scaling (Normalization and Standardization), Data splitting (Training and Testing sets).

Module 3: Supervised Learning Algorithms (12 hours)

Linear Regression: Simple and multiple regression models, **Logistic Regression:** Classification techniques and evaluation, **K-Nearest Neighbors (KNN):** Algorithm and applications, **Decision Trees and Random Forests:** Classification and regression trees, **Support Vector Machines (SVM):** Hyperplanes, kernel methods, and applications.

Module 4: Unsupervised Learning Algorithms (10 hours)

Clustering: K-Means, Hierarchical Clustering, **Dimensionality Reduction:** Principal Component Analysis (PCA), t-SNE, **Anomaly Detection:** Techniques for identifying outliers.

Module 5: Model Evaluation and Tuning (8 hours)

Cross-validation techniques, Hyperparameter tuning and grid search, Model evaluation metrics: Accuracy, Precision, Recall, F1-score, ROC, AUC, Overfitting and underfitting.

Module 6: Deep Learning Overview (6 hours)

Introduction to Neural Networks, Overview of deep learning frameworks: TensorFlow and Keras, Simple neural network implementation in Keras.

Module 7: Machine Learning Project (8 hours)

Working on a real-world dataset, Building and evaluating models, Model deployment and interpretation.

Reference Books

1. "Hands-On Machine Learning with Scikit-Learn, Keras, and TensorFlow" by Aurélien Géron
2. "Machine Learning Yearning" by Andrew Ng
3. "Python Machine Learning" by Sebastian Raschka and Vahid Mirjalili
4. "Introduction to Machine Learning with Python" by Andreas C. Müller and Sarah Guido
5. "Pattern Recognition and Machine Learning" by Christopher Bishop

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam

Examination Scheme:

Components	Mid Term	Attendance	Class Assessment	End Term
Weightage (%)	20	00	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	
MGT421	Machine Learning using Python	CO1	3	0	2	3	0	2	0	1	1	0	
		CO2	1	1	3	1	2	0	1	0	1	1	
		CO3	1	3	0	1	2	2	0	0	0	0	1
		CO4	0	0	2	3	2	0	0	1	0	0	
		CO5	0	3	1	2	0	0	0	1	0	1	
		AVG. CO	1	1.4	1.6	2	1.2	0.8	0.2	0.6	0.4	0.6	

1=weakly mapped

2= moderately mapped

3=strongly mapped

MGT422	Search Engine Marketing (SEM) and SEO	L	T	P	C
Version 1.0	Contact Hours – 60	3	1	0	4
Pre-requisites/Exposure					
Co-requisites	--				
Academic Year	2023-24				

Course Description

This course introduces the principles, strategies, and tools of Search Engine Marketing (SEM) and Search Engine Optimization (SEO). It focuses on optimizing online visibility and driving website traffic through organic and paid search strategies. Students will learn how to create

and manage successful campaigns, improve website rankings, and measure the effectiveness of their efforts using analytics tools.

Course Objectives

1. To understand the fundamentals of search engines and their impact on digital marketing.
2. To equip students with skills to optimize websites for higher visibility in organic search results.
3. To familiarize students with SEM tools and platforms for creating paid campaigns.
4. To analyze the effectiveness of SEO and SEM strategies using performance metrics.
5. To enable students to apply SEO and SEM techniques to real-world projects.

Course Outcomes

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

CO1. Explain the working of search engines and the significance of SEO and SEM in digital marketing.

CO2. Implement on-page and off-page SEO techniques to improve website rankings.

CO3. Design and manage SEM campaigns using platforms like Google Ads.

CO4. Use analytics tools to measure and improve SEO and SEM performance.

CO5. Develop and execute integrated strategies for organic and paid search marketing.

Course Content

Module 1: Introduction to Search Engines and SEO (8 hours)

How search engines work: Crawling, indexing, and ranking, Overview of SEO and SEM: Differences and significance, Key terminologies: Keywords, SERP, organic vs. paid search, Role of SEO in digital marketing strategies.

Module 2: On-Page Optimization (10 hours)

Importance of content quality and relevance, Keyword research and placement strategies, Meta tags, title tags, and header optimization, URL structure and internal linking best practices, Mobile optimization and Core Web Vitals.

Module 3: Off-Page Optimization (10 hours)

Link building strategies: Backlinks and their importance, Social media's role in SEO, Content marketing: Blogging, guest posts, and infographics, Local SEO: Google My Business and directory submissions.

Module 4: Introduction to Search Engine Marketing (10 hours)

SEM basics: Pay-per-click (PPC), cost-per-click (CPC), and ad rankings, Creating campaigns on Google Ads and Bing Ads, Ad copywriting and targeting strategies, Campaign budgeting and bidding strategies.

