



# AMITY UNIVERSITY

## — R A J A S T H A N —

### **Syllabus Revision**

### **Amity Business School (ABS)**

<b>Course Name</b>	<b>Page No.</b>
MBA	1
BBA	144
B.Com. (H)	326



**AMITY UNIVERSITY**  
— R A J A S T H A N —

**PG Programs**

**Duration – 2 Years Full Time**

**Program code 12019**

**Programme Structure  
and  
Curriculum & Evaluation  
2021- 2023**

**MBA 2021-23**

Sem	CC	DE	VA	OE	NTCC	Anandam	Total
I	20		4			2	26
II	23		4	3		2	32
III	3	18	4	3	9	2	39
IV	3	12			9		24
Total	49	30	12	6	18	6	121

# Programme Learning Outcomes (PLOs) for Masters of Business Administration Degree (MBA)

## Vision of AUR

To be a leading global university & provide value based contemporary education with thrust on innovation, research and productivity with a blend of modernity & tradition.

## Mission of AUR

To prepare future global leaders by providing an environment of excellence in academic research, technology driven learning, cross-cultural exposure, holistic development and also enabling them with a commitment to social & environmental responsibility.

## Program Learning Outcomes

The MBA Program incorporates experiential learning to equip participants with the competence of both analysis and synthesis to function in the global economy. The program is designed to develop ethical and socially-oriented leaders who create value for their organizations and society at large.

Learning Outcomes	On completion of this program, participants should be able to:
Demonstrate proficiency in management concepts	<ol style="list-style-type: none"><li>1. Demonstrate mastery over knowledge in various functional areas of management.</li><li>2. Analyze and apply various management concepts and theories to facilitate a problem solving approach.</li><li>3. Demonstrate research and technical skills to analyze managerial challenges.</li></ol>
Reflect professional attitude	<ol style="list-style-type: none"><li>1. Apply leadership skills to communicate and engage with various stakeholders.</li><li>2. Communicate persuasively and clearly in variety of modes.</li><li>3. Propose innovative approaches to manage challenges.</li><li>4. Formulate business decisions with diverse and multicultural perspectives.</li><li>5. Combine un-compromising result orientation with ethical consideration.</li><li>6. Optimize resource utilization.</li></ol>

Learning Outcomes	On completion of this program, participants should be able to
Develop cognitive skills and encourage critical thinking	<ol style="list-style-type: none"> <li>1. Exhibit critical analysis and understanding of various business issues.</li> <li>2. Apply a multidisciplinary approach to creative and innovative thinking.</li> <li>3. Demonstrate the ability to work effectively in a cross-cultural team.</li> </ol>
Develop new understanding	<ol style="list-style-type: none"> <li>1. Anticipate emerging issues and social concerns.</li> <li>2. Develop the capacity for self-learning.</li> <li>3. Integrate theories and applications in decision making for global alliances.</li> </ol>
Exhibit ethically responsible decision-making behavior	<ol style="list-style-type: none"> <li>1. Evaluate and integrate business decisions with an ethical perspective.</li> <li>2. Anticipate emerging ethical issues and their probable implications.</li> </ol>
Fostering Entrepreneurial Attitude	<ol style="list-style-type: none"> <li>1. Identify and nurture entrepreneurial tendencies necessary to implement innovative business ideas.</li> <li>2. Generate and analyse new business plans.</li> </ol>
Professional development	<ol style="list-style-type: none"> <li>1. Manage change through effective communication.</li> <li>2. Utilize local, national and global business knowledge.</li> <li>3. Employ social and emotional wisdom.</li> <li>4. Prove a very high degree of result orientation.</li> </ol>

# PROGRAMME STRUCTURE

AMITY BUSINESS SCHOOL (ABS)  
Master of Business Administration (2021-23)

## FIRST SEMESTER

Course Code	Course Title	1. Category	2. Lectures (L) Hours per week	3. Tutorial (T) Hours per week	4. Project (P)/Term Paper (TP) Hours	5. Total Credits
MBA101	Organization Behavior	CC	3	0	0	3
MBA102	Accounting for Management	CC	2	1	0	3
MBA103	Managerial Economics	CC	3	0	0	3
MBA104	Marketing Management	CC	3	0	0	3
MBA105	Information Technology for Managers	CC	2	0	2	3
MBA106	Quantitative Techniques in Management	CC	2	1	0	3
MBA112	Managerial Communication-I	CC	2	0	0	2
AND001	Anandam	NTCC	2	-	-	2
<b>Value Added Courses</b>						
BCS111	Business Communication – I	VA	1	-	-	1
BSS111	Behavioral Science – I	VA	1	-	-	1
	Foreign Language – I	VA	2	-	-	2
FLN111	French					
FLG111	German					
FLS111	Spanish					
FLC111	Chinese					
	<b>TOTAL</b>			<b>2</b>	<b>2</b>	<b>26</b>

**AMITY BUSINESS SCHOOL (ABS)**  
**Master of Business Administration (2021-23)**

**SECOND SEMESTER**

<b>Course Code</b>	<b>Course Title</b>	<b>Category</b>	<b>Lectures (L) Hours per week</b>	<b>Tutorial (T) Hours per week</b>	<b>Project (P)/Term Paper (TP) Hours per week</b>	<b>Total Credits</b>
MBA201	Human Resource Management	CC	3	0	0	3
MBA202	Financial Management	CC	2	1	0	3
MBA205	Operations Management	CC	2	1	0	3
MBA210	Economic Analysis	CC	3	0	0	3
MBA281	Business Research Methods	CC	2	1	0	3
MBA292	Legal Aspects of Business	CC	2	1	0	3
MBA211	Business Modeling and Analytics	CC	2	0	2	3
MBA225	Managerial Communication-II	CC	2	0	0	2
	<b>Open Elective-I</b>	<b>OE</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
AND002	Anandam	NTCC	2	0	0	2
<b>Value Added Courses</b>						
BCS211	Business Communication – II	VA	1	0	0	1
BSS211	Behavioral Science – II	VA	1	0	0	1
	Foreign Language – II					
FLN211	French					
FLG211	German					
FLS211	Spanish					
FLC211	Chinese	VA	2	0	0	2
	<b>TOTAL</b>					<b>32</b>



**AMITY BUSINESS SCHOOL (ABS)**  
**Master of Business Administration (2021-23)**

**THIRD SEMESTER**

Course Code	Course Title	Category	Lectures (L) Hours per week	Tutorial (T) Hours per week	Project (P)/Term Paper (TP) Hours per week	Total Credits
MBA350	Summer Internship	NTCC	0	0	14	9
MBA353	Entrepreneurship & New Venture Creation	CC	2	1	0	3
AND003	Anandam	NTCC	2	0	0	2
	Open Elective-II	OE	3	0	0	3
<b>Domain Elective-III: Choose six courses amounting to minimum 18 credits from the following courses. Choose (3+3) for Dual Specialization and (4+2) for Major &amp; Minor Specialization</b>						
<b>Agribusiness Management</b>						
MBA311	Post - Harvest Management	DE	2	1	0	3
MBA312	Agricultural Input Marketing	DE	2	1	0	3
MBA313	Rural Marketing	DE	2	1	0	3
MBA380	Social Banking & Micro Finance	DE	2	1	0	3
MBA383	Agribusiness and Rural Environment	DE	2	1	0	3
<b>Finance and Accounting</b>						
MBA318	Cost and Management Accounting	DE	2	1	0	3
MBA319	Large Scale Investment	DE	2	1	0	3
MBA320	International Finance	DE	2	1	0	3
MBA322	Security Analysis & Portfolio Management	DE	2	1	0	3
MBA379	Fixed Income Investments	DE	2	1	0	3
MBA380	Social Banking & Micro Finance	DE	2	1	0	3
<b>Human Resource</b>						
MBA324	Industrial Relations & Labor Laws	DE	2	1	0	3
MBA325	Performance & Competency Management	DE	2	1	0	3
MBA326	Strategic Human Resource Management	DE	2	1	0	3
MBA329	HR Audit & HR Information Systems	DE	2	1	0	3
MBA377	General Human Psychology	DE	2	1	0	3
MBA378	Compensation & Reward Management	DE	2	1	0	3
MBA390	Recruitment, Selection, Training & Development	DE	2	1	0	3
<b>International Business</b>						

MBA320	International Finance	DE	2	1	0	3
MBA336	Export Import Documentation & Logistics	DE	2	1	0	3
MBA340	International Economics & Policy	DE	2	1	0	3
MBA371	WTO & International Regulatory Environment	DE	2	1	0	3
MBA372	International Business Strategy	DE	2	1	0	3
MBA373	Growth Prospects of Thrust Areas of Indian Exports	DE	2	1	0	3
MBA391	International Cross Cultural Management	DE	2	1	0	3
<b>Marketing and Sales</b>						
MBA313	Rural Marketing	DE	2	1	0	3
MBA360	Consumer Behavior	DE	2	1	0	3
MBA361	Product & Brand Management	DE	2	1	0	3
MBA362	Advertising & Sales Promotion	DE	2	1	0	3
MBA374	Marketing Research	DE	2	1	0	3
MBA375	Retail & Mall Management	DE	2	1	0	3
MBA376	Digital Marketing	DE	2	1	0	3
MBA392	Sales Management	DE	2	1	0	3
<b>Digital Marketing and Customer Analytics</b>						
MBA331	E Commerce and Online Business Models	DE	2	1	0	3
MBA332	Digital Marketing Strategies	DE	2	1	0	3
MBA333	Digital Branding and Engagement	DE	2	1	0	3
MBA334	Digital Marketing Analytics	DE	2	1	0	3
<b>Data Science And AI</b>						
MBA385	AI Technologies	DE	2	2	0	3
MBA386	Big Data Analytics	DE	2	2	0	3
MBA387	Business process Automation	DE	2	2	0	3
MBA388	Data Science Products	DE	2	2	0	3
<b>Value Added Courses</b>						
BSC311	Business Communication – III	VA	1	0	0	1
BSS311	Behavioral Science – III	VA	1	0	0	1
	Foreign Language – III					
FLN311	French					
FLG311	German					
FLS311	Spanish					
FLC311	Chinese	VA	2	0	0	2
	<b>TOTAL</b>					<b>39</b>

**AMITY BUSINESS SCHOOL (ABS)**  
**Master of Business Administration (2021-23)**

**FOURTH SEMESTER**

Course Code	Course Title	Category	Lectures (L) Hours per week	Tutorial (T) Hours per week	Project (P)/Term Paper (TP) Hours per week	Total Credits
MBA451	Strategic Management	CC	2	1	0	3
MBA455	Dissertation	NTCC	0	0	18	9
<b>Domain Elective-III: Choose four courses amounting to minimum 12 credits from the following courses. Choose (2+2) for Dual Specialization and (3+1) for Major &amp; Minor Specialization</b>						
<b>Agribusiness Management</b>						
MBA405	Agricultural Risk Management	DE	2	1	0	3
MBA406	Food Processing Management	DE	2	1	0	3
MBA408	Marketing Models in Agribusiness	DE	2	1	0	3
MBA409	Agricultural Marketing Management	DE	2	1	0	3
<b>Finance and Accounting</b>						
MBA414	Financial Engineering	DE	2	1	0	3
MBA472	Strategic Financial Management	DE	2	1	0	3
MBA473	Behavioral Finance	DE	2	1	0	3
MBA497	Management of Financial Institutions	DE	2	1	0	3
<b>Human Resource</b>						
MBA419	Social & Industrial Psychology	DE	2	1	0	3
MBA420	Organization Structure, Design & HR Planning	DE	2	1	0	3
MBA422	Global Human Resource Management	DE	2	1	0	3
MBA496	Organizational Change & Development	DE	2	1	0	3
<b>International Business</b>						
MBA430	Global Outsourcing: Issues & Perspective	DE	2	1	0	3
MBA431	International Marketing	DE	2	1	0	3
MBA433	Foreign Trade Policy	DE	2	1	0	3
MBA495	International Business & Practices	DE	2	1	0	3
<b>Marketing and Sales</b>						
MBA431	International Marketing	DE	2	1	0	3
MBA463	Customer Relationship Management	DE	2	1	0	3
MBA471	Supply Chain Management	DE	2	1	0	3
MBA494	Marketing of Services	DE	2	1	0	3
<b>Digital Marketing and Customer Analytics</b>						
MBA441	Social Media Marketing	DE	2	1	0	3
MBA442	Content Marketing	DE	2	1	0	3
MBA443	Consumer Behaviour in Digital World	DE	2	1	0	3

<b>Data Science And AI</b>						
MBA452	Data Science with R	DE	2	2	0	3
MBA453	Data Visualization	DE	2	2	0	3
MBA454	Blockchain technologies and Application	DE	2	2	0	3
	<b>Total</b>					<b>24</b>

**Total Credits (22+28+40+24)**



# AMITY UNIVERSITY

RAJASTHAN

## AMITY BUSINESS SCHOOL (ABS)

Course Name	Course Code	LTP	Credit	Semester
<b>ORGANIZATION BEHAVIOUR</b>	<b>MBA101</b>	3:0:0	3	1

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Develop an understanding of key Organizational Behaviour concepts and how they apply to the world of work.
<b>CLO 2</b>	Understand and Analyse individual (self and others) and group behaviour including their respective defining elements.
<b>CLO 3</b>	Understand the concepts of power and motivation, and apply them to earn the commitment of others.
<b>CLO 4</b>	Improve team skills and gain an appreciation of team dynamics
<b>CLO 5</b>	Analyse and interpret the impact of organizational culture on organizations.
<b>CLO 6</b>	Understand key factors in implementing change.

### B. SYLLABUS

#### **Module I: Introduction to Management**

Concepts of Management, Planning & processes of Planning, Organizing, Directing and Controlling. Functions and Responsibilities of Managers, School's of Management Thought: Classical, Neo-Classical and Modern.

#### **Module II: Fundamentals Organizational Behaviour**

Meaning and nature of organizational behaviour, importance, levels and factors influencing OB, Models of organization behaviour.

#### **Module III: Individual Behaviour**

Concept and theories of Learning, Perception, factors affecting perception & perceptual distortions, Personality & theories of personality, Motivation and Job Performance

#### **Module IV: Foundations of Group Behaviour**

Defining and Classifying Groups, Group Structure and Processes, Group vs Team, Team Effectiveness. Leadership & theories of leadership, power and politics, Conflict management.

#### **Module V: Individual in the Organization**

Organizational Structure, Organizational Design, Organizational Culture

#### **Module VI: Organizational Change and Stress Management**

Forces of Change, Resistance to Change, Lewin's Three-Step Model. Stress Management - Potential sources, Consequences and Coping strategies for stress.

## Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

## Text & References:

- Luthans, F. (2011). Organizational Behaviour – An Evidence Based Approach, 12<sup>th</sup> Ed. McGraw – Hill Irwin
- Robbins, S. P., & Judge, T. A. (2013). Organizational Behaviour, 15<sup>th</sup> Ed. Pearson
- Robbins, S. P. (2002). Organizational Behaviour: Concepts, Controversies, Applications, Prentice Hall
- Koontz, H., O'Donnel, C., & Wehrich, H. (1992). Management, Tata Mc Graw Hill
- Newstrom, J. W. & Davis, K. (1993). Organizational Behaviour: Human Behaviour at Work, Tata McGraw Hill
- Agarwal, R. D. (1995). Organisation and Management, Tata McGraw Hill
- Aswathappa. K. (2005). Human Resource and Personnel Management- Text & Cases, Tata McGraw Hill

Course Name	Course Code	LTP	Credit	Semester
<b>ACCOUNTING FOR MANAGEMENT</b>	<b>MBA102</b>	3:0:2	3	1

## A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Conceptualize the nature and role of the three principal financial statements (i.e., the Income Statement, the Statement of Financial Position and the Statement of Cash Flows)
<b>CLO 2</b>	Develop an awareness and understanding of the accounting process and fundamental accounting principles that underpin the development of financial statements
<b>CLO 3</b>	Demonstrate the ability to read, interpret and analyze financial statements using techniques of financial analysis like cash flow statement, ratio analysis, trend analysis, common size and comparative analysis with other information to assess the financial performance and position of a company.
<b>CLO 4</b>	Comprehend and apply course concepts to analyze common business management decisions to address financial issues of a firm.