Module 5: SEO and SEM Analytics (10 hours)

Introduction to analytics tools: Google Analytics, Search Console, SEMrush, Ahrefs, Measuring KPIs: CTR, bounce rate, conversion rate, and ROI, A/B testing for campaigns, Reporting and performance improvement.

Module 6: Advanced Topics and Trends in SEO and SEM (12 hours)

Voice search optimization, AI and machine learning in search algorithms, Ethical SEO and avoiding black-hat practices, E-commerce SEO strategies, Case studies of successful SEO and SEM campaigns.

Reference Books

1. "SEO 2024: Learn Search Engine Optimization with Smart Internet Marketing Strategies" by Adam Clarke.
2. "The Art of SEO" by Eric Enge, Stephan Spencer, and Jessie Stricchiola.
3. "Google Ads (AdWords) Workbook 2024" by Jason McDonald.
4. "Search Engine Optimization All-in-One For Dummies" by Bruce Clay.
5. "Ultimate Guide to Google Ads" by Perry Marshall and Mike Rhodes.

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam

Examination Scheme:

Components	Mid Term	Attendance	Class Assessment	End Term
Weightage (%)	20	00	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT422	Search Engine Marketing (SEM) and SEO	CO1	1	0	2	3	0	2	0	0	1	0
		CO2	1	0	3	1	2	0	0	0	1	1
		CO3	0	3	0	1	2	2	3	0	0	1
		CO4	0	1	2	3	2	0	0	1	0	0
		CO5	3	1	1	2	0	0	0	1	0	1
		AVG. CO	1	1	1.6	2	1.2	0.8	0.6	0.4	0.4	0.6

- 1=weakly mapped
 2= moderately mapped
 3=strongly mapped

MGT423	Supply chain Management	L	T	P	C
Version 1.0	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Basic understanding of business operations and distributions				
Co-requisites	--				
Academic Year	2023-24				

Course Objectives:

- This course would help students develop an understanding about the role of supply chain management in business.
- Distribution and supply chain functions, key issues of supply chain and the drivers of supply chain performance.
- This course would also give exposure to the students with basic concepts of supply chain management for cost effective functioning of the business.
- To provide basic knowledge of information technology application in supply chain management.

Course Outcomes

On completion of this course, the students will be able to:

CO1. Understanding the basic fundamentals of logistics and supply chain management.

CO2. Recognise the importance of inventory and its planning.

CO3. Need for warehousing, network of warehouses, and distribution centres.

CO4. Importance of transportation and its role in logistics and supply chain management.

CO5. Awareness of information technology and its application in supply chain management.

Catalogue Description:

Over the last six decades, the discipline of business logistics has advanced from the warehouse and transportation dock to the boardroom of leading global companies. Supply chain and logistics management encompasses the development and fundamental of the logistics discipline within a supply chain structure. Logistics includes all the activities required to move product and information to, from, and between members of a supply chain. The supply chain provides the framework for businesses and their suppliers to jointly deliver goods, services, and information efficiently, effectively, and relevantly to customers. Supply chain and logistics management presents the mission, business processes, and strategies needed to achieve integrated logistical management. Classroom will be interactive and encourage students to take part in the class activities. This course is designed to include

conventional lecture sessions with other modern teaching techniques such as case study, class assignments, continuous evaluation tests, and presentation on live company based case.

Course Content:

Unit 1: [15L]

Introduction to Logistics and Supply Chain Management: Scope and Components of Logistics; Logistics and Marketing; Logistics Planning, Principles and focus Areas; Supply Chain Drivers and Obstacles; Demand Management and Forecasting in a Supply Chain and Supply Chain Integration.

Unit II: [15L]

Managing Inventory: Inventory Planning; Managing Inventory in a Supply Chain; Factors Driving Inventory; Category and Types of Inventory ; Inventory Classifications; ABC Inventory Analysis; Inventory Costs; Inventory control and functions.

Unit III: [10L]

Warehousing: Purpose and Reasons of Warehousing; Network of Warehouses; Distribution Centres; Market Positioning; Production Positioning; Intermediate Positioning.

Unit IV: [10L]

Transportation: Transportation Principles; Network Design and Selection Criteria; Relative Merits Analysis; Costs Factors; Customer Service Factors; Reverse Logistics; Advantages & Disadvantages of all forms of Logistics

Unit V: [10L]

Information Technology: Basic concept of information technology, Enterprise Resource Planning, Application of information technology in supply chain management.

Reference Books:

1. Janat Shah, Supply Chain Management, Pearson
2. V.V. Sople, Supply Chain Management, Pearson
3. K. Shridhara Bhat, Logistics and Supply Chain Management, e/2018, Himalaya Publishing House
4. Donald J Bowersox, David J Closs & M Bixby Cooper, Supply Chain Logistics Management, e/2019, Tata McGraw Hill education

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam

Examination Scheme:

Components	Internal	Attendance	Mid Term	End Term
Weightage (%)	30	00	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT423	Supply Chain	CO1	2	2	0	3	0	1	0	0	1	1
		CO2	1	2	3	0	0	0	0	1	0	1

	Management	CO3	2	3	2	2	2	0	1	0	0	0
		CO4	3	0	0	3	2	0	2	0	1	0
		CO5	0	3	0	0	2	2	0	0	0	0
		AVG. CO	1.6	2	1	1.6	1.2	0.6	0.6	0.2	0.4	0.4

1=weakly mapped

2= moderately mapped

3=strongly mapped

MGT428	Business Ethics & Corporate Governance	L	T	P	C
Version 1.0	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Business Law 1, Business Ethics & Values				
Co-requisites	--				
Academic Year	2023-24				

Course Objectives:

- To understand what is a corporation, types of ownership and the concept of corporate governance.
- To gain exposure to the various laws and norms applicable in rendering effective corporate governance.
- To enable students to identify sustainability and CSR issues and to design, conduct and evaluate sustainability assessment for policy making.

Course Outcomes

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

- CO1 Describe** what is a corporation, types of ownership and the concept of Corporate governance
- CO2 Summarize** the concept of Board of directors, types of directors, differences among them, their remuneration, their rights etc. as per the Companies Act , 2013
- CO3 Explain** the concepts of financial oversight and audit mechanism, Role of SEBI, Risk management, Misgovernance, Whistle-blowers' protection etc.
- CO4 Interpret** the meaning, history, concept, evolution etc. of CSR, as well as CSR in India, relevant codes and initiatives
- CO5 Compare** CSR-Legislation In India & the world and **analyse** the scope for CSR Activities under Schedule VII
- CO6 Combine** the knowledge of CSR in India, and successful corporate initiatives & challenges of CSR to gain unique insights.

Course Description:

The course seeks to develop a sound understanding of the concepts of corporate governance and sustainable organisations. The objective is to expose the students to various issues, norms and laws related to corporate governance. It attempts to establish a scientific base in sustainable development and policy-making as a strategic tool in organisations. It presents the main questions and answers related to sustainability, the theories describing them and the empirical work and the history, need and benefits of Corporate Social Responsibility.

Course Structure:

MODULE I

[9L]

Introduction to the concept of corporations, extended view of corporate citizenship. Owners and stakeholders: Types of owners, Rights and privileges of shareholders, Ownership structures and corporate governance, Perspectives on Corporate Governance: Theoretical background, Market and control model of governance chain

MODULE II

[9L]

Board of Directors: Types of Directors, Importance of Independent Directors, Board Committees and Chairman: Separation OF CEO & Board Chairman post, Nomination Committee, Board Selection, Boards Performance Evaluation, Executive Compensation: Role of Remuneration Committee, Human Side of Governance

MODULE III

[9L]

Financial Oversight and Audit Mechanisms: Audit Committee, Disclosure mechanisms, Role of SEBI, Governance and Risk Management, Risk Management Committee, Corporate Misconduct & Misgovernance: Reasons for Corporate Misconduct, Whistle Blower's Protection, Factors Responsible for Obstructing Effective Corporate Governance Practices

MODULE IV

[9L]

Introduction to CSR: Meaning & Definition of CSR, History & evolution of CSR. Concept of Charity, Corporate philanthropy, Corporate Citizenship, relation between CSR and Corporate governance; environmental aspect of CSR; Chronological evolution of CSR in India; major codes on CSR; Initiatives in India.

MODULE V

[9L]

CSR-Legislation In India & the world. Section 135 of Companies Act 2013.Scope for CSR Activities under Schedule VII, Appointment of Independent Directors on the Board, and Computation of Net Profit's Implementing Process in India.

MODULE VI

[9L]

The Drivers of CSR in India, Market based pressure and incentives civil society pressure, the regulatory environment in India Counter trends. Review current trends and opportunities in CSR.CSR as a Strategic Business tool for Sustainable development. Review of successful corporate initiatives & challenges of CSR. Case Studies of Major CSR Initiatives.