## B. SYLLABUS

### Module I: Accounting Basics

Introduction, Foundations, Accounting GAAP- conventions and principles; Double entry system, International Accounting principles and standards; Objectives of Accounting, Overview of IFRS, Matching of Indian Accounting Standards with International Accounting Standards.

### Module II: Financial Accounting

Preparation and Adjustments of Final Accounts (with reference to Analysis of Balance Sheet and measurement of Business Income).

### Module III Financial Statement Analysis

Introduction, Importance, limitations, Relation and Comparison of Accounting data and using financial statement information- Ratio Analysis-Liquidity, Activity, Leverage, Profitability & Cash flow analysis.

### Module IV: Financial Forecasting

Trend Analysis, Comparative Financial Statements and Common Size Statements. Financial Forecasting – Objectives, general steps in forecasting, Technique- Proforma Financial Statements

### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

### Text & References:

- Narayanaswamy, R. (2013). Financial Accounting: A Managerial Perspective, 5<sup>th</sup> Ed. PHI Publications.
- Gupta, B. (2013). Accounting for Managers. International Book House
- Mukherjee, H. (2013). Financial Accounting. McGraw Hill Publication.
- Ramanathan. (2013). Accounting for Management. Oxford.
- Shah, P. (2012). Financial Accounting for Management. Oxford.
- Tulsian, P. (2013). Financial Accounting. Pearson Publication.

Course Name	Course Code	LTP	Credit	Semester
<b>MANAGERIAL ECONOMICS</b>	<b>MBA103</b>	3:0:0	3	1

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Apply the economic approach to individual and business decisions.
<b>CLO 2</b>	Analyze the forces of demand and supply and price mechanism in the market place.
<b>CLO 3</b>	Estimate the business implications of changes in product price, consumer income and price of substitutes/complements.
<b>CLO 4</b>	Analyze the output and cost behaviour in short and long run.
<b>CLO 5</b>	Identify nature and intensity of competition in different types of market.
<b>CLO 6</b>	Define and apply key concepts in decision analysis and game theory.

### B. SYLLABUS

#### Module I: Market Forces and Consumer Behaviour

Relevance of microeconomics economics in managerial decision making, the concepts of demand and supply, law of demand and supply, exceptions, determinants, movement and shift in demand and supply, Elasticity and its Application: degrees, types, determinants and measurements for demand and supply. Applications of supply, demand and elasticity, Supply Demand and Government Policies: impact of price Control (price ceiling and price flooring) and tax (point of view as a buyer and seller both) on market outcome, Elasticity and tax incidence. Consumer behavior: concept of preferences and utility function.

#### Module II: Production and Cost

Production function: returns to factor, returns to scale and Isoquants. Cost of Production: concepts of cost, revenue and profit, accounting cost, economic cost opportunity cost, private and social cost, implicit and explicit cost, fixed

and variable cost, total cost, average cost, average variable cost, average fixed cost, marginal cost, average variable cost, typical cost curves in long run and short run. Concept of efficient scale: economies and diseconomies of scale.

**Module III: Pricing in Market and Firm Behaviour - I**

Perfect Competition: short run and long run dynamics of pricing and Output decisions, deriving the supply curve of a competitive firm, entry and exit to and from an industry. Monopoly Pricing: study of a single firm in a market. Price Discrimination: first degree (perfect price discrimination), second degree (non linear pricing), third degree (charging different prices for the same product for different groups), Monopoly Vs social cost.

**Module IV: Pricing in Market and Firm Behaviour - II**

Monopolistic Competition: short run and long run dynamics of pricing and output decisions, Pricing and Output under Oligopoly: characteristics of oligopoly, price rigidity under oligopoly.

**Examination Scheme:**

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

**Text & References:**

- Pindyck, R. & Rubinfeld, D. (2009). Microeconomics, 7<sup>th</sup> Ed, Prentice Hall.
- Damodaran, S. (2013), Managerial Economics, 2<sup>nd</sup> Ed, Oxford University Press.
- Koutsoyiannis, A. (2005). Modern Microeconomics, 2<sup>nd</sup> Ed, Macmillan Press Ltd.
- Das, S. P. (2007). Microeconomics for Business, Sage Publication Ltd.
- Mankiw, N. G. (2012). Principles of Microeconomics, 6<sup>th</sup> Ed, Cengage Learning.
- Parkin, M. (2008). Microeconomics, 8<sup>th</sup> Ed, Pearson International
- Baumol, William J. (2010). Economic Theory and Operations Analysis. 4<sup>th</sup> Ed, Prentice Hall & PHI Learning

Course Name	Course Code	LTP	Credit	Semester
<b>MARKETING MANAGEMENT</b>	<b>MBA104</b>	3:0:0	3	1

**A. COURSE LEARNING OUTCOMES (CLO)**

<b>CLO 1</b>	Develop understanding of core concepts of marketing and the role of marketing in business and society.
<b>CLO 2</b>	Ability to analyze marketing problems and provide solutions based on a critical examination of marketing information.
<b>CLO 3</b>	Critically analyse and apply marketing strategies based on product, price, place and promotion objectives, under ethical consideration of different market situations.
<b>CLO 4</b>	Develop an integrated marketing communications plan, which includes promotional strategies, unique marketing mixes and selling propositions for specific product offerings.
<b>CLO 5</b>	Develop the ability to collect, process, and analyze consumer data to make informed marketing decisions

**B. SYLLABUS**



**Module I: Introduction**

Nature and Scope of Marketing; Core Marketing Concepts; Evolution of modern marketing concept; Modern marketing concepts; Marketing Mix; emerging trends in marketing, Environmental Scanning.

**Module II: Product and Pricing Decisions**

Product - concept and classification; Major product decisions; New product development; Product life cycle – concept and appropriate strategies adopted at different stages, Pricing policies and strategies.

**Module III: Distribution Decisions**

Channels of distribution – concept and importance; Role of Channel intermediaries and their functions; Channel management; Distribution logistics – concept, importance and major logistics decisions; Channel integration and systems

**Module IV: Differentiation Segmentation Targeting and Positioning**

Differentiation, Market Segmentation, Targeting and Positioning; Bases for segmenting a consumer market; Levels of market segmentation; Factors influencing selection of market segments; Criteria for effective market segmentation; Target market selection and strategies; Positioning – concept, bases and process

**Module V: Consumer Behavior**

Consumer vs. business buying behavior; Consumer buying decision process and influences

**Module VI: Integrated Marketing Communication**

Integrated Marketing Communication – Concept; Communication process and promotion; determining promotion mix; Factors influencing promotion mix; Ethical issues in promotion decisions.

**Examination Scheme:**

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

**Text &References:**

- Kotler, P., Keller, K. L., Koshy, A. & Jha, M. (2013), Marketing Management– A South Asian Perspective, 14<sup>th</sup> Ed, Pearson India
- Lamb, C. W., Hair, J. F., & McDaniel, C. (2015). Mktg, 8<sup>th</sup> Ed, Cengage Learning.
- Etzel, M. J., Walker, B. J., Staton, W. J., & Pandit, A. (2008). Marketing Concepts and Cases, 13<sup>th</sup> Ed, Tata McGraw Hill (Special Indian Edition).
- **Czinkota, M. (2010). Marketing Management, 10<sup>th</sup> Ed, Cengage Learning.**
- Kazmi, S. H. H. (2007). Marketing Management –Textand Cases, 1<sup>st</sup> Ed, Excel Books.
- Kumar, A., & Meenakshi, N. (2010). Marketing Management, 2<sup>nd</sup> Ed, Vikas Publishing House.
- Zikmund, W. G., & D'Amico, M. (1998). Marketing: Creating and Keeping Customers in an Ecommerce World, 6<sup>th</sup> Ed, South-Western College Publication

Course Name	Course Code	LTP	Credit	Semester
<b>INFORMATION TECHNOLOGY FOR MANAGERS</b>	<b>MBA105</b>	3:0:0	3	1

**A. COURSE LEARNING OUTCOMES (CLO)**

<b>CLO 1</b>	Describe the role of information technology and information systems in business.
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<b>CLO 2</b>	Analyze how information technology impacts a firm Improve team skills and gain an appreciation of team dynamics.
<b>CLO 3</b>	Interpret how to use information technology to solve business problems.
<b>CLO 4</b>	Demonstrate how to build a physical model of the database from the theoretical model and write database queries to answer business questions.
<b>CLO 5</b>	Articulate the fundamental principles of telecommunication and understand the principles of wired and wireless telecommunication.
<b>CLO 6</b>	Construct a solution to an E- business problem by developing a commercial website, management tool.

## B. SYLLABUS

### Module I: Modern Computer Systems

Evolution of Computer Systems, Input, output and storage technologies, Computer Assisted Control and Automation, (e.g. Delhi Metro , Digitally Controlled Car engines etc.), Computer Controlled Biometric/RFID based Access Control , Contemporary hardware and software platforms(Open Source, Web Software etc.), Storage of Data Resources

### Module II: Data Resource Management

Introduction to DBMS, Benefits of DBMS over traditional file system, Types of DBMS, Application of DBMS using MS-ACCESS / ORACLE as a tool for understanding of DBMS concepts.SQL Query handling, Forms, Concept of Data Warehouses and Data Marts, Introduction to Data Centers. Storage Technologies and Architecture (DAT, NAS, SAN etc. ). Live examples of storage strategies of companies like Google, Amazon Wal-Mart dealing with storage crisis

### Module III: Telecommunications and Computer Networks

Networked Enterprise :- Components, Types of networks, Advantages of Network Environment, Business Uses of Internet, Intranet and Extranet, Web 2.0/3.0, Distributed/Cloud/Grid Computing, GSM & CDMA, GPRS ,3G & 4G technologies, VOIP and IPTV.

### Module IV: Electronic Commerce Systems

Introduction to e-Commerce and M-Commerce, Advantages and Disadvantages of each. Concept of B2B, B2C, C2C , with examples. Concept of Internet Banking and Online Shopping, Electronic Payment Systems. Project Discussion:- Development of e-commerce store (Web Site Development, Internet Publicity, Payment Gateway, Packaging & Delivery , After Sales Support) .

### Module V: e-governance

Concept of e-governance, World Perspective, Indian Perspective, Technologies for e-governance, e-governance as an effective tool to manage the country's citizens and resources, Advantages and Disadvantage of E-governance, E-governance perspective in India. Discussion on MCA21 Project,Bhoomi etc. .

### Module VI: Security Management

The Information Security, System Vulnerability and Abuse, Security Threats (Malicious Software, Hacking etc.) and counter measure. Definition of Cyber Crime and Types.Antivirus, Firewalls, Anti-Spyware, Security Audit, Discussion on Overview of IT-ACT 2000.

### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

### Text &References:

- Norton, P. (2010). Introduction to Computers, Tata McGraw-Hill

- Potter, T. (2010). Introduction to Computers, John Wiley & Sons (Asia) Pvt Ltd
- Morley, D., & Parker, C. S. (2009). Understanding Computers – Today and Tomorrow, Thompson Press
- Jawadekar, W. S. (2009). Management Information System, Tata McGraw Hill
- Mclead, R., & Schell, G. (2009). Management Information Systems, Pearson Prentice Hall
- O’Brein, J. A. (2009). Introduction to Information Systems, Tata McGraw Hill

Course Name	Course Code	LTP	Credit	Semester
<b>QUANTITATIVE TECHNIQUES IN MANAGEMENT</b>	<b>MBA106</b>	2:1:0	3	1

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Elucidate basic statistical and mathematical concepts and tests used in data analysis;
<b>CLO 2</b>	Identify business situations where quantitative techniques can appropriately used;
<b>CLO 3</b>	Apply quantitative methods to analyse data and to understand other people’s use of these methods;
<b>CLO 4</b>	Identify linear relationships between two or more variables and develop regression models to forecast;
<b>CLO 5</b>	Develop testable hypothesis and select appropriate data analysis tools to test the hypothesis;
<b>CLO 6</b>	Use output-derived from statistical procedures and use the output to identify and solve management challenges; and
<b>CLO 7</b>	Use critical thinking to analyse management challenges through learning and study, individually or in a group.

### B. SYLLABUS

#### Module I: Introduction

Application of statistics in business; Classification of data; Diagrammatic and Graphical presentation of data, Measures of central tendency, Measures of dispersion and skewness.

#### Module II: Probability and Probability Distributions

Concepts of probability, Probability rules, Probability of an event under condition of statistical independence and statistical dependence, Baye’s Theorem; Probability Distributions - Mean or Expected value of random variable, Variance and Standard Deviation of random variables, Binomial probability distribution, Poisson probability distribution and Normal probability distribution.

#### Module III: Sampling and Sampling Distribution

Sampling - Basic concept, Types of sampling errors and precautions, Parameter and statistic, Sampling distribution of the mean, Sampling distribution of proportion, Estimation – point estimation, interval estimation of the mean -  $\sigma$  known &  $\sigma$  unknown cases, interval estimation of the proportion, determining of sample size for estimating population mean  $\mu$ , determination of sample size for estimating proportion p.

#### Module IV: Tests of Hypothesis

Null and Alternative hypothesis, One-Tailed and Two-Tailed tests of hypothesis, Type I and Type II error, population mean :  $\sigma$  known, population mean :  $\sigma$  unknown, population proportion, rejection rule using p – Value approach, rejection rule using critical value approach. Hypothesis Testing to compare two populations: Test for two population means (Independent Samples), Tests for two population means (Dependent Samples), Tests for two population proportions (Independent Samples), Tests for two population variances (Dependent Samples), F-test, ANOVA, Chi-square Test

#### Module V: Forecasting Techniques

Correlation - Karl Person, Spearman's Rank methods, Regression Analysis – Estimated regression equation, least squares method, coefficient of determination, Time Series Analysis- Variation in Time Series, Numerical application of trend analysis.