Text Books

- T1. Fernando, A.C.: Corporate Governance- Principles, Policies and Practices, ed. Pearson Education.
- T2. Corporate Governance in India – Jayati Sarkar, Subrata Sarkar, Sage Publications
- T3. Corporate Social Responsibility in India – Sanjay K Agarwal
- T4. Corporate Social Responsibility: Concepts and Cases: The Indian – C. V. Baxi, Ajit Prasad

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam

Examination Scheme:

Components	Internal	Attendance	Mid Term	End Term
Weightage (%)	30	00	20	50

Relationship between the Course Outcomes (Cos) and Program Outcomes (Pos)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT428	Business Ethics and Corporate Governance	CO1	2	1	2	3	0	0	0	0	1	0
		CO2	2	3	0	0	0	0	1	0	0	0
		CO3	3	0	2	2	0	0	0	1	1	1
		CO4	2	0	3	3	2	0	0	0	0	0
		CO5	3	0	2	0	2	0	1	0	1	1
		CO6	0	2	3	0	2	2	2	1	0	1
		AVG. CO	2.0	1.0	2.0	1.3	1.0	0.3	0.7	0.3	0.5	0.5

- 1=weakly mapped
 2= moderately mapped
 3=strongly mapped

MGT429	Rural Marketing	L	T	P	C
Version 1.0	Contact Hours – 60	3	1	0	4
Pre-requisites/Exposure	Basics of marketing				
Co-requisites	--				
Academic Year	2023-24				

Course Objectives:

- To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context
- To familiarize with the special problems related to sales in rural markets, and
- To help understand the working of rural marketing institutions.

Course Outcomes:

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

- CO1. Explore the various aspects of rural marketing and develop an insight into rural marketing regarding different concepts and basic practices in this area.
- CO 2. Identify the challenges and opportunities in the field of rural marketing for the budding managers and also expose the students to the rural market environment and the emerging challenges in the globalization of the economies.
- CO 3. Acquaint the students with the appropriate concepts and techniques in the area of rural marketing.
- CO 4. Apply adaptations to the rural marketing mix to meet the needs of rural consumers.
- CO 5. Understand the concept and methodology for conducting the research in rural market.

Course Description

This course on Rural Marketing, introduces students to the challenges and the opportunities of Rural Markets through exploring various issues that face these markets. There are such challenges that need to be understood in order to devise functional as well as overall business strategies. The first of these is the challenge to reach – markets in rural India are small and scattered, making them inaccessible, unviable, or both. But this problem is not new, and many companies are trying to overcome this through innovative marketing strategies. The course intends to focus on the following issues: 1. Highlighting critical issues in rural markets 2. Providing options for marketers 3. Developing insights into the behaviour of the rural consumer 4. Understanding emerging rural retail 5. Addressing these issues using insights into consumer behaviour and rural Institutions

Course Content

Unit - I

Rural Economy - Rural - Urban disparities-policy interventions required - Rural face to Reforms - The Development exercises in the last few decades.

Unit - II

Rural Marketing - Concept and Scope - Nature of rural markets - attractiveness of rural markets - Rural Vs Urban Marketing - Characteristics of Rural consumers - Buying decision process - Rural Marketing Information System - Potential and size of the Rural Markets.

Unit - III

Selection of Markets - Product Strategy - Product mix Decisions - Competitive product strategies for rural markets.

Unit - IV

Pricing strategy - pricing policies - innovative pricing methods for rural markets - promotion strategy - appropriate media - Designing right promotion mix - promotional campaigns.

Unit - V

Distribution - Logistics Management - Problems encountered - selection of appropriate channels - New approaches to reach out rural markets – Electronic choupal applications.

References

1. Balaram Dogra & Karminder Ghuman, RURAL MARKETING: CONCEPT & CASES, Tata McGraw-Hill Publishing Company, New Delhi, 2008
2. A.K. Singh & S. Pandey, RURAL MARKETING: INDIAN PERSPECTIVE, New Age International Publishers, 2007
3. CSG Krishnamacharylu & Laitha Ramakrishna, - RURAL MARKETING, Pearson Education Asia. 2009
4. Philip Kotler, MARKETING MANAGEMENT, Prentice - Hall India Ltd. New Delhi
5. Agarwal A.N, INDIAN ECONOMY, Vikas Publication, New Delhi.

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam

Examination Scheme:

Components	Internal	Attendance	Mid Term	End Term
Weightage (%)	30	00	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT429	Rural Marketing	CO1	2	2	0	3	0	3	0	0	0	0
		CO2	3	1	2	0	0	0	0	1	0	0
		CO3	2	2	3	2	2	2	0	0	0	1
		CO4	1	0	3	0	2	0	2	0	1	0
		CO5	1	3	0	0	2	2	0	0	0	0
		AVG. CO	1.8	1.6	1.6	1	1.2	1.4	0.4	0.2	0.2	0.2

1=weakly mapped

2= moderately mapped

3=strongly mapped

MGT430	Mergers, Acquisitions & Corporate Restructuring	L	T	P	C
Version 1.0	Contact Hours – 60	3	1	0	4
Pre-requisites/Exposure	Introductory level accounting and economics knowledge will be helpful.				
Co-requisites	--				
Academic Year	2023-24				