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & References:

- Anderson, D. R., Sweeney, D.J, &Williams, T.A. (2002), Statistics for Business and Economics, 11<sup>th</sup> Ed, South-Western Cengage Learning
- Sharma, J.K. (2007), Business Statistics, Pearson Education India
- Rao, A. B. (2004). Quantitative Techniques in Business, 2nd Ed, Jaico Publications
- Levin, R.I.,& Rubin, D. S.(1998), Statistics for Management, 7<sup>th</sup> Ed, Pearson Education India
- Arora, P. N., & Arora, S. (2003). Statistics for Management, S Chand & Company
- Tulsian, P. C., & Pandey, V. (2002). Quantitative Techniques – Theory and Problems, Pearson Education Asia
- Aczel, A. D., &Sounderpandian, J. (2008). Business Statistics, 7<sup>th</sup> Ed, McGraw-Hill Primis
- Kazmier, L. J.,& Pohl, N.F. (2004), Basic Statistics for Business and Economics, McGraw Hill
- Johnson, R. A., & Wichern, D. W. (2003). Business Statistics – Decision Making with Data, John Wiley & Sons
- Agarwal, D. R. (2001). Quantitative Methods, 2nd Ed, Vrinda Publications

Course Name	Course Code	LTP	Credit	Semester
<b>MANAGERIAL COMMUNICATION - I</b>	<b>MBA112</b>	<b>1:0:0</b>	<b>1</b>	<b>1</b>

#### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Understand the most common selection processes and will be able to perform effectively.
<b>CLO 2</b>	Understand various dos and don'ts of communication especially in online mode.
<b>CLO 3</b>	Exhibit effective communication and demonstrate effective interpersonal behaviour.
<b>CLO 4</b>	Demonstrate effective handling of difficult questions/situations during communication.
<b>CLO 5</b>	Display effectiveness in resume building and identify/rectify most common mistakes.

## B. SYLLABUS

### Module 1. Understanding process of communication

- o Definition, Nature and Scope of Communication
- o Importance and Purpose of Communication
- o Process of Communication
- o Types of Communication
- o Barriers to Communication

### Module 2. Self SWOT and remedies

- o Analyzing Career goals
- o Creating Opportunities
- o Determining the outcomes
- o Taking action

### Module 3. Body Language o Personal Appearance

- o Gestures o Postures
- o Kinesics
- o Proxemics
- o Time language
- o Para-Language
- o Tips for Improving Non-Verbal Communication
- o Self-Grooming

### Module 4. Reading Skills

- o Definition, Purpose, Process, Methodologies
- o Skimming and Scanning
- o Reading Comprehension
- o Academic Reading Tips
- o Note Taking Strategies

### Module 5. Listening Skills

- o Purpose of Listening
- o Active Listening
- o Benefits of Effective Listening
- o Barriers to Listening

### Examination Scheme

Components	CA	A	CT	ETE
Weightage (%)	95	5	00	00

### Suggested Reading:

- Business Communication, Raman – Prakash, Oxford
- The Oxford Handbook of Commercial Correspondence, Ashley A, Oxford Business Communication for Managers: An Advanced Approach, Penrose, Thomson
- Business Communication, Krizan, Thomson • Understanding Human Communication, 9/e, Adler R Oxford

Course Name	Course Code	LTP	Credit	Semester
AANANDAM-I	AND001	0:0:0	2	1

#### A. COURSE LEARNING OUTCOMES (CLO)

CLO 1	Awareness and empathy regarding community issues
CLO 2	Interaction with the community and impact on society
CLO 3	Interaction with mentor and development of Student teacher relationship
CLO 4	Interaction among students, enlarge social network
CLO 5	Cooperative and Communication skills and leadership qualities
CLO 6	Critical thinking, Confidence and Efficiency

#### B. SYLLABUS

##### Course Contents:

##### The project report should be guided by the mentor and shall contain:

- **Synopsis:** clearly stating objectives and activities to be undertaken. Problem identifying and problem-solving projects to be taken up.
- Details of the **Mentor and the Participants are to** be given (name of mentor, name of participants, phone number/mobile no, email, and address)
- Location / community where the work was carried out
- Details of Activities performed are to be given with date
- Number of beneficiaries and impact on the society (the object should be to empower the community and make them self-reliant)
- Photographs taken for documentation of work should be submitted
- Media coverage of the projects should be attached if any
- The Group Community Service Project Report will be submitted by the Student group leader under the guidance of the mentor to the Director/HoIs of the Department.
- The Director/HoIs should get the best report (more than one if required) of the Group Community Service Project uploaded on the HTE website and on the University page
- The Director/HoIs will forward the best report of the department to the Nodal Officer of the University.
- University will forward the report to the state level committee.

##### GUIDELINES FOR GCSP (Group Community Service Project)

##### ASSIGNMENT OF ANANDAM FOR SOCIAL AWARENESS (for students)

1. Each member of the group shall write one blog about the decided topic of 500 words (minimum) along with any relevant photos/diagrams/statistical data (with reference).
2. The group member shall write his/her name at the end of the blog.
3. The blog shall be posted on Instagram and Facebook (apart from these any other website wherever the group seems necessary).

4. Print out of the blog where date of when the content is posted, number of followers, comments, name of the writer shall be visible will be taken and file will be maintained for the same.
5. In the cover page of the project mention heading “**Group Community Service Project**”, and the filled format of final project report given by Anandam Scheme.
6. For the topic chosen by the group, students are recommended to cover the following points:
  - a) Current scenario (Regional, national and international level as applicable)
  - b) Future predictions
  - c) Duty of the government
  - d) Government policies (related to the topic), if any
  - e) Duty of public
  - f) Conclusion

**Evaluation Scheme:**

Project Participation: 2 hours X 8 days (per month) X 4 months = 64 hours

- C grade =32 hrs (Below 20 marks)
- B grade >32 hrs to <=44hrs (20-30 marks)
- A grade >44 hrs to<=54hrs (30-40 marks)
- O grade >54 hrs to<=64hrs (40-50 marks)

**Evaluation Criteria:**

Respective Departmental Anandam mentors are requested to evaluate the project (out of 50) as per the following criteria:

1. Position and exceptions, if any, are clearly stated. The organization of the blog is completely and clearly outlined and implemented.
2. The body of the blog is coherently organized, original and the logic is easy to follow. There is no spelling or grammatical errors and terminology is clearly defined. Writing is clear, concise, and persuasive.
3. Conclusion is clearly stated. The underlying logic is explicit.

Course Name	Course Code	LTP	Credit	Semester
<b>BUSINESS COMMUNICATION - I</b>	BCS111	1:0:0	1	1

**A. COURSE LEARNING OUTCOMES (CLO)**

<b>CLO 1</b>	Demonstrate the ability to analyse a problem and devise a solution in a group.
<b>CLO 2</b>	Construct and showcase their communication skills in a creative manner.
<b>CLO 3</b>	Become more expressive in their body language.

**B. SYLLABUS**

**Course Code: BCS111**

**L:1,T:0,P/FW:0 C:01**

**Course Objective:**

One cannot 'not communicate'. This course is designed to facilitate our young Amitians to communicate effectively by emphasizing on practical communication through refurbishing their existing language skills and also to bring one and all to a common take-of level.

## Course Contents:

### Module I: Fundamentals of communication

Relevance of communication, Effective communication, Models of communication, Effective use of language

### Module II: Tools of communication

Proficiency in English – The international, Language of business, Building vocabulary, (Denotative & connotative), Extensive vocabulary drills (Synonyms / Antonyms / Homonyms), One Word substitution, Idioms & phrases, Mechanics and Semantics of sentences, Writing sentences that really communicate, (Brevity, Clarity, and Simplicity), Improving the tone and style of sentences

### Module III: Barriers to Effective use of language

Avoiding clichés, Removing redundancies, Getting rid of ambiguity, Euphemism, Jargons, Code switching

**Note:** 2 tests of 20 marks of one hour duration each will be conducted over and above the teaching hours. They will have to be programmed accordingly.

## Examination Scheme:

Components	CT1	CT2	CAF	V	GD	GP	A
Weightage (%)	20	20	25	10	10	10	5

CAF – Communication Assessment File

GD – Group Discussion

GP – Group Presentation

## Text & References:

- Jones, L. (2001). Working in English, Cambridge University Press
- Raman, M., & Singh, P. (2012). Business Communication, Oxford University Press
- Jha, M. (2007). Echoes – Course in English Literature & Language, Orient BlackSwan
- Swan, M. (2015). Practical English Usage, 3<sup>rd</sup> Ed, OUP Oxford

Course Name	Course Code	LTP	Credit	Semester
<b>BEHAVIOURAL SCIENCE - I (SELF-DEVELOPMENT AND INTERPERSONAL SKILLS)</b>	<b>BSS111</b>	<b>1:0:0</b>	<b>1</b>	<b>1</b>

## A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	<b>Demonstrate the ability to analyse a problem and devise a solution in a group.</b>
<b>CLO 2</b>	<b>Construct and showcase their communication skills in a creative manner.</b>
<b>CLO 3</b>	<b>Become more expressive in their body language.</b>

## B. SYLLABUS



**Module I: Understanding Self**

Formation of self concept, Dimension of Self, Components of self, Self Competency

**Module II: Self-Esteem: Sense of Worth**

Meaning and Nature of Self Esteem, Characteristics of High and Low Self Esteem, Importance & need of Self Esteem, Self esteem at work, Steps to enhance Self Esteem

**Module III: Emotional Intelligence: Brain Power**

Introduction to EI, Difference between IQ, EQ and SQ, Relevance of EI at workplace, Self assessment, analysis and action plan

**Module IV: Managing Emotions and Building Interpersonal Competence**

Need and importance of Emotions, Healthy and Unhealthy expression of emotions, Anger: Conceptualization and Cycle, Developing emotional and interpersonal competence, Self assessment, analysis and action plan

**Module V: Leading Through Positive Attitude**

Understanding Attitudes, Formation of Attitudes, Types of Attitudes, Effects of Attitude on – Behaviour, Perception, Motivation, Stress, Adjustment, Time Management, Effective Performance, Building Positive Attitude

**Module VI: End-of-Semester Appraisal**

Viva based on personal journal, Assessment of Behavioural change as a result of training, Exit Level Rating by Self and Observer

**Examination Scheme:**

Components	SAP	A	CT	V	Journal for Success (JOS)
Weightage (%)	30	5	15	50	100

**Text & References:**

- Towers, M.(1997). Self Esteem, 1<sup>st</sup> Ed. American Media
- Pedler, M., Burgoyne, J., & Boydell, T.(2006). A Manager's Guide to Self-Development, 5<sup>th</sup> Ed, McGraw-Hill
- Covey, S. R. (1992). Seven habits of Highly Effective People, Simon & Schuster Ltd.
- Khera, S. (1999). You Can Win, 1<sup>st</sup> Ed, Macmillan
- Chatterjee, D. (1998). Leading Consciously, 1<sup>st</sup> Ed, Viva Books Pvt Ltd.
- Singh, D.(2002). Emotional Intelligence at work; 1<sup>st</sup> Ed, Sage Publications.
- Goleman, D. (1995). Emotional Intelligence, Bantam Books
- Goleman, D. (1998). Working with E.I., Bantam Books.

Course Name	Course Code	LTP	Credit	Semester
FRENCH - I	FLN 111	2:0:0	2	1

**A. COURSE LEARNING OUTCOMES (CLO)**

<b>CLO 1</b>	Identify and express in French vocabulary and grammar norms
<b>CLO 2</b>	Interpret different types of texts as well as cultural ideas and themes.
<b>CLO 3</b>	Demonstrate comprehension of nuance between script and sound in French
<b>CLO 4</b>	Narrate clearly ideas, themes in simple standard French

**B. SYLLABUS**

## Module 1: Pg: 9-24

### A. Lexical:

- Transparent words
- Formulas of politeness: Hello, please, thankyou etc.
- salutations, excuses
- Numbers from 0 to 99.
- Adjectives of nationalities
- alphabets
- professions
- activities of the enterprises
- Personal details like phone number, address etc.

## Module 2:

### B. Grammar:

- Definite and indefinite articles
- Masculine, feminine and plural of nouns
- Subject pronouns : I, You, He, She etc. (je, tu, il, elle, vous etc.)
- verbs: To be, to have, to speak, to live, to call oneself, to do, to know, to sell
- masculine and feminine of the nationalities
- It's me and it's you
- This is/ It is + Profession
- Who is this? What is this?
- Complement of noun with « of » example : the house of Ram
- Interrogative word which/what "Quel"

## EXAMINATION SCHEME

Total: 100 marks

Continuous Evaluation (Total 50 Marks)					End Sem Evaluation (Total 50 Marks)
Quiz	Mid Term Test	Presentation	Viva Voce	Attendance	End-Term Exam
10	15	10	10	5	50

### Text &References:

Penfornis, J. (2007), Français.com (Débutant). Paris: CLE International

Français.com (Débutant), livre de professeur

<http://apprendre.tv5monde.com/>

Larousse Dictionnaire français-anglais anglais-français (French Dictionary),  
W.R.Goyal

Supplementary Materials are given in form of photocopies

Course Name	Course Code	LTP	Credit	Semester
GERMAN - I	FLG 111	2:0:0	2	1

## A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Identify and express in German vocabulary and grammar norms
<b>CLO 2</b>	Interpret different types of texts as well as cultural ideas and themes.
<b>CLO 3</b>	Demonstrate comprehension of nuance between script and sound in German
<b>CLO 4</b>	Narrate clearly ideas, themes in simple standard German

## B. SYLLABUS

### Module 1:

#### Vocabulary:

- Personal information like age, name etc.
- Alphabets
- Greetings: Good morning, good afternoon, good evening,
- partinggood bye Etc.
- describing objects with articles in the classroom

### Module 2:

#### Grammar:

- Personal Pronouns
- Use of verbs>**to be**< and >**to have**<in simple present tense
- Use of regular verbs liketo live, to go, to learn etc.
- Using definite and indefinite article in German in nominative case
- Interrogative pronouns> **who, what, where from, where to**<
- talk about gender, numbers and articles.
- Singular and plural
- Basic Phonetics: Consonants and Vowels

### EXAMINATION SCHEME

**Total: 100 marks**

Continuous Evaluation (Total 50 Marks)					End Sem Evaluation (Total 50 Marks)
Quiz	Mid Term Test	Presentation	Viva Voce	Attendance	End-Term Exam
10	15	10	10	5	50

**Prescribed Text-Book:** First 10 Lessons from Deutsch als Fremdsprache -1A, IBH & Oxford, New Delhi, 1977

References: Studio D A1 by Hermann Funk, Christina Kuhn and Silke Demme, Cornelsen, 2013

Tangram A1 by Rosa Maria Dallapiazza, Eduard von Jan & Till Schoenherr, Max Hueber, 2007

Sprachtraining A1 by Rita Maria Niemann, Dong Ha Kim, Cornelsen, 2013

Dictionaries for reference: Studio D: Glossar A1 - Deutsch – Englisch, Cornelsen, 2013

<http://www.duden.de/woerterbuch>

Materials are given in form of photocopies if felt to be necessary

Course Name	Course Code	LTP	Credit	Semester
GERMAN - I	FLS 111	2:0:0	2	1

### A. COURSE LEARNING OUTCOMES (CLO)

CLO 1	-Self introduction
CLO 2	Possessions.
CLO 3	Family/friend description with verbs like SER/ESTAR/TENER/HAY
CLO 4	Regular AR/ER/IR ending verbs conjugations
CLO 5	Interrogative words

### B. SYLLABUS

#### Module 1:

**Vocabulary:** Passport Form, personal information, age, Interrogative pronouns, Alphabets, to be able to spell names, surnames, Good morning, good afternoon, Good bye Etc. different professions, countries, nationalities, languages.

#### Module 2:

##### Grammar:

Subject pronouns

Use of verbs SER/ESTAR/TENER in simple present tense

Use of regular AR /ER/IR ending verbs.