Course Objectives:

4. To make students aware about corporate accounting practices
5. To develop analytical understanding of corporate valuation process
6. To make them learn synergies about corporate structuring

Course Outcomes:

On completion of this course, the students will be able to

- CO1 Understanding the corporate finance and different accounting challenges.
- CO2 Applying the concept of time value of money and compounding
- CO3 Analyzing the different sources of funds and their implication in business.
- CO4 Applying different methods for long term investment decision making.
- CO5 Understanding and applying the corporate valuation model
- CO6 Creating and applying knowledge about corporate restructuring

Course Description:

The goal of this course is to develop the analytical skills for making corporate investment with regards to financial decisions and risk analysis. This course will examine various theories including the concept of present value, the opportunity cost of capital, discounted cash flow analysis, a consortium of valuation techniques, issues between short & long term financial management, risk and return, capital asset pricing model, capital budgeting, corporate capital structure and financing decisions, dividend policy, investment and financial decisions in the international context, including exchange rate/interest rate risk analysis, and issues of corporate governance and control. In essence, we will explore the very patterns of corporate finance that has shaped the familiar yet complex terrain of today's global economy.

Course Content:

Unit I: Introduction	3 Hrs
Objectives of Corporate finance, Shareholder wealth maximization, Agency Problems, Management Compensation & measurement of Performance	
Unit II: Capital Budgeting Factors	10 Hrs
Concept of annuity, PVIFA, FVIFA, Sinking Fund, Capital recovery factor	
Unit III: Cost of Capital	10 Hrs
Cost of debt, equity, preference shares, Weighted Average Cost of Capital (WACC). Capital Structure Decision: Modigliani Millar propositions I and II. Other capital structure theories	
Unit IV: Capital Budgeting	10 Hrs
NPV, IRR, payback period, discounted payback period, accounting rate of return	
Unit V: Valuation Models	10 Hrs
Valuation Models, Application of Valuation Model, EVA/MVA, Balanced scorecard and other methods/measures of financial performance.	
Unit VI: Differential Efficiency & Financial Synergy	10 Hrs
Differential Efficiency & Financial Synergy: Theory of Mergers, Operating Synergy & Pure Diversification: Theory of mergers, Costs and Benefits of Merger, Evaluation of Merger as a Capital Budgeting Decision, Poison Pills,	

Turnaround Strategies. Basics of Corporate Governance, Ethics and finance, Ethical practices in market place, Corporate Responsibility, Social Audit and Ethical Investing.

Unit VII: Impact of M&A Activities in Financial Structure

7 Hrs.

Meaning of Mergers and Acquisition and related Terms, The Reasons of M&A – Evidences from Case Studies, Need Analysis of the M&A Analysis, The Impact on Financial Structure and Performance.

Reference Books

3. Financial Management by I.M.Pandey (Vikas Publication)
4. Corporate Finance by Stephen Ross (McGraw Hills Education)

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam

Examination Scheme:

Components	Internal	Attendance	Mid Term	End Term
Weightage (%)	30	00	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	
MGT430	Mergers, Acquisitions & Corporate Restructuring	CO1	2	0	2	3	0	0	1	1	1	0	
		CO2	1	3	0	0	0	0	0	0	0	0	1
		CO3	1	0	2	2	3	1	0	0	1	1	1
		CO4	2	3	0	3	2	1	0	0	0	1	0
		CO5	0	3	2	0	2	0	0	0	0	0	1
		CO6	1	2	3	0	2	2	2	2	1	0	1
		AVG. CO	1.2	1.8	1.5	1.3	1.5	0.7	0.5	0.5	0.5	0.5	0.7

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 2= moderately mapped
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MGT431	Cross Cultural Management	L	T	P	C
Version 1.0	Contact Hours – 60	3	1	0	4
Pre-requisites/Exposure	Basics of management				
Co-requisites	--				
Academic Year	2023-24				

Course Objectives:

To enable understanding of importance of cross culture in conduct of business.
To elucidate various aspects in reconciling cultural dilemmas, culture and styles of management.
To explain culture and corporate structures.
To elucidate on the importance of business communication across cultures.
To highlight the importance of Working with International teams.

Course Outcomes:

CO1 Understand the importance of the influence of national culture on business culture.
CO2 Learn about value orientations and dimensions.
CO3 Assess culture and leadership, culture and strategy, cultural change in organizations.
CO4 Understand cross cultural team management.
CO5 Learn the aspects of working with international teams and multiple cultures and management of conflicts

Course Description

The multi-cultural environment in today's workplace provide new challenges to business managers. Globalization has led to an increase in cross-border mergers and acquisitions, strategic alliances, and global relocations. Managing cultural differences is now recognized as a key factor in achieving organizational objectives. Your success in the international arena will be influenced by your cultural intelligence, and your ability to understand both the challenges and the opportunities that the global environment provides. Your course in international business has already exposed you to the subject of globalization and how business practices differ between cultures. This course will help you develop an understanding of the impact of culture on business behaviours and practices.

Course Content:

Unit – I: Introduction: Determinants of Culture, Facets of Culture, Levels of Culture, National Cultural Dimensions in the Business Context, The Influence of National Culture on Business Culture. BusinessCultures: East and West.

Unit – II: Cultural Dimensions and Dilemmas: Value Orientations and Dimensions, Reconciling Cultural Dilemmas, Culture and Styles of Management: Management Tasks and Cultural Values.

Unit – III: Culture and Organizations: Culture and Corporate Structures, Culture and Leadership, Culture and Strategy, Cultural Change in Organizations, Culture and Marketing, Cultural Diversity.

Unit – IV: Culture and Communications: Business Communication across Cultures, Barriers to Intercultural Communication, Negotiating Internationally.

Unit – V: Cross-Cultural Team Management: Working with International Teams, Group Processes During International Encounters, Conflicts and Cultural Difference, Understanding and Dealing with Conflicts, Developing Intercultural Relationships.

Reference Books

1. Marie-Joelle Browaeys, Roger Price: Understanding Cross-Cultural Management, Pearson, 4e,2019.
2. David C.Thomas: Cross Cultural Management, Sage Publications, 4e, 2017.
3. Nigel Holdon, Cross Cultural Management: Knowledge Management Perspective, Pentice Hall,2012.

4. Parissa Haghirian: Multinational and Cross-Cultural Management, Routledge, 2012.
5. Richard Mead: International Management-Cross cultural Dimension, 3/e, Blackwell, 2015.
6. Jerome Dumetz, Cross-cultural Management Textbook: Lessons from the world leading experts in cross-cultural management, Create Space Independent Publishing Platform; Student edition(September 5, 2012), Oakland, USA.

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam

Examination Scheme:

Components	Internal	Attendance	Mid Term	End Term
Weightage (%)	30	00	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT431	Cross Cultural Management	CO1	2	2	3	0	0	0	0	0	0	0
		CO2	2	2	3	3	0	0	0	1	0	0
		CO3	3	2	2	2	2	2	0	0	0	0
		CO4	2	0	3	0	2	0	2	0	1	0
		CO5	0	3	0	0	2	2	0	0	0	0
		AVG. CO	1.8	1.8	2.2	1	1.2	0.8	0.4	0.2	0.2	0

- 1=weakly mapped
 2= moderately mapped
 3=strongly mapped

MGT432	Project Management	L	T	P	C
Version 1.0	Contact Hours - 30	3	1	0	4
Pre-requisites/Exposure	Basic understanding of business				
Co-requisites	--				
Academic Year	2023-24				

Course Objectives:

- i) To learn the concepts of project management
- ii) Understanding project management process and principles.
- iii) How to identify projects and select, plan and execute.
- iv) Techniques of project management and control
- v) Learning project risk reduction and successful completion.
- vi) Learning Project management software and its application

Course Outcomes:

On completion of this course, the students will be able to:

CO1. Identify basic concept of project management

CO2. Recognise the importance of project management process.

CO3. Identification of projects, selection and execution.

CO4. Make use of project management techniques and control

CO5. Realising project risk reduction and completion.

CO6. Application of project management software.

Course Description

Project management is the process of leading the work of a team to achieve goals and meet success criteria at a specified time. The primary challenge of project management is to achieve all of the project goals within the given constraints. This information is usually described in project documentation, created at the beginning of the development process. The primary constraints are scope, time, quality, and budget. The secondary challenge is to optimize the allocation of necessary inputs and apply them to meet pre-defined objectives. A project is a temporary endeavour designed to produce a unique product, service or result with a defined beginning and end (usually time-constrained, and often constrained by funding or staffing) undertaken to meet unique goals and objectives, typically to bring about beneficial change or added value. The temporary nature of projects stands in contrast with business as usual (or operations), which are repetitive, permanent, or semi-permanent functional activities to produce products or services. In practice, the management of such distinct production approaches requires the development of distinct technical skills and management strategies.

Course Content:

Module 1:

5 Lecture Hours

Introduction, Project Management Knowledge Project implementation and

control techniques Importance of learning project management techniques for Entrepreneurs, recent development and techniques in project management, basics of Project Management.

Module II

5 Lecture Hours

Project Identification and Selection: Introduction, Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project Break-even point. Project Planning: Introduction, Project Planning, Need of Project Planning, Project Life Cycle, Roles, Responsibility and Team Work, Project Planning Process, Work Breakdown Structure (WBS).