Llamarse y dedicarse

Simple Negativesentences

#### ExaminationScheme:

**Total: 100 marks**

ContinuousEvaluation (Total 50 Marks)					EndSemEvaluation (Total 50 Marks)
Quiz	MidTerm Test	Presentation	Viva Voce	Attendance	End-TermExam
10	15	10	10	5	50

#### Text &References:

Nuevo Español Sin Fronteras (ESF1) by Jesús Sánchez Lobato, Concha Moreno Garcia, Concha Moreno Garcia, Isabel Santos Gargallo, Sociedad General Española De Librería, S.A 2005

Pasaporte Nivel (A1) byMatideCerralozza Aragón, oscarCerralozza Gilli, Begoña Llovet Barquero, EdelsaGroup didascalía, S.A. 2005

Dictionaries for reference: Collins, [www.wordreferences.com](http://www.wordreferences.com).

Essential materials are given in the form of photocopies.

Course Name	Course Code	LTP	Credit	Semester
CHINESE - I	FLC 111	2:0:0	2	1

#### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Read, write and speak approx. 50 New Chinese words and understand basic grammar points.
<b>CLO 2</b>	Interpret words, phrases and sentences of day today conversation related to greeting farewell and personal information like name age, residence, family etc.
<b>CLO 3</b>	Write Chinese characters, simple sentence and a paragraph on Self Introduction.
<b>CLO 4</b>	Communicate with Chinese speaking people using words, phrases and sentences related to greeting, farewell and personal information like name age, residence family etc.

#### B. SYLLABUS

## MODULE 1: COURSE CONTENT

1. Introduction to Chinese Language
2. Introduction to the Sound System , Initials and Finals
3. Table of sounds of Beijing Dialect
4. Tones
5. Writing System & Basic Strokes of Chinese Character
6. Rules of Stroke-Order of Chinese Character,
7. Expression of Greetings & Good wishes
8. Farewell
9. Asking & telling Personal Information : Name & Age
10. Personal Information : Residence
11. Personal Information : Family Members
12. Listening Skill & Practice
13. Conversation based on dialogues
14. China; an emerging world power (In English)

## MODULE 2: VOCABULARY CONTENT

Vocabulary will have approx 70 Characters including 50 characters of HSK-I level.

1. Vocab related to greetings & farewell; 你好 再见。。。
2. Vocab related to personal information; 名字, 年纪, 家住 爸爸。

## MODULE 3: GRAMMATICAL CONTENT

1. Introduction to the sound system, initials and finals, sound table & tones.
2. Basic strokes of Chinese Character & stroke- order.
3. Conjunction 和
4. Word order in Chinese sentence.
5. Adjective Predicate sentence.
6. Sentence type (1).
7. Interrogative sentence with 吗
8. Attributive & structural particle 的

## EVALUATION SCHEME

Total: 100 marks

Continuous Evaluation (Total 50 Marks)					End Sem Evaluation (Total 50 Marks)
Quiz	Mid Term Test	Presentation	Viva Voce	Attendance	End-Term Exam
10	15	10	10	5	50

### Text Books & References

- Learn Chinese with me book-I (Major Text book), People's Education Press
- Chinese Reader (HSK Based) book-I (suggested reading)
- Elementary Chinese Reader Book-I (suggested reading)

Course Name	Course Code	LTP	Credit	Semester
<b>HUMAN RESOURCE MANAGEMENT</b>	<b>MBA201</b>	3:0:0	3	2

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Learn and be sensitized about HRM frameworks and HRM role in overall management of an organization.
<b>CLO 2</b>	Develop an understanding of key HRM theories and processes and how they apply to the world of work.
<b>CLO 3</b>	Look at numerous HRM issues, their causes, and what strategies should be implemented to achieve solutions.
<b>CLO 4</b>	Evaluate, design and formulate various HRM processes such as recruitment, orientation, selection, training, appraisals and reward system, compensation etc
<b>CLO 5</b>	Evaluate the developing role and trends of HRM in global arena

### B. SYLLABUS

#### Module I: Human Resource Management in Perspective

Evolution of Human Resource Management, Nature and scope of HRM, HRM functions, HRM models, Human Resource Development and Strategic Human Resource Management, HR Environment, Changing Role of HR.

#### Module II: Meeting Human Resource Requirements

Job Analysis, Job Description & Specification, Strategic Human Resource Planning, Recruitment, Selection Process, Selection Methods: Interviews & Tests. Placement, Induction, promotion and transfer

#### Module III: Training & Developing of Employees

Training and Development, Managing Careers, Understanding of Performance Management Systems and its relevance, Potential Appraisal

#### Module IV: Managing Compensation

Job evaluation, Methods of Job Evaluation, Strategic Compensation, Equity Theory, Components of Pay Structure, Designing and Administration of Wage and Salary Structure, Wage Regulations in India

#### Module V: Employee Relations

Overview of Industrial Relations, Industrial disputes, Collective Bargaining, Workers Participation and Management, Grievance handling

#### Module VI: Emerging Trends in HRM

Overview of Human Resource Information System (HRIS), Introduction to HR Audit, IHRM Practices, Cross-Cultural and Diversity Management, Work-life integration, Human Resource Outsourcing & Separation Techniques

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & References:



- Aswathappa. K, (2011), Human Resource Management - Text & Cases, 6<sup>th</sup>Ed., McGraw Hill, New Delhi
- Dessler, G. (2005). Human Resource Management, Pearson Education India
- Mathis, R. L., & Jackson, J. H. (2006). Human Resource Management, 10<sup>th</sup> Ed., Cengage Learning
- Snell, S., & Bohlander, G. (2007). Human Resource Management, Cengage Learning
- Aswathappa, K., (2005). Human Resource and Personnel Management – Text& Cases, Tata McGraw-Hill

Course Name	Course Code	LTP	Credit	Semester
<b>FINANCIAL MANAGEMENT</b>	<b>MBA202</b>	2:1:0	3	2

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Recognize essential components of modern finance theory and its application in making crucial financial decisions;
<b>CLO 2</b>	Illustrate the use of various tools of financial management in selecting the best among the various choices;
<b>CLO 3</b>	Demonstrate technical skills by solving specific problems helpful in evaluating different possibilities for competitive advantage;
<b>CLO 4</b>	Have the opportunity to apply problem solving and analytical skills to issues in financial management; and
<b>CLO 5</b>	Use critical thinking to analyse management challenges through learning and study, individually or in a group.

### B. SYLLABUS

#### **Module I: Introduction**

A Framework for Financial Decision-Making- Financial Environment, Changing Role of Finance Managers, Objectives of the firm

#### **Module II: Valuation Concepts**

Time Value of Money, Risk and Return, Financial and Operating Leverage

#### **Module III: Financing Decisions**

Introduction to Indian Capital Market, Capital Structure and Cost of Capital, Marginal Cost of Capital

#### **Module IV: Capital Budgeting**

Estimation of Cash Flows, Criteria for Capital Budgeting Decisions, Issues Involved in Capital Budgeting, Risk analysis in Capital Budgeting – An Introduction.

#### **Module V: Working Capital Management**

Factors Influencing Working Capital Policy, Operating Cycle Analysis, Management of Inventory, Management of Receivables, Management of Cash and Marketable Securities, Financing of Working Capital.

## Module VI: Dividend Policy Decisions

An introduction: Different Schools of Thought on Dividend Policy.

### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

### Text &References:

- Sridhar, A. N. (2014), Financial Management Problems & Solutions, Shroff Publishers Distributors
- Chandra, P. (2006), Financial Management: Theory and Practice, Tata McGraw Hill.
- Damodaran,A.(2004), Corporate Finance: Theory and Practice, Wiley & Sons.
- Van Horne, J.C. (2006), Financial Management and Policy, PHI
- Brearly, R. A., & Myers, S. C. (2006). Principles of Corporate Finance, Tata McGraw Hill
- Pike, R., & Neale, B. (1998). Corporate Finance and Investment: Decisions and Strategies, PHI
- Rustagi, R. P. (1999). Financial Management: Theory, Concepts and Problems, Galgotia Publishing
- Pandey, I. M. (1999). Financial Management, Vikas Publishing House

Course Name	Course Code	LTP	Credit	Semester
<b>OPERATIONS MANAGEMENT</b>	<b>MBA205</b>	2:1:0	3	2

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Describe and identify different concepts of Operations management
<b>CLO 2</b>	Recognize and identify various strategies of operations to take advantage in market
<b>CLO 3</b>	Assess various tasks and functions of operations from location analysis to Quality management
<b>CLO 4</b>	Analyze and Implement the various Operation management concepts
<b>CLO 5</b>	Use critical thinking to analyse management challenges through learning and study, individually or in a group.

### B. SYLLABUS

#### Module I: Introduction

Introduction of Operations Function and Operations Management; Input/output transformation; Operations as Competitive Advantage

#### Module II: Strategic Decisions

Planning and Designing the Products/Services; Process Design and Planning; Designing the Facility Location and Layout; Selection and Management of Product Technology; Long-term and Short-term Capacity Planning, Project Management (PERT/CPM)-Critical Path, Activity time estimation

#### Module III: Operating Decisions

Operations Scheduling and Sequencing, Aggregate Planning and Master Production Scheduling, Probabilistic Inventory Control Models, Materials Requirement Planning

**Module IV: Controlling and Improvement Decision**

Productivity, Efficiency and Effectiveness; Measuring and Improving the Operations Processes; Green operations management

**Examination Scheme:**

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

**Text &References:**

- Krajewski, L. J., Ritzman, L. P., &Malhotra, M. K. (2010). Operations Management: Processes and Supply Chains, 9<sup>th</sup> Ed. Prentice-Hall
- Chase, R. B., Jacobs, F. R., &Aquilano, N. J. (2006). Operations Management for Competitive Advantage, 11<sup>th</sup> Ed. McGraw-Hill Irwin
- Slack, N., Chambers, S., Johnston, R. & Betts, A. (2006). Operations and Process Management – Principles and Practice for Strategic Impact, Prentice Hall
- Jacobs, F. R., & Chase, R. B. (2008). Operations and Supply Management – The Core, McGraw-Hill Irwin
- Brown, S., Blackmon, K., Cousins, P., & Maylor, H. (2001). Operations Management – Policy, Practice and Performance Improvement, Butterworth-Heinemann
- Tan, K. H., & Matthews, R. L. (2009). Operations Strategy in Action –AGuide to the Theory and Practice ofImplementation, Edward Elgar
- Slack, N., & Lewis, M. (2008). Operations Strategy, 2<sup>nd</sup> Ed., Prentice Hall

Course Name	Course Code	LTP	Credit	Semester
<b>ECONOMIC ANALYSIS</b>	<b>MBA210</b>	3:0:0	3	2

**A. COURSE LEARNING OUTCOMES (CLO)**

<b>CLO 1</b>	Demonstrate adequate knowledge & understanding of the macroeconomic concepts and theories
<b>CLO 2</b>	Distinguish between economic concepts and measurements as well as creation and interpretation of graphs.
<b>CLO 3</b>	Calculate various macroeconomic indicators/ variables and analyze the relationship between these variables.
<b>CLO 4</b>	Argue various macroeconomic determinants and evaluate their impact on real life.

**B. SYLLABUS**

**Module I:**

Understanding the Importance of Macroeconomics – A Business Perspective, Management Problem of an Economy National Income and its dimensions: GDP, GNP, NNP and NDP at market price and at factor cost, Personal income and Disposable income, Measurements of national income: income method, expenditure method and value added

method, problems in the estimation of national income, Concepts of real and nominal: income at current price and income at constant price. Interpreting the GDP Statistics – A Manager’s View

**Module II:**

Meaning of inflation, deflation and stagflation, demand pull and cost push inflation, Measurement of Inflation: wholesale price index, consumer price index and GDP deflator, economic and social effects of inflation. Simple Keynesian Multiplier Model and aggregate demand, The Keynesian System: The Role of Aggregate Demand, Business cycles

**Module III:**

Function of commercial bank and Central Bank, Monetary Policy: meaning objectives and instruments of monetary policy, monetary policy development in India, Limitation of monetary policy. Fiscal Policy: meaning objectives and instruments of fiscal policy, fiscal policy and stabilization in the economy, Limitation of fiscal policy. Macroeconomic crises: explaining the experiences around the world Economy

**Module IV:**

Balance of Payments: Meaning and structure of balance of payments, kinds of disequilibrium in balance of payments, process of adjustment in balance of payments, Twin Deficit, Analysis of performance of Indian economy in the external sector. Foreign Exchange: foreign exchange market, exchange rate systems, exchange rate determination, fixed versus flexible exchange rate

**Examination Scheme:**

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

**Text &References:**

- Souza, Errol D (2012). Macroeconomics, 2<sup>nd</sup> Ed, Pearson Education
- Dornbusch, R., Fischer, S., & Startz, R. (2004). Macroeconomics, 9<sup>th</sup> Ed, McGraw-Hill
- Ahuja, H.L. (2006). Macro Economics, S. Chand & Company Ltd.
- Agarwal, V. (2010). Macroeconomics Theory and Policy, 1<sup>st</sup> Ed, Pearson India
- Mankiw, N. G. (2012). Macroeconomics, 8<sup>th</sup> Ed, Worth Publishers
- Barro, R. J. (1997). Macroeconomics, 5<sup>th</sup> Ed, The MIT Press
- Salvatore, D. (2012). Introduction to International Economics, 3<sup>rd</sup> Ed, John Wiley & Sons
- Branson, W. H. (1989). Macroeconomic Theory and Policy, 3<sup>rd</sup> Ed, HarperCollins India
- Shapiro, E. (1982). Macro Economic Analysis, 5<sup>th</sup> Edition, Tata McGraw Hill.
- Dwivedi, D.N. (2003). Macroeconomics Theory and Policy, 4<sup>th</sup> Ed, Tata McGraw Hill

Course Name	Course Code	LTP	Credit	Semester
<b>BUSINESS RESEARCH METHODS</b>	<b>MBA281</b>	2:1:0	3	2

**A. COURSE LEARNING OUTCOMES (CLO)**

<b>CLO 1</b>	Discuss the basic concepts of business research, research philosophy & theory building
<b>CLO 2</b>	Review literature regarding business research problem and formulating a research design
<b>CLO 3</b>	Address issues related with questionnaire design and sampling design

## B. SYLLABUS

### Module I: Introduction

Introduction to Research; Understanding Research Philosophies; Research as Creative and Strategic Thinking Process; Theory Building: Research Concept, Construct, Propositions, Variable, and Hypothesis; Business Research Process; Ethical Issues in Business Research, Generating & Refining Ideas for Research Topic, Developing Research Questions, Indicators of Good Scientific Research

### Module II: Reviewing Literature and Formulating Research Design

Importance of Literature Review; Finding & Managing the Literature, Writing Formal Literature Review; Building Theoretical Framework; Generation of Hypothesis; Formulation of Research Design; Exploratory Research Design; Descriptive Research Design; Experimental Research Design

### Module III: Measurement & Sampling

Levels of scale measurement; Conceptualization & Operationalization; Criteria for Good measurement; Sampling Design: Probability and Non Probability Sampling Techniques; Sample Size Determination; Sampling and Non Sampling Errors

### Module IV: Research Methods & Data Collection

Questionnaire Design: Basic Considerations, Wording, Layout, Methods to Administer Questionnaire, Techniques for Measuring Attitudes; Comparative and Non Comparative Scaling Techniques; Overview of Qualitative Methods: Interview; Focus Group, Observation

### Module V: Data Analysis & Report Writing

Overview of SPSS: Descriptive and Inferential Statistical Analysis; Purpose and Components of Research Proposal; Components of Written Research; Overview of Academic Writing; Using MS Word for Referencing

### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

### Text & References:

#### Text:

- Zikmund, Babin, Carr, Adhikari, Griffin., Business Research Methods, Cengage Learning, 1e, 2012
- Zina O'Leary, The Essential Guide to Doing Research, SAGE, 2004

#### References:

- Aaker, David A; Kumar V and George S., Marketing Research, Sixth edition, John Wiley & Sons
- Boyd, Harper W, Westphall, Ralph & Stasch, Stanley F, Market Research – Text & Cases, Richard D. Irwin Inc. Homewood, Illinois.
- Luck, David J and Rubin, Ronald S., Marketing Research, Seventh edition, Prentice Hall of India

Course Name	Course Code	LTP	Credit	Semester
<b>LEGAL ASPECTS OF BUSINESS</b>	<b>MBA292</b>	2:1:0	3	2

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Identify validity of a Contract, classification of contract, Special contract, and performance of contract.
<b>CLO 2</b>	Understanding of sale agreement, and related concepts
<b>CLO 3</b>	Use of negotiable instruments in business
<b>CLO 4</b>	Concept of company, MOA, AOA, Directors, winding up process.
<b>CLO 5</b>	Utility of partnership, LLP, Dissolution of relevant concepts.
<b>CLO 6</b>	Overview of intellectual property rights

### B. SYLLABUS

#### Module I: Indian Contract Act, 1872

Nature and kinds of Contracts, Concepts related to offer, Acceptance and Consideration, Principles Governing Capacity of Parties and Free Consent, Legality of Objects, Performance and Discharge of Contract, Breach of Contract and its Remedies, Special contracts of Bailment and Pledge, Indemnity and Guaratnee, Contract of Agency.

#### Module II: Sale of Goods Act, 1930

Sale and Agreement to Sell, Hire Purchase – Pledge – Mortgage – Hypothecation Lease. Goods – Different types of Goods, Passing of Property in Goods, Conditions and Warranties, Doctrine of Caveat emptor, Rights of an unpaid Seller.

#### Module III: Negotiable Instruments Act, 1881

Meaning of Negotiability and Negotiable Instruments – Cheques Bill of Exchange and Promissory Note – Crossing of Cheques – Endorsement – Dishonour of Cheques.

#### Module VI: Company Law

Companies Act, 1956-Meaning and types of companies, Formation of a company, Memorandum and Articles of Association, Share Capital and Shareholders, Prospectus and Issue of Shares, Buy Back of Shares, Debentures, Company Meetings and Proceedings, Powers, Duties, Liabilities of Directors and Winding up of Company.

#### Module V: Indian Partnership Act, 1932

Meaning and definitions, Registration of partnerships, Types of partners, Dissolution, Limited Liability Partnership Act, 1932 – Meaning & definitions, Meaning of designated partner, Registration of LLP, Types of partners, Dissolution

#### Module VI: Intellectual Property Laws (IPR)

Overview of Law & Procedure relating to Patents, Trade marks& Copyrights, Infringement

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & References:

- Kuchhal, M. S. (2014). Business Law, 4<sup>th</sup> Ed, Vikas Publication
- Tulsian, P. C. (2013). Relevance of Business Law, 24<sup>th</sup> Ed, Tata McGraw Hill
- Singh, A. (2010). Elements of Mercantile Law, 4<sup>th</sup> Ed, S Chand & Sons

Course Name	Course Code	LTP	Credit	Semester
<b>BUSINESS MODELING and Analytics</b>	MBA211	2:0:2	3	2

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Learn Creating effective spreadsheets
<b>CLO 2</b>	Learn Managing large sets of data
<b>CLO 3</b>	Mastering the use of some of Excel's most popular and highly sought after functions (SUM, VLOOKUP, IF, AVERAGE, INDEX/MATCH and many more...)
<b>CLO 4</b>	Create a dynamic report with Excel PivotTables
<b>CLO 5</b>	Understand the power and versatility of Microsoft Excel's AddIn, PowerPivot
<b>CLO 6</b>	Analyze Excel Worksheet formulas to ensure clean formulas

### B. SYLLABUS

#### Module I: Introduction to Spreadsheet Modeling and Excel Functions

Basic of excel functions, Variable Identification, Conversion of financial information in spreadsheet, Spreadsheet Modeling

#### Module II: Deciphering Drivers and Financial Information

Understanding inter-relation among financial statements, Identifying and analyzing industry drivers, Defining financial variables, Development of Assumption Sheet

#### Module III: Development of Business Model

Development of financial and business model using Excel functions and Linking sheets, Analysis of financial and business model using excel functions, Sensitivity Analysis and Scenario Building, Discounted Cash Flow (DCF) Analysis and Valuation

#### Examination Scheme

Components	CA	A	CT	ETE
Weightage (%)	95	5	00	00

#### Text & References:

- Benninga, S. (2000), Financial Modeling, 2<sup>nd</sup> Ed, MIT Press
- Financial Management: Theory & Practice by P. Chandra, 2008, Tata McGraw Hill Publishing Company Limited

Course Name	Course Code	LTP	Credit	Semester
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<b>MANAGERIAL COMMUNICATION - II</b>	<b>MBA225</b>	<b>1:0:0</b>	<b>1</b>	<b>2</b>
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### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Investigate their personal strengths and insights to be revealed in a Formal Setup of Communication.
<b>CLO 2</b>	Create right selection of words and ideas while choosing the appropriate channel of formal communication
<b>CLO 3</b>	Apply acquired knowledge with the appropriate selection of channel of formal communication.
<b>CLO 4</b>	Develop and empower self with the ease of using appropriate medium of communication.

### B. SYLLABUS

#### Module 1. Presentation Skills

- o Essentials of Presentation
- o Strategies of Effective Presentation
- o Effective Verbal Communication

#### Module 2. Speaking Skills o Speech Organization o Coherence

- o Clarity & Precision
- o Handling Questions

#### Module 3. Writing Skills

- o Elements of Effective Writing
- o Business Correspondence-Layout & Structure

#### Module 4. Interview Skills

- o Interview Essentials
- o Types of Interviews
- o Probable Interview Questions
- o Power Dressing

#### Semester 3 & 4: Targeted Training

#### Suggested Reading:

- Business Communication, Raman – Prakash, Oxford
- The Oxford Handbook of Commercial Correspondence, Ashley A, Oxford Business Communication for Managers: An Advanced Approach, Penrose, Thomson
- Business Communication, Krizan, Thomson • Understanding Human Communication, 9/e, Adler R Oxford

#### Examination Scheme

<b>Components</b>	<b>CA</b>	<b>A</b>	<b>CT</b>	<b>ETE</b>
<b>Weightage (%)</b>	<b>95</b>	<b>5</b>	<b>00</b>	<b>00</b>



Course Name	Course Code	LTP	Credit	Semester
AANANDAM-II	AND002	0:0:0	2	2

### A. COURSE LEARNING OUTCOMES (CLO)

CLO 1	Awareness and empathy regarding community issues
CLO 2	Interaction with the community and impact on society
CLO 3	Interaction with mentor and development of Student teacher relationship
CLO 4	Interaction among students, enlarge social network
CLO 5	Cooperative and Communication skills and leadership qualities
CLO 6	Critical thinking, Confidence and Efficiency

### B. SYLLABUS

**The project report should be guided by the mentor and shall contain:**

- **Synopsis:** clearly stating objectives and activities to be undertaken. Problem identifying and problem-solving projects to be taken up.
- Details of the **Mentor and the Participants are to** be given (name of mentor, name of participants, phone number/mobile no, email, and address)
- Location / community where the work was carried out
- Details of Activities performed are to be given with date
- Number of beneficiaries and impact on the society (the object should be to empower the community and make them self-reliant)
- Photographs taken for documentation of work should be submitted
- Media coverage of the projects should be attached if any
- The Group Community Service Project Report will be submitted by the Student group leader under the guidance of the mentor to the Director/HoIs of the Department.
- The Director/HoIs should get the best report (more than one if required) of the Group Community Service Project uploaded on the HTE website and on the University page
- The Director/HoIs will forward the best report of the department to the Nodal Officer of the University.
- University will forward the report to the state level committee.

#### GUIDELINES FOR GCSP (Group Community Service Project) ASSIGNMENT OF ANANDAM FOR SOCIAL AWARENESS (for students)

1. Each member of the group shall write one blog about the decided topic of 500 words (minimum) along with any relevant photos/diagrams/statistical data (with reference).
2. The group member shall write his/her name at the end of the blog.

3. The blog shall be posted on Instagram and Facebook (apart from these any other website wherever the group seems necessary).
4. Print out of the blog where date of when the content is posted, number of followers, comments, name of the writer shall be visible will be taken and file will be maintained for the same.
5. In the cover page of the project mention heading “**Group Community Service Project**”, and the filled format of final project report given by Anandam Scheme.
6. For the topic chosen by the group, students are recommended to cover the following points:
  - a) Current scenario (Regional, national and international level as applicable)
  - b) Future predictions
  - c) Duty of the government
  - d) Government policies (related to the topic), if any
  - e) Duty of public
  - f) Conclusion

**Evaluation Scheme:**

Project Participation: 2 hours X 8 days (per month) X 4 months = 64 hours

- C grade =32 hrs (Below 20 marks)
- B grade >32 hrs to <=44hrs (20-30 marks)
- A grade >44 hrs to<=54hrs (30-40 marks)
- O grade >54 hrs to<=64hrs (40-50 marks)

**Evaluation Criteria:**

Respective Departmental Anandam mentors are requested to evaluate the project (out of 50) as per the following criteria:

1. Position and exceptions, if any, are clearly stated. The organization of the blog is completely and clearly outlined and implemented.
2. The body of the blog is coherently organized, original and the logic is easy to follow. There is no spelling or grammatical errors and terminology is clearly defined. Writing is clear, concise, and persuasive.
3. Conclusion is clearly stated. The underlying logic is explicit.

Course Name	Course Code	LTP	Credit	Semester
<b>BUSINESS COMMUNICATION - II</b>	<b>BCS211</b>	1:0:0	1	2

**A. COURSE LEARNING OUTCOMES (CLO)**

<b>CLO 1</b>	Investigate their strengths and weaknesses to have personal insights which can be revealed in a Formal Setup.
<b>CLO 2</b>	Create right selection of words and ideas during formal communication.

<b>CLO 3</b>	Recognize the mannerisms and methodology of Interview.
<b>CLO 4</b>	Demonstrate and practice effective Power Dressing

## B. SYLLABUS

### Module I: Communication in Practice

Verbal Communication

1. Communication Networks
2. Developing writing skills

*Inter-office communication*

The business letters

E mail – Netiquette (etiquette on the mail)

*Intra-office communication*

Memos

Notices

Circulars

Agenda and Minutes

Business Report writing

*Resume writing*

### Module II: Cross Functional Communication

Marketing/ integrated marketing communication

Project management communication

Human Resource communication

Financial Communication

### Module III: Communication for Public Relations

Functions and activities of PR

Reputation Management

Building Corporate Image and Identity

Negotiation Techniques

### Examination Scheme:

Components	CT1	CT2	CAF	V	GD	GP	A
Weightage (%)	20	20	25	10	10	10	5

CAF – Communication Assessment File

GD – Group Discussion

GP – Group Presentation

### Text & References:

- Raman, M., & Singh, P. (2012). Business Communication, Oxford University Press
- Ashely, A. Oxford Handbook of Commercial Corrospodence, New Ed, Oxford University Press
- Penrose, J. M., Rasberry, R. W., & Myers, R. (2003), Business Communication for Managers – An Advanced Approach, 5<sup>th</sup> Ed, Thomson South-Western
- Krizan, A. C. (2005). Business Communication, Thomson South-Western
- Adler, G. R. R. B. (2006). Understanding Human Communication, 9<sup>th</sup> Ed, Oxford University Press

Course Name	Course Code	LTP	Credit	Semester
	<b>BSS211</b>	<b>1:0:0</b>	<b>1</b>	<b>2</b>

<b>BEHAVIOURAL SCIENCE - II (BEHAVIOURAL COMMUNICATION AND RELATIONSHIP MANAGEMENT)</b>				
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## A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Demonstrate an understanding of interpersonal skills as part of effective communication processes.
<b>CLO 2</b>	Identify the effects of behaviour on interpersonal communication
<b>CLO 3</b>	Demonstrate a range of effective interpersonal communication skills
<b>CLO 4</b>	Use assertiveness and interpersonal skills in the workplace team
<b>CLO 5</b>	Utilise effective communication skills to build strong relationships
<b>CLO 6</b>	Develop, implement and promote effective communication techniques

## B. SYLLABUS

### Module I: Behavioural Communication

Scope of Behavioural Communication; Process – Personal, Impersonal and Interpersonal Communication; Guidelines for developing Human Communication skills; Relevance of Behavioural Communication in relationship management

### Module II: Managing Individual Differences in Relationships

Principles; Types of issues; Approaches; Understanding and importance of self disclosure; Guidelines for effective communication during conflicts

### Module III: Communication Climate: Foundation of Interpersonal Relationships

Elements of satisfying relationships; Conforming and Disconfirming Communication; Culturally Relevant Communication; Guideline for Creating and Sustaining Healthy Climate

### Module IV: Interpersonal Communication

Imperatives for Interpersonal Communication; Models – Linear, Interaction and Transaction; Patterns – Complementary, Symmetrical and Parallel; Types – Self and Other Oriented; Steps to improve Interpersonal Communication

### Module V: Interpersonal Relationship Development

Relationship circle – Peer/ Colleague, Superior and Subordinate; Initiating and establishing IPR; Escalating, maintaining and terminating IPR; Direct and indirect strategies of terminating relationship; Model of ending relationship

### Module VI: End-of-Semester Appraisal

Viva based on personal journal; Assessment of Behavioural change as a result of training; Exit Level Rating by Self and Observer

### Examination Scheme:

Components	SAP	A	CT	V	Journal for Success (JOS)
Weightage (%)	30	5	15	50	100

## Text&References:

- Vangelist L. A., &Knapp, M. L. (2004). Inter Personal Communication and Human Relationships, 3<sup>rd</sup> Ed, Pearson
- Wood, J. T.(2012). Interpersonal Communication – Everyday Encounter, 7<sup>th</sup> Ed, Wadsworth Publishing
- Simons, C., &Naylor-Stables, B. (1997). Effective Communication for Managers, Cassell
- Beebe, S. S., Beebe, S. J. &Redmond, M. V. (2013). Interpersonal Communication – Relating to Others, 7<sup>th</sup> Ed, Pearson

Course Name	Course Code	LTP	Credit	Semester
FRENCH - II	FLN211	2:0:0	2	2

## A. COURSE LEARNING OUTCOMES (CLO)

CLO 1	Demonstrate an understanding of interpersonal skills as part of effective communication processes.
CLO 2	Identify the effects of behaviour on interpersonal communication
CLO 3	Demonstrate a range of effective interpersonal communication skills
CLO 4	Use assertiveness and interpersonal skills in the workplace team
CLO 5	Utilise effective communication skills to build strong relationships
CLO 6	Develop, implement and promote effective communication techniques

## B. SYLLABUS

### Module 1: Pg: 26-40

#### a. Lexical:

- Everyday small objects
- Numbers from 0 to 1000
- To ask the price of a thing
- Furniture of office
- Adjectives for describing the objects
- colours

### Module 2

#### b. Grammar:

- Possessive adjectives
- for + infinitive form of the verb
- verb: to have
- negative : not/don't (ne-pas)
- question with « do »formation « est-ce que »?
- question with the "Si"
- prepositions of place
- There is, there are/is there? Are there?