Module III

5 Lecture Hours

Organisational Structure and Organisational Issues: Introduction, Concept of Organisational Structure, Roles and Responsibilities of Project Leader, Relationship between Project Manager and Line Manager, Leadership Styles for Project Managers, Conflict Resolution, Team Management and Diversity Management, Change management.

Module IV

5 Lecture Hours

PERT and CPM: Introduction, Development of Project Network, Time Estimation, Determination of the Critical Path, PERT Model, Measures of variability, CPM Model, Network Cost System. Resources Considerations in Projects: Introduction, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Cost Forecasts.

Module V

5 Lecture Hours

Project Risk Management: Introduction, Risk, Risk Management, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk Identification, Risk Analysis, Reducing Risks. Project Quality Management and Value Engineering: Introduction, Quality, Quality Concepts, Value Engineering.

Module VI

5 Lecture Hours

Project Execution and Control: Introduction, Project Execution, Project Control Process, Purpose of Project Execution and Control. Project Close-out, Termination and Follow-up: Introduction, Project Close-out, Steps for Closing the Project, Project Termination, Project Follow-up. Project Management Software: Introduction, Advantages of Using Project Management Software, Common Features Available In Most of the Project Management Software, Illustration. Case Studies

in Project Management.

Reference Books:

1. Project Management by Kalpesh Asha, 4e, 2019
2. Project Management: The Managerial Process by Erik Larson and Clifford Gray, 6e, 2017

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam

Examination Scheme:

Components	Internal	Attendance	Mid Term	End Term
Weightage (%)	30	00	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT432	Project Management	CO1	1	0	2	3	0	0	0	0	1	0
		CO2	2	0	3	0	0	3	0	0	0	0
		CO3	2	0	2	2	3	0	0	1	0	1
		CO4	2	3	1	3	2	0	0	0	3	0
		CO5	0	0	2	3	2	0	0	0	0	1
		CO6	1	2	3	0	2	2	2	1	0	1
		AVG. CO	1.3	0.8	2.2	1.8	1.5	0.8	0.3	0.3	0.7	0.5

- 1=weakly mapped
 2= moderately mapped
 3=strongly mapped

MGT433	VISUAL DATA ANALYTICS	L	T	P	C
Version 1.0	Contact Hours - 30	3	1	0	4
Pre-requisites/Exposure	Basic Analytical Skills, Presentation Skills				
Co-requisites	--				
Academic Year	2023-24				

Course Objectives

1. To understand the role of Visualization in Business Intelligence.
2. To understand the various chart types/widgets available to depict key performance indicators.
3. To develop hands-on experience of developing dashboards using Tableau and PowerBI.
4. To apply the knowledge learnt in different business scenarios.

Course Outcomes:

On completion of this course, the students will be able to:

- CO1. Understand various chart types and widgets available to present information
- CO2. Create Interactive and Easy-to-Use Dashboards
- CO3. Develop Hands-On experience of working on Tableau and PowerBI
- CO4. Apply concepts/tools learned in real-life business scenarios

Course Description:

The course aims to cover visualization tools like Tableau and PowerBI in the areas of charting, dates, table calculations and mapping. The students will be taught to explore the best choices for charts, based on the type of data one is using. Specific types of charts will be looked into, including scatter plots, Gantt charts, histograms, bullet charts and several others. Charting guidelines, connecting multiple data sources, creating custom parameters and quick table calculations will also be covered.

Course Structure:

Unit I: Introduction to Visualization 6 L

Role of Visualization in Business Intelligence, Story Telling Using Dashboards, Understand Key Performance Indicators across different business domains, Introduction to Various Chart Types and their applications

Unit II: Creating Visualizations with Tableau 8 L

Introduction to Tableau, installing Tableau, importing data, connecting multiple data sources, creating widgets as per data type

Unit III: Creating Visualizations with PowerBI 8 L

Introduction to PowerBI, installing PowerBI, importing data, connecting multiple data sources, creating tiles as per data type

Unit IV: Creating Interactive Dashboards Using Tableau and PowerBI 8 L

Create Interactive Dashboards based on requirement, Overall guidelines to build user-friendly dashboards, managing and exploring color scheme and overall theme of dashboards

Text Book:-

1. Joshua N. Milligan, Learning Tableau 2019: Tools for Business Intelligence, Data Prepend Visual Analytics, 3rd Edition

2. Ferrari Alberto, Russo Marco- Analyzing Data with Microsoft PowerBI and Power Pivotfor Excel

Project:

The class will be divided into Groups consisting of 5 members each. Each group will be given a dataset to analyze one business scenario. The Group will have to analyze the data based on the concepts/tools taught during the sessions. Each group will then present their findings.