- Placing of the adjectives
- There is a shortage of/Something is missing
- comparatives and superlatives
- tonic pronouns
- pronoun « on »

### EXAMINATION SCHEME

**Total: 100 marks**

Continuous Evaluation (Total 50 Marks)					End Sem Evaluation (Total 50 Marks)
Quiz	Mid Term Test	Presentation	Viva Voce	Attendance	End-Term Exam
10	15	10	10	5	50

#### **Text &References:**

Penfornis, J. (2007), Français.com (Débutant). Paris: CLE International

Français.com (Débutant), livre de professeur

<http://apprendre.tv5monde.com/>

Larousse Dictionnaire français-anglais anglais-français (French Dictionary),

W.R.Goyal

Supplementary Materials are given in form of photocopies

Course Name	Course Code	LTP	Credit	Semester
GERMAN - II	FLG211	2:0:0	2	2

#### **A. COURSE LEARNING OUTCOMES (CLO)**

<b>CLO 1</b>	Identify and express in German vocabulary and grammar norms
<b>CLO 2</b>	Interpret different types of texts as well as cultural ideas and themes.
<b>CLO 3</b>	Demonstrate comprehension of nuance between script and sound in German
<b>CLO 4</b>	Narrate clearly ideas, themes in simple standard German

#### **B. SYLLABUS**

##### **Module 1: Vocabulary**

- Verb was/were
- Types of Houses and Apartments,
- State and cities
- directions like north, south etc.,

- Neighboring countries of Germany and their respective languages.
- Description of house: Bedroom, bathroom, kitchen etc.

**Module 2: Grammar:**

- Interrogatives – what, which, why, how, who, when
- Yes - no question
- Introduction of irregular verbs
- Article in accusative (definite and indefinite)
- Possessive article

**EXAMINATION SCHEME**

**Total: 100 marks**

Continuous Evaluation (Total 50 Marks)					End Sem Evaluation (Total 50 Marks)
Quiz	Mid Term Test	Presentation	Viva Voce	Attendance	End-Term Exam
10	15	10	10	5	50

**Prescribed Text-Book: Lesson 11 onwards from Deutsch als Fremdsprache -1A, IBH & Oxford, New Delhi, 1977**

**References: Studio D A1** by Hermann Funk, Christina Kuhn and Silke Demme, Cornelsen, 2013

**Tangram A1** by Rosa Maria Dallapiazza, Eduard von Jan & Till Schoenherr, Max Hueber, 2007

**Sprachtraining A1** by Rita Maria Niemann, Dong Ha Kim, Cornelsen, 2013

Dictionaries for reference: **Studio D: Glossar A1 - Deutsch –Englisch**, Cornelsen, 2013

<http://www.duden.de/woerterbuch>

Materials are given in form of photocopies if felt to be necessary

Course Name	Course Code	LTP	Credit	Semester
SPANISH – II	FLS211	2:0:0	2	2

**A. COURSE LEARNING OUTCOMES (CLO)**

<b>CLO 1</b>	Identify and express in Spanish vocabulary and grammar norms
<b>CLO 2</b>	Interpret different types of texts as well as cultural ideas and themes.
<b>CLO 3</b>	Demonstrate comprehension of nuance between script and sound in Spanish
<b>CLO 4</b>	Narrate clearly ideas, themes in simple standard Spanish

**B. SYLLABUS**

**Module 1: Vocabulary:**

Home, Classroom, Neighborhood, hotel, Restaurant, Market, Days name, Months name, Colors names etc. Interrogatives.

## Module 2: Grammar:

Use of SER/ESTAR/TENER/ HAY  
Difference between Estar and Hay  
Demonstrative pronouns  
Interrogatives – what, which, why, how, who, when  
Introduction of irregular verbs  
Possessive pronouns

### ExaminationScheme:

Total: 100 marks

ContinuousEvaluation (Total 50 Marks)					EndSemEvaluation (Total 50 Marks)
Quiz	MidTerm Test	Presentation	Viva Voce	Attendance	End-TermExam
10	15	10	10	5	50

**Skills Evaluated:** Writing, Comprehension, grammar, and Vocabulary

#### Text &References:

Nuevo Español Sin Fronteras (ESF1) by Jesús Sánchez Lobato, Concha Moreno Garcia, Concha Moreno Garcia, Isabel Santos Gargallo, Sociedad General Española De Librería, S.A 2005

Pasaporte Nivel (A1) by Matilde Cerralzo Aragón, Oscar Cerralzo Gilli, Begoña Llovet Barquero, Edelsa Group didascalía, S.A. 2005

Dictionaries for reference: Collins, [www.wordreferences.com](http://www.wordreferences.com).

Essential materials are given in the form of photocopies.

Course Name	Course Code	LTP	Credit	Semester
CHINESE - II	FLC211	2:0:0	2	2

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Read, write and speak approx. 100 New Chinese words and understand basic grammar points.
<b>CLO 2</b>	Interpret words, phrases and sentences of day today conversation related to hobbies and abilities, gratitude, apology and welcome, time, weather and directions
<b>CLO 3</b>	Write Chinese characters, simple sentence and a paragraph on simple topic like 'Self Introduction' and dialogue writing on "Conversation between two friends exchanging Personnel Information".
<b>CLO 4</b>	Communicate with Chinese speaking people using words, phrases and sentences related to hobbies and abilities. Express gratitude, apology and welcome.

### B. SYLLABUS

#### Module 1:

1. Personal information : hobbies & habits
2. Personal information : abilities



3. Expression of gratitude
4. Expression of apology
5. Numbers & currencies
6. Expression of time
7. Description of weather
8. Description of direction,
9. Listening of dialogues
10. Conversation based on dialogues
11. Chinese CBT package /video clipping
12. Sino-Indian relations (in English)

## Module 2: Vocabulary Content

Vocabulary will include approx 110 Characters including 50 Characters of HSK-I level.

1. Vocab related to hobbies, abilities, gratitude, apology numbers, time, weather, direction, etc will be covered.

## Module 3: Grammar Content

1. Question of type (2) & (3)
2. 有sentence
3. Auxiliary verbs:要,会,能, 可以
3. The sentence with a verb as its predicate.
4. 们: a plural suffix
5. Numeration
6. Interrogative pronoun 多少
7. Counting Money
8. A numeral-measure word as the attributive
9. Time words: Time, month, day & date
10. The demonstrative pronoun as the attributive
11. The adverbial adjunct:
12. Words of location

## Examination Scheme

**Total: 100 marks**

Continuous Evaluation (Total 50 Marks)					End Sem Evaluation (Total 50 Marks)
Quiz	Mid Term Test	Presentation	Viva Voce	Attendance	End-Term Exam
10	15	10	10	5	50

## Text books & References

1. Learn Chinese with me book-I (Major Text book), People's Education Press
2. Elementary Chinese Reader Book-I (suggested reading)
2. Chinese Reader (HSK Based) book-I (suggested reading)
3. Practical Chinese Grammar for foreigners (suggested reading)

Course Name	Course Code	LTP	Credit	Semester
<b>SUMMER INTERNSHIP</b>	<b>MBA350</b>	0:0:18	9	2

## A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	learn through direct, on-the-job experience working with successful professionals and experts in the field
<b>CLO 2</b>	Develop intellectual ability, professional judgment and decision-making ability, interdisciplinary approach, skills for data handling, ability in written and oral presentation, sense of responsibility etc.

## B. SYLLABUS

In order to achieve these objectives, each student will maintain and submit a file (**Internship File**) and a report (**Internship Report**)

### INTERNSHIP FILE

The Internship File aims to encourage students to keep a personal record of their learning and achievements throughout the Programme. It can be used as the basis for lifelong learning and for job applications. **Items can be drawn from activities completed in the course modules and from the workplace to demonstrate learning and personal development.**

The File will assess the student's analytical skills and ability to present supportive evidence, whilst demonstrating understanding of their organization, its needs and his/her own personal contribution to the organization.

The File is essentially a comprehensive documentation of how one proceeds while working on the assignment and should be regularly checked by the faculty guide/ supervisor, issues discussed with the students, doubts if any clarified and signed as having done so. This will form the basis of **continuous evaluation** of the project.

The File will include **five sections** in the order described below.

1. **The Title Page** – An Internship Experience Report For (Your Name), name of internship organization, name of the Supervisor/Guide and his/her designation, date started and completed, and number of credits for which the report is submitted.
2. **Table of Content** – An outline of the contents of the file by topics and subtopics with the page number and location of each section.
3. **Introduction** – Short, but should include how and why you obtained the internship experience position and the relationship it has to your academic/professional and career goals.
4. **Main Body** – Should include a brief summary/ executive summary of the **Internship Project Report** that the student has worked on, an **analysis of the company/organization** in which the student is working, a **personal review** of the student's management skills and how they have been developed through the programme, the daily tasks performed, major projects contributed to, dates and hours spent on a task, observations and feelings, meetings attended and their purposes, listing of tools and materials and their suppliers, and photographs if possible of projects, buildings and co-workers.
5. **Appendices** – Include pamphlets, forms, charts, brochures, technical and descriptive literature, graphs and other information related to your Internship experience.

### INTERNSHIP REPORT

The **Internship Report** is the research report that the student has to prepare on the project assigned by the organization. (Incase a student is not assigned a specific research project in the organization, he has to select any one aspect of the organization and prepare a research report on it). The lay out of the report should be as per the standard

layout prescribed by the organization wherein the student undertakes the Internship. In case, there is no layout prescribed by the organization the following components should be included in the report:

➤ **Title or Cover Page**

The title page should contain Project Title; Student's Name; Programme; Year and Semester and Name of the Faculty Guide.

➤ **Acknowledgements**

Acknowledgment to any advisory or financial assistance received in the course of work may be given. It is incomplete without student's signature.

➤ **Abstract**

A good "Abstract" should be straight to the point; not too descriptive but fully informative. First paragraph should state what was accomplished with regard to the objectives. The abstract does not have to be an entire summary of the project, but rather a concise summary of the scope and results of the project. It should not exceed more than 1000 words.

➤ **Table of Contents**

Titles and subtitles are to correspond exactly with those in the text.

➤ **Introduction**

Here a brief introduction to the problem that is central to the project and an outline of the structure of the rest of the report should be provided. The introduction should aim to catch the imagination of the reader, so excessive details should be avoided.

➤ **Materials and Methods**

This section should aim at experimental designs, materials used (wherever applicable). Methodology should be mentioned in details including modifications undertaken, if any. It includes organization site(s), sample, instruments used with its validation, procedures followed and precautions.

➤ **Results and Discussion**

Present results, discuss and compare these with those from other workers, etc. In writing this section, emphasis should be laid on what has been performed and achieved in the course of the work, rather than discuss in detail what is readily available in text books. Avoid abrupt changes in contents from section to section and maintain a lucid flow throughout the thesis. An opening and closing paragraph in every chapter could be included to aid in smooth flow.

Note that in writing the various sections, all figures and tables should as far as possible be next to the associated text, in the same orientation as the main text, numbered, and given appropriate titles or captions. All major equations should also be numbered and unless it is really necessary, do not write in "point" form.

While presenting the results, write at length about the the various statistical tools used in the data interpretation. The result interpretation should be simple but full of data and statistical analysis. This data interpretation should be in congruence with the written objectives and the inferences should be drawn on data and not on impression. Avoid writing straight forward conclusion rather, it should lead to generalization of data on the chosen sample.

Results and its discussion should be supporting/contradicting with the previous research work in the given area. Usually one should not use more than two researches in either case of supporting or contradicting the present case of research.

➤ **Conclusion(s) & Recommendations**

A conclusion should be the final section in which the outcome of the work is mentioned briefly.

Check that your work answers the following questions:

- Did the research project meet its aims (check back to introduction for stated aims)?
- What are the main findings of the research?
- Are there any recommendations?
- Do you have any conclusion on the research process itself?

➤ **Implications for Future Research**

This should bring out further prospects for the study either thrown open by the present work or with the purpose of making it more comprehensive.

➤ **Appendices**

The Appendices contain material which is of interest to the reader but not an integral part of the thesis and any problem that have arisen that may be useful to document for future reference.

➤ **References**

References should include papers, books etc. referred to in the body of the report. These should be written in the alphabetical order of the author's surname. The titles of journals preferably should not be abbreviated; if they are, abbreviations must comply with an internationally recognised system.

**Examples**

**For research article**

Voravuthikunchai SP, Lortheeranuwat A, Ninrprom T, Popaya W, Pongpaichit S, Supawita T. (2002) Antibacterial activity of Thai medicinal plants against enterohaemorrhagic Escherichia coli O157: H7. Clin Microbiol Infect, 8(suppl 1): 116–117.

**For book**

Kowalski,M.(1976) Transduction of effectiveness in Rhizobium meliloti. SYMBIOTIC NITROGEN FIXATION PLANTS (editor P.S. Nutman IBP), 7: 63-67

**The Layout Guidelines for the Internship File & Internship Report**

- A4 size Paper
- Font: Arial (10 points) or Times New Roman (12 points)
- Line spacing: 1.5
- Top and bottom margins: 1 inch/ 2.5 cm; left and right margins: 1.25 inches/ 3 cm

**Examination Scheme:**

Continuous Evaluation by faculty guide	15%
Continuous evaluation by CRC	15%
Feedback from industry guide	35%
Report, Presentation & Viva Voce	35%
<b>TOTAL</b>	<b>100%</b>

Course Name	Course Code	LTP	Credit	Semester
<b>Entrepreneurship and New Venture</b>	<b>MBA353</b>	2:1:0	3	2

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Have the ability to discern distinct entrepreneurial traits.
<b>CLO 2</b>	Know the parameters to assess opportunities and constraints for new business ideas.
<b>CLO 3</b>	Understand the systematic process to select and screen a business idea.
<b>CLO 4</b>	Explore entrepreneurial leadership and management style.

### B. SYLLABUS

**Module -I:**Entrepreneurship: Entrepreneurship: meaning, importance of entrepreneurship, concepts, Characteristics, classifications of entrepreneurship, problems faced by entrepreneurs in India. Role of Entrepreneurship in economic development –Start-ups.

**Module -II:**Idea Generation and Opportunity Assessment: Ideas in Entrepreneurships – Sources of New Ideas – Techniques for generating ideas – Opportunity Recognition – Steps in tapping opportunities. Marketing considerations- selecting the target market, market strategy. Pricing strategies and marketing of services

**Module -III:**Project Formulation and Appraisal: Preparation of Project Report –Content; Guidelines for Report preparation – Project Appraisal techniques –economic – Steps Analysis; Financial Analysis; Market Analysis; Technical Feasibility.

#### Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

#### Text & References:

1. Robert.D.Hisrich, MethewJ.Manimala, Michael P. Peters, Dean A. Shepherd, Entrepreneurship, Mc Graw Hill Education, Ninth Edition, 2017
- 2.Rajeev Roy, Entrepreneurship, Oxford University Press, Seventh Impression 2016
- 3.Arya Kumar, Entrepreneurship, Pearson, Delhi, 2012.
4. Michael H. Morris, ET. al., Entrepreneurship and Innovation, Cen gage Learning, New Delhi, 2011
5. KanishkaBedi, Management and Entrepreneurship, Oxford University Press, Delhi, 2009
6. Anil Kumar, S., ET.al., Entrepreneurship Development, New Age International Publishers, New Delhi, 2011
7. Kumar, Arya, Entrepreneurship: Creating and Leading an Entrepreneurial Organization, 1/e, Pearson, India.