Modes of Evaluation: Quiz/Assignment/presentation/Written Examination
Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT433	Visual Data Analytics	CO1	3	0	2	0	0	2	0	0	1	0
		CO2	0	3	0	1	2	0	0	2	1	0
		CO3	2	0	3	1	2	2	0	0	0	0
		CO4	0	3	2	3	2	0	3	1	0	0
		AVG. CO	1.3	1.5	1.8	1.3	1.5	1.0	0.8	0.8	0.5	0

1=weakly mapped
 2= moderately mapped
 3=strongly mapped

MGT434	CYBER SECURITY IN DIGITAL MARKET	L	T	P	C
Version 1.1	Contact Hours - 60	3	1	0	4
Pre-requisites/Exposure	Business Law and Cyber Law				
Co-requisites	--				
Academic year	2023-24				

Course objectives:

Provide information to the students regarding emerging web application vulnerabilities. Deliver the information regarding tools which are utilized for the exploitation of the cyber security vulnerabilities. Secure both clean and corrupted systems, protecting personal data, securing simple computer networks, and safe Internet usage. Understand key terms and concepts in cyber law, intellectual property and cyber crimes, trademarks and domain theft.

Course Outcomes

On completion of this course, the students will be able to:

CO1: Understand basic concept of cyber law and its application in business.

CO2: Understand key terms and concepts in cyber law, intellectual property and cyber crimes, trademarks and domain theft.

CO3: Appraise the application of digital marketing strategy and digital marketing mix

CO4: Determine computer technologies, digital evidence collection, and evidentiary reporting in forensic acquisition

Course Description:

Describe and analyze the hardware, software, components of a network and the interrelations. Explain networking protocols and their hierarchical relationship hardware and software. Compare protocol models and select appropriate protocols for a particular design. Manage multiple operating systems, systems software, network services and security. Evaluate and compare systems software and emerging technologies. Develop solutions for networking and security problems, balancing business concerns, technical issues and security.

Course Structure

Module I:

Introduction

Overview of Computer and Web Technology ; Need for Cyber Law ; Cyber Jurisprudence at International and Indian Level

Module II: Jurisdictional Aspects in Cyber Law

Jurisdictional Aspects in Cyber Law; Issues of jurisdiction in cyberspace , Types of jurisdiction
Prerequisites of jurisdiction; The Test evolved - Minimum Contacts Theory -

Sliding Scale Theory - Effects Test and International targeting ; Jurisdiction under IT Act, 2000.

Module III: Cyber Crimes & Legal Framework

Introduction to Cyber Crimes ; Cyber Crimes Vs. Conventional

Crime ; Reasons for cyber crimes and cyber criminals ; Cyber Crimes against Individuals, Institution and State ; Cyber Crimes Hacking Digital Forgery Cyber Stalking/Harassment Cyber Identity Theft & Fraud Cyber Terrorism Cyber Defamation Viruses (File Infectors, Boot record infectors, Boot and file viruses) Salami attacks- Web Jacking Denial of service attack

Right to Privacy and Data Protection on Internet - Concept of privacy - Threat to privacy on internet - Ingredients to decide confidentiality of information - Breach of sensitive personal information and confidentiality under IT Act and penalties for the same. - Right of Interception under IT Act.

Module IV : Digital signature and Electronic Signature - Concept of public key and private key - Certification authorities and their role - Creation and authentication of digital signature
- Concept of electronic signature certificates Electronic Governance - Concept of electronic records and electronic signatures - Rules for attribution, acknowledgement and dispatch of such records

Module V: E Contracting

Salient features of E-contract ; Formation of E-contract and types; E-mail Contracting ; Indian Approach on E-contracts
Module

Text Book(s):-

TH 1: Karnika Seth, Computers, Internet and New Technology Laws, Lexis Nexis Butterworths Wadhwa Nagpur.

TH 2: Nandan Kamath, Law Relating to Computer Network and E-commerce, Universal Law Publisher.

TH 3: Apar Gupta, Commentary on Information

Technology Act, Lexis NexisTH 4: Chris Reed &

John Angel, Computer Law, OUP, New York,

(2007).

Project:

The project report submitted by the student will be evaluated jointly by the internal and external examiners during the practical examination

Modes of Evaluation: Quiz/Assignment/presentation/Written Examination
Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	
MGT434	Cyber Security in Digital Market	CO1	0	0	2	0	3	2	0	0	1	0	
		CO2	2	0	3	1	2	3	1	0	1	0	
		CO3	0	1	3	1	2	2	0	0	0	0	2
		CO4	1	3	2	0	2	0	2	1	1	1	0
		AVG. CO	0.8	1.0	2.5	0.5	2.3	1.8	0.8	0.3	0.8	0.5	0.5

1=weakly mapped

2= moderately mapped

3=strongly mapped