Course Name	Course Code	LTP	Credit	Semester
AANANDAM-III	AND003	0:0:0	3	2

### A. COURSE LEARNING OUTCOMES (CLO)

CLO 1	Awareness and empathy regarding community issues
CLO 2	Interaction with the community and impact on society
CLO 3	Interaction with mentor and development of Student teacher relationship
CLO 4	Interaction among students, enlarge social network
CLO 5	Cooperative and Communication skills and leadership qualities
CLO 6	Critical thinking, Confidence and Efficiency

### B.SYLLABUS

#### Course Contents:

#### The project report should be guided by the mentor and shall contain:

- **Synopsis:** clearly stating objectives and activities to be undertaken. Problem identifying and problem-solving projects to be taken up.
- Details of the **Mentor and the Participants are to** be given (name of mentor, name of participants, phone number/mobile no, email, and address)
- Location / community where the work was carried out
- Details of Activities performed are to be given with date
- Number of beneficiaries and impact on the society (the object should be to empower the community and make them self-reliant)
- Photographs taken for documentation of work should be submitted
- Media coverage of the projects should be attached if any
- The Group Community Service Project Report will be submitted by the Student group leader under the guidance of the mentor to the Director/HoIs of the Department.
- The Director/HoIs should get the best report (more than one if required) of the Group Community Service Project uploaded on the HTE website and on the University page
- The Director/HoIs will forward the best report of the department to the Nodal Officer of the University.
- University will forward the report to the state level committee.

#### GUIDELINES FOR GCSP (Group Community Service Project) ASSIGNMENT OF ANANDAM FOR SOCIAL AWARENESS (for students)

1. Each member of the group shall write one blog about the decided topic of 500 words (minimum) along with any relevant photos/diagrams/statistical data (with reference).

2. The group member shall write his/her name at the end of the blog.
3. The blog shall be posted on Instagram and Facebook (apart from these any other website wherever the group seems necessary).
4. Print out of the blog where date of when the content is posted, number of followers, comments, name of the writer shall be visible will be taken and file will be maintained for the same.
5. In the cover page of the project mention heading “**Group Community Service Project**”, and the filled format of final project report given by Anandam Scheme.
6. For the topic chosen by the group, students are recommended to cover the following points:
  - a) Current scenario (Regional, national and international level as applicable)
  - b) Future predictions
  - c) Duty of the government
  - d) Government policies (related to the topic), if any
  - e) Duty of public
  - f) Conclusion

**Evaluation Scheme:**

Project Participation: 2 hours X 8 days (per month) X 4 months = 64 hours

- C grade =32 hrs (Below 20 marks)
- B grade >32 hrs to <=44hrs (20-30 marks)
- A grade >44 hrs to<=54hrs (30-40 marks)
- O grade >54 hrs to<=64hrs (40-50 marks)

**Evaluation Criteria:**

Respective Departmental Anandam mentors are requested to evaluate the project (out of 50) as per the following criteria:

1. Position and exceptions, if any, are clearly stated. The organization of the blog is completely and clearly outlined and implemented.
2. The body of the blog is coherently organized, original and the logic is easy to follow. There is no spelling or grammatical errors and terminology is clearly defined. Writing is clear, concise, and persuasive.
3. Conclusion is clearly stated. The underlying logic is explicit.

Course Name	Course Code	LTP	Credit	Semester
<b>POST - HARVEST MANAGEMENT</b>	<b>MBA311</b>	2:1:0	3	3

## A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	To familiarize students with the current commercial methods used to harvest, pack, transport and market fresh horticultural crops grown in India, with emphasis on maintaining product quality and safety.
<b>CLO 2</b>	Understand technologies of post-harvest technology and its role in providing better quality produce to the consumer.
<b>CLO 3</b>	Understand importance of prevention of losses.
<b>CLO 4</b>	An understanding will be developed concerning the interactions between the biological crop system post-harvest, the surrounding environment and the influencing technical factors.

## B. SYLLABUS

### Module I: Introduction

Introduction to post-harvest management, General principle of post-harvest management, Extent of post-harvest losses in different crops (cereals, pulses, oilseeds, horticultural crops, fruits and flowers, etc.), Types of losses, Causes of losses, Stages of post-harvest losses, Method of processing and extent of losses, effect of losses, cost to society and nation.

### Module II: Prevention of Post Harvest Losses

Ecological growth conditions, Diagnostical methods, Control methods: preventive and curative; cultural, biotechnological and chemical; Control to pest and diseases, animal, etc., Post-harvest integrated pest and disease management.

### Module III: Strategy for Post-harvest Management

Loss-reducing/minimizing strategies, Loss avoiding strategies, Loss-spreading strategies, strategies for value addition

### Module IV: Post Harvest Management Techniques

Food handling and processing; Food Packaging and Transportation, Design and Management of Storage and Distribution Structures, Milk and Dairy Products, Vegetable Products, Meat and Meat Products, Fisheries and Fishery Products, Food Colloids, Human Nutrition, Food Toxicology, Fermentation Processing, Principles and methods of preservation of fruits and vegetables, Food additives, quality assurances for fruits and vegetables, Bio-technology, food processing and waste treatment technology, various food processing technologies for fruits and vegetables processing.

### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

### Text & References:

- Postharvest Technology of fruits and Vegetables by L.R. Verma and V.K. Joshi, Vol I and II, Indus Publishing Company New Delhi, 2000.



Course Name	Course Code	LTP	Credit	Semester
<b>AGRICULTURAL INPUT MARKETING</b>	<b>MBA312</b>	2:1:0	3	3

## A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Enable students to gain knowledge on agricultural input marketing, challenges and prospects for improving agricultural marketing system.
<b>CLO 2</b>	Provides an incisive analysis on agricultural input and output marketing with particular emphasis on marketing functions.
<b>CLO 3</b>	To understand efficient marketing and the role of government and public sectors in marketing.
<b>CLO 4</b>	To Understand, define and explain Competition in the Agri- input market place

## B. SYLLABUS

### Module I

Introduction to agricultural input marketing. Understanding domestic and international business environment of seed, pesticides/ insecticides argil chemicals, fertilizer and farm machinery marketing (economic, social, political, legal etc.)

### Module II

Analyzing agriculture input marketing environment, Current issues and trends in agricultural input marketing, Trends in Agricultural Marketing in India, MIS for marketing agriculture inputs. Market Information Services-

### Module III

Theory and Practice, FAO Rome, Marketing strategies for seed, pesticides/ insecticides argil chemicals, fertilizer and farm machinery, Institutional setup in agriculture input market,

### Module IV

Segment and Targeting, Government role in agricultural input markets, Environmental Issues in agriculture input marketing.

### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

### Text & References:

As such there is no prescribed book for the paper. Set of relevant material for each session will be compiled and distributed before the class session. However, for general reading on the subject students are advised to refer following book:

- Pingali Venugopal (2004). "Input management" State of the Indian farmer- A millennium Study, Vol: 27, Academic Foundation, 4772-73/23 Bharat Ram Road, (23 Ansari Road) Daryaganj, New Delhi -110002.
- Pingali Venugopal (2004). "Input management" State of the Indian farmer- A millanumStudy, Vol: 27, Academic Foundation, New Delhi. Page : 41-50
- Pingali Venugopal (2004). "Input management" State of the Indian farmer- A millanumStudy, Vol: 27, Academic Foundation, , New Delhi. Page: 59-290Awasthi, M. K. 2002.
- "Agriculture Management" Note prepared for the Government of Assam.
- India infoline.com [www.indiainfoline.com/fmcg/agma.pdf](http://www.indiainfoline.com/fmcg/agma.pdf),
- Awasthi, M. K. 2003. Agriculture growth through efficient input marketing, Visiting lecture, delivered at NEHU Tura on 13/08/2005 at Department of Rural Development and Agri Production.

- Prahalad, C. K. 2005 Market at the Bottom of Pyramid, Pearson Education Inc. Page 77- 98.
- Isherwood. K.F. 2000. Market Mineral Fertilizer Distribution and the Environment, IFA, Paris.

Course Name	Course Code	LTP	Credit	Semester
RURAL MARKETING	MBA313	2:1:0	3	3

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Understand how marketing for industrial good is different from the traditional marketing and marketing in rural India.
<b>CLO 2</b>	Learning from the success stories and failures in rural Indian Marketing

### B. SYLLABUS

Module I- Environment of industrial and consumer marketing, profile of an industrial buyer, industrial and consumer marketing, organizational buying behavior process and organizational buying behavior, commercial and institutional buying, Bidding, tendering, channel behavior, industrial establishment. Original Equipment Manufacturer (OEM) and impact on pricing policies.

Module II- The strategic perspective in industrial marketing, the GE matrix, Michael Porter's generic options theory, economies of scales Vs economies of scope and case discussion of Schulman plastics.

Module III- Buyer seller interactions, sales culture overshadowing the marketing culture, interactive transactions, organizational buying environment, individual Vs group decision making and buying center influences. Assessing the market reach, fragmented markets and their implications and industrial pricing the services component.

Module IV- Industrial marketing communications, advertising, publicity, sales promotion possibilities, the role of exhibitions and domestic and international contacts, the marketing intelligence, role of MIS and DSS functions and evaluating the marketing strategies and performances.

Module V- Rural marketing an overview, principles of marketing as relevant to rural marketing changing concept of marketing, profiles of urban/ customers and differences in their characteristics.

Module VI- Features of rural markets/ infrastructure, products and services in the rural markets and channels of distribution and trade management.

Module VII- Transportation and communication, advertising and sales promotion strategies for rural marketing and characteristics of pricing in rural markets for different products and factors influencing.

Module VIII Marketing objectives, sales target strategies, organizing for rural marketing and new product launch techniques for rural markets.

Module IX- Marketing strategies, policy, sales management practices training, motivation and Examination.

Module X - Rural Market research and market information system and a glimpse of the future of rural marketing.

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & References:

##### Text:

- Industrial Marketing Management: A strategic view of business markets by Michael D Hutt and Thomas W Speh.

*References:*

- Industrial Marketing by Richard M. Hill, Ralph S Alexander and James C Cross.
- Newspapers- Economic Times, Business Standard, Financial Express, Brand Equity.
- Magazines- Advertising and Marketing, Business World, Business India.

Course Name	Course Code	LTP	Credit	Semester
<b>Social Banking and Microfinance</b>	<b>MBA380</b>	2:1:0	3	3

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	To understand the concept of microfinance and how microfinance institutions work, including the operational aspects of an SHG/MFI.
<b>CLO 2</b>	Learning concepts of financial literacy.

### B. SYLLABUS

**Module I:**

Introduction to Microfinance: The history of microfinance, why microfinance, microfinance as a development tool. Why intervene in credit market. Study of the inherent challenges of financing small economic operators like moral hazard, adverse selection, high transaction cost and information asymmetry etc. Examination of the working of an informal moneylender as a form of monopolistic competition. Composition of the Institutional Credit System (ICS) in India operating at the ground as well as apex levels; roles played by different constituents of ICS.

**Module II:**

Group lending vs individual lending, Roots of microfinance in India, Bangladesh, China, Latin America, Sri Lanka etc. Microfinance models in India and other countries. Microfinance products. Legal and regulatory frame work in India. Emerging Issues and challenges in microfinance sector.

**Module III:**

Measuring Impact of Microfinance: Study of different methodology of impact evaluation. Government programmes for microfinance: SGSY, SHG-Bank Linkage.

**Module IV:**

Operational aspect of microfinance: Evaluating Microfinance Institute (MFI) financial sustainability, Asset/liability management in the MFI, Productivity enhancement tools.

### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

**Text & References:**

- **Beatriz Armendariz de Aghion and Jonathan Morduch (2005): “Economics of Microfinance”, MIT Press.**
- **David Hulme and Paul Mosley (1996, : “Finance against poverty”, vol. 1 & 2, Routledge.**
- **Mike Goldberg and Eric Palladini: “Measuring Risk and Creating Value with Microfinance”, The World Bank.**
- **Robert Peck Christen (2010): “Banking services for the poor: Managing for financial success”, Academic Foundation, New Delhi.**

- Suresh Sundaresan (2008): “Microfinance Emerging Trends and Challenges”, Edward Elgar Cheltenham, UK • Northampton, MA, USA.
- Research Articles as per suggestion of faculty.

Course Name	Course Code	LTP	Credit	Semester
<b>AGRI BUSINESS AND RURAL ENVIRONMENT</b>	<b>MBA383</b>	2:1:0	3	3

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	To provide a learning exposure to students about the environment where Agri Business is conducted.
<b>CLO 2</b>	To enable students to understand the fundamentals of management with reference to agribusiness.
<b>CLO 3</b>	To enable student to understand policy environment, public - private policy domains, Agri sub sector analysis.
<b>CLO 4</b>	Demonstrate an ability to apply economic principles to problems of farms, ranches, and other institutions in the food and fibre industries.

### B. SYLLABUS

#### Module I: Rural India

Rural Life, culture, Business opportunities, Rural Elite, Sustainable Agriculture, Rural Pluralism, Formal and informal Social Organization, Institutional Change in Indian Agriculture, Traditional and emerging local institutions. Policy environment, Rural Development overview of Agro Processing Industry

#### Module II

Agriculture Policy State Agriculture development activities, Role of Agriculture in Economic Development

#### Module III

Rural Development & Agri-Business prospects, Processing aspects, Marketing aspects, Concept of Agripreneurs, Rural Credit Institutions, Linkages between different rural institutions, Rural infrastructure and its problem and prospects in developing economy. Cooperation farming, contract farming, Rural Financial Market, Rural Labour Market, Input Delivery Mechanism.

#### Module IV

Food processing Industry, Agro food products processing and trading concerns, Marketing Organizations and export oriented units AEZs, APEDA, MPEDA, NAFED, International Agri Business WTO, Agreement on Agriculture

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & References:

- Bibek, D., & Kaushik, P. D. (1999). Indian Industry Guide to the World Trade Organization, CII & Rajiv Gandhi Foundation
- Mukhopahyay, J. K. (2001). WTO Issues & Indian Agriculture, EXIM Bank Ltd, Pune
- Mehta, P. (2004). Moving the DOHA Round, Financial Express, ND.
- Chand, R. WTO Provisions & Indian Agriculture.



Course Name	Course Code	LTP	Credit	Semester
<b>COST AND MANAGEMENT ACCOUNTING</b>	<b>MBA318</b>	2:1:0	3	3

## A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Prepare various costing schedules where an analysis of cost classification, behaviour, and type is completed
<b>CLO 2</b>	Critically analyze and provide recommendations to improve the operations of organizations through the application of management accounting techniques;
<b>CLO 3</b>	Analyze cost-volume-profit techniques to determine optimal managerial decision
<b>CLO 4</b>	Prepare analyses of various special decisions, using relevant costing and benefits.

## B. SYLLABUS

### Module I: Cost Accounting – Introduction & Elements

Cost concepts and cost object, cost classification, cost organization and its relationship with other departments. Elements of cost and cost determination: Cost accounting records— cost ledgers, reconciliation of cost and financial accounts.

### Module II: Process Costing

Process costing — treatment of normal and abnormal losses and gains, valuation of work-in-progress using first-in – first-out and average methods (equivalent production), inter-process transfer and pricing, concepts and accounting for joint products, by-products, waste, scrap, spoilage and defectives, research and development expenses.

### Module III: Cost Analysis for Planning, Control & Decision making

Cost-Volume-Profit Analysis, Using CVP analysis for decision making ( Short run and Long Run), CVP analysis in Service and Non-Profit Organizations. Pricing decisions and Cost Management.

### Module IV: Specialized Costing

Service or operating costing — unit costing and multiple costing, application, identification of cost unit and cost determination and control;

Uniform costing, Interfirm comparison, cost reduction, value analysis/engineering including value management

### Module V: Costing Methods and Accounting Systems

Costing and accounting systems - activity based costing, customer profitability analysis; direct product profitability; just-in-time and back flush accounting;

Target costing; life cycle costing, parametric cost control.

### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

### Text &References:

- Horgren, Datar, Foster, Rajan, Ittner, Cost Accounting- A Managerial Emphasis, Prentice Hall
- Jain, S.P. & Narang, K.L., Cost Accounting- Principles and Practice, Kalyani Publishers
- Lal, Jewarh (2011), Cost Accounting, Tata McGraw Hill
- Khan,M.Y.& Jain P.K. (2010), Cost Accounting, Tata McGraw Hi

Course Name	Course Code	LTP	Credit	Semester
<b>LARGE SCALE INVESTMENT</b>	<b>MBA319</b>	2:1:0	3	3

## A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Appreciate the strategic importance of capital expenditure projects;
<b>CLO 2</b>	Apply complex valuation tools like Staged valuation and Social Appraisal;
<b>CLO 3</b>	Analyze how risk management affects project value and develop a framework of strategies for managing various kinds of project risks;
<b>CLO 4</b>	Analyze how project structuring help in creating higher value of projects;
<b>CLO 5</b>	Analyzes various financing structures and the role of debt-based governance systems; and
<b>CLO 6</b>	Critically evaluate various financing options to select the most optimal financing mix

## B. SYLLABUS

### Module I: Valuing the Project

Introduction to Capital and Infrastructure Projects; Overview and Resource Allocation Framework; Generation and Screening of Project Ideas; Project Identification; Market and Demand Analysis; Technical Analysis; Financial Analysis; Detailed Project Feasibility Report; Valuation Techniques – Discounted Cash Flow, Adjusted Present Value, Equity Cash Flow, Capital Cash Flow, Real Options Analysis; Project Appraisal

### Module II: Managing Risk

Risk Management; Types of Risk; Political Risk and Sovereign Guarantee, Analysis of Risk; Risk Analysis Techniques – Sensitivity Analysis, Scenario Analysis, Break-even Analysis, Decision Tree Analysis, Monte Carlo Simulation; Risk Contamination; Risk Mitigation Approaches; Structuring Risk Mitigation Approach; Contracts for Structured Risk Mitigating

### Module III: Structuring the Project

Project Financing Options; Project Financing vs. Traditional Financing; Special Purpose Vehicle; Project Company Structuring, Public-Private Partnership

### Module IV: Financing the Projects

Financing Options – Equity and Debt; Multi-sourcing vs. Single sourcing strategy; Syndicate Loan Procedure; Bonds vs. Term Loan; Role of World Bank Affiliates & International Finance Corporation and Role of Bilateral Agency in International Project Financing; Importance of Social Cost Benefit Analysis and Environmental Assessment

### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

### Text:

- Finnerty, J. D. (1996) Project Financing: Asset-Based Financial Engineering, Wiley

### References:

- Chandra P. 2002, Projects: Planning, Analysis, Financing, Implementation & Review, 5th Ed. Tata McGraw-Hill Publishing
- Brearly, R. A. and S. C. Myers (1996) Principles of Corporate Finance, 4th Ed., Tata McGraw Hill
- Damodaran, A. (1997) Corporate Finance: Theory and Practice, 1st Ed., Wiley & Sons
- Dayal, R., P. Zachariah and K. Rajpal (1996) Project Management, 1st Ed. Mittal Publications
- Esty, B. (2004) Modern Project Finance: A Casebook, Wiley
- Goel, B.B. (2001) Project Management: A Development Perspective, Deep & Deep Publications



- Machiraju, H.R. (2001) Introduction to Project Finance: An Analytical Perspective, Vikas Publishing House Pvt. Ltd.
- Meredith, J.R. & S. J. Mantel Jr. (2000) Project Management: A Managerial Approach, 4th Ed. John Wiley & Sons
- Newbold, C.R. (1998) Project Management in the Fast Lane: Applying Theory & Constraints, St. Lucie Press
- Patel, B.M. (2000) Project Management: Strategic Financial Planning Evaluation & Control, Vikas Publishing House Pvt. Ltd.
- Thakur, D. (1992) Project Formulation & Implementation, Deep & Deep Publications

Course Name	Course Code	LTP	Credit	Semester
<b>INTERNATIONAL FINANCE</b>	<b>MBA320</b>	2:1:0	3	3

## A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Develop an understanding of International and Indian Monetary system
<b>CLO 2</b>	Understand the functioning of International financial Markets, and foreign exchange markets
<b>CLO 3</b>	Understand the instruments traded in the International Financial Markets
<b>CLO 4</b>	Understand the concepts of FDI, FII, and FPI
<b>CLO 5</b>	Understand the determinants of Exchange Rates
<b>CLO 6</b>	Analyse the effect and understand hedging techniques for risk associated dealing in foreign currency
<b>CLO 7</b>	Understand the financing and trading in foreign exchange and international financial market

## B. SYLLABUS

### Module I: International Financial Environment

Finance function in global business scenario, International Monetary System, International Financial Markets and Instruments, Balance of Payments, Recent Developments.

### Module II: Foreign Exchange Markets

Spot and Forward Foreign Exchange Markets, Speculation and Arbitrage in Foreign Exchange Markets and Implications of Market Efficiency, Currency Swaps, Currency Futures and Options.

### Module III: Foreign Exchange Rate Determination

Theories of Exchange Rate Determination, Fundamental International Parity Conditions – Purchasing Power and Interest Rate Parity, Forecasting Exchange Rates - Technical Forecasting, Time Series Modelling, Fundamental Forecasting.

### Module IV: Foreign Exchange Rate Exposure and Risk Management

Transaction, Translation and Operating Exposure, Exposure from Equity and Borrowing in International Financial Markets, Hedging tools for Management of Transaction Exposure and Interest Rate Exposure, Degree of Hedge.

### Module V: Issues in Foreign Investments Analysis

Examination of International Investment Proposals, Discounted Cash Flow Analysis, Tax Adjusted Present Value Approach, Political Risk Analysis, External Investment Decision – Measuring Total Returns on Foreign Investments, Optimal International Asset Allocation.

### Module VI: Finance of Foreign Trade

Income terms, foreign letters of credit, export & import finance, rules governing letters of credit, export import policy (Case Studies)

## Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

## Text &References:

Levi, M. D. (1996), International Finance, McGraw Hill International.  
Apte, P. G. (1995), International Financial Management, Tata McGraw Hill  
Errunza, V.R., Singh, D. and Srinivasan, T.S. (1994), International Business Finance, Global Business Press.  
Seth, A.K. (2000), International Financial Management, Galgotia Publishing Company.  
Hull, J. C. (1999), Introduction to Futures and Options Markets, Prentice Hall of India.  
Edwards, F. R. and Ma, C. W. (1992), Futures and Options, McGraw-Hill International.  
Kolb, R. W. (1997), Understanding Futures Markets, Prentice Hall of India.  
Rebonato, R. (1996), Interest Rate Option Models: Understanding, Analysing and Using Models for Exotic Interest Rate Options, John Wiley and Sons.  
Kohn, M. (1998), Financial Institutions and Markets, Tata McGraw Hill Publishing  
Articles from selected journals and magazines.

Course Name	Course Code	LTP	Credit	Semester
<b>SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT</b>	<b>MBA322</b>	2:1:0	3	3

## A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Know about the common stock, the stock market, stock options, and approaches to investing in the stock market and building stock portfolios. Particular emphasis is given to three competing approaches to stock investment: Fundamental analysis, technical analysis and efficient market analysis.
<b>CLO 2</b>	Understand the portfolio theory and study various methods of modelling the risk associated with stock investment such as the capital asset pricing model and arbitrage pricing theory.
<b>CLO 3</b>	Apply stock and option valuation models in portfolio management.

## B. SYLLABUS

### Module I: Background of Capital market/Corporate Governance and Methods of Fund Raising

Importance of Strong Capital market in Economy, Investment opportunities available to Investors, relation of demographic characteristics with investment pattern of individuals, Process of investment in Financial assets, intermediaries and Role of SEBI/OTCEI/ROC/Stock exchanges-Listing agreement, clause 49, Importance of Corporate Governance and changes taking place/required in the law. Salient features and operation of stock exchanges, Trading arrangements, Changing scenario of Indian stock market. Relationship of Primary market with Secondary market, raising of Funds by IPO/FPO/Right issue and intermediaries involved. Merchant banking and its functions, contemporary issue in Capital market.

### Module II: Debt

Malkiel's Law, Interrelationship of Bond Market and Stock market, International events and its impact on security market Risk and return in the context of Portfolio, Common stock valuation models, Term structure of Interest Rates, Role of FII'S, DII/MF/QIB in Capital market. Participatory notes and its Impact, index formation..

### Module III

Fundamental analysis-Economic & industry analysis, concept of Business Cycles, Indicators of economic prosperity, Industry analysis, Company analysis, Company valuation. DOW's Theory, Various Technical analysis tools like Moving averages, Volume Analysis, Indicators, RSI, Pattern analysis, Candlesicks, Market breadth analysis, Trend analysis, Elliot wave Rules Fibonacci numbers, ROC/RSI, CAPM and Fama and French challenge, lagging indicators

and leading indicators analysis, reading and interpretations of technical patterns and charts, Other tools to Forecast the market and take Entry and exit decisions.

#### Module VI

Arbitrage pricing theory, Generating the efficient frontier, Efficient market theory, Valuation by PE ratio /Book value to price value analysis, Motivation for partitioning of risk, Markowitz Risk -return optimisation,

#### Module V

Types of Mutual Funds--SIP/ELSS, Tax Implications. , Investment Banking, Role of Fund Manager, Portfolio management services, Churning and revision of Portfolio, Portfolio re balancing and up gradation, Sharpe"performance Index, Trennor"performance Index, Jensen's performance Index.

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text &References:

- Chandra, P.(2002), Investment Analysis, Tata McGraw Hill
- Fischer, D.E. and Jordan, R.J. (1995), Security Analysis & Portfolio Management, Prentice Hall of India
- Bhat, Sudhindra;(2009); Security Analysis & Portfolio Management; Excel Books
- Dash, A.P.:(2009); Security Analysis & Portfolio Management; I.K. International
- Bhatt, S.N.:(2011); Security Analysis & Portfolio Management; Biztantra
- Rangnatham M., Madhumalathi, R.,(2006); Security Analysis & Portfolio Management; Pearson Education
- Khatri, Dhanesh;(2010); Security Analysis & Portfolio Management; MacMillan India Ltd.

Course Name	Course Code	LTP	Credit	Semester
<b>Fixed Income Investment</b>	<b>MBA379</b>	2:1:0	3	3

#### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	To provide students with a background in fixed income securities.
<b>CLO 2</b>	The student should possess the ability to demonstrate a thorough working knowledge of the analysis of fixed income securities, including basic characteristics of bonds in alternative sectors, valuation tools, and the factors that influence bond yields.
<b>CLO 3</b>	The student should also be able to estimate risk and returns for fixed income investments, analyze fixed income securities with unique features, and value fixed income investments with embedded options.

#### B. SYLLABUS

##### Module I: Basics of Fixed Income Markets and Securities

An introduction to fixed income markets, discount factors, interest rates, term structure, coupon bonds, floating rate bonds, rate of return, yield to maturity

##### Module II: Interest Rate Risk Management

Duration, convexity, immunization, slope and curvature.

##### Module III: Interest Rate Derivative

Forward rates and contracts, interest rate swaps, futures and options, use of derivatives for hedging and trading.

##### Module IV: Credit Risk and Credit Derivatives

Modeling credit risk, structural models, intensity modeling, default correlation, credit derivatives, Credit Default Swaps (CDS), Collateralized Debt Obligations (CDO).

Module V: Term Structure Models: Discrete Time

Risk neutral probabilities, no arbitrage pricing, interest rate models, binomial trees, American options, callable bonds, caps, floors, swaps and swaptions.

Module VI: Term Structure Models: Continuous Time

Continuous time interest rate models, market models, no arbitrage pricing, relative value trades, Monte Carlo simulation and derivatives pricing.

### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

Text & References:

*Text:*

- Fixed Income Analysis- CFA Investment Series, Third Edition

*References:*

- The Handbook of Fixed Income Securities- Frank J.Fabozzi (8<sup>th</sup> Edition)

Course Name	Course Code	LTP	Credit	Semester
<b>Social Banking and Microfinance</b>	<b>MBA380</b>	2:1:0	3	3

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	
<b>CLO 2</b>	
<b>CLO 3</b>	

### B. SYLLABUS

Module I:

Introduction to Microfinance: The history of microfinance, why microfinance, microfinance as a development tool. Why intervene in credit market. Study of the inherent challenges of financing small economic operators like moral hazard, adverse selection, high transaction cost and information asymmetry etc. Examination of the working of an informal moneylender as a form of monopolistic competition.

Composition of the Institutional Credit System (ICS) in India operating at the ground as well as apex levels; roles played by different constituents of ICS.

Module II:

Group lending vs individual lending, Roots of microfinance in India, Bangladesh, China, Latin America, Sri Lanka etc. Microfinance models in India and other countries.

Microfinance products. Legal and regulatory frame work in India. Emerging Issues and challenges in microfinance sector.

Module III:

Measuring Impact of Microfinance: Study of different methodology of impact evaluation. Government programmes for microfinance: SGSY, SHG-Bank Linkage.

Module IV:

Operational aspect of microfinance: Evaluating Microfinance Institute (MFI) financial sustainability, Asset/liability management in the MFI, Productivity enhancement tools.

### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

### Text & References:

- **Beatriz Armendariz de Aghion and Jonathan Morduch (2005): “Economics of Microfinance”, MIT Press.**
- **David Hulme and Paul Mosley (1996, : “Finance against poverty”, vol. 1 & 2, Routledge.**
- **Mike Goldberg and Eric Palladini: “Measuring Risk and Creating Value with Microfinance”, The World Bank.**
- **Robert Peck Christen (2010): “Banking services for the poor: Managing for financial success”, Academic Foundation, New Delhi.**
- **Suresh Sundaresan (2008): “Microfinance Emerging Trends and Challenges”, Edward Elgar Cheltenham, UK • Northampton, MA, USA.**
- **Research Articles as per suggestion of faculty.**

Course Name	Course Code	LTP	Credit	Semester
<b>INDUSTRIAL RELATIONS AND LABOUR LAWS</b>	<b>MBA324</b>	2:1:0	3	3

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Students will learn the main provisions of labour standards, concepts, institutions and approaches to industrial relations and collective bargaining.
<b>CLO 2</b>	Will develop skills of dealing with unions, negotiating collective agreements and to identify approaches to promotion of sound labour management relations.

### B. SYLLABUS

#### Module I: Industrial Relations and Collective Bargaining

Industrial Relations-conceptual and legal framework, Collective Bargaining-an overview, Bargaining and Negotiating skills, Workers Participation in Management, ILO conventions, Sound Labour Management Relations, Grievance Redressal Machinery, Industrial Relations after globalization

#### Module II: Introduction to Labour Laws

Labour Law Origin - Purpose - Role of the State - Constitutional Provisions – Fundamental Rights and Directive Principles of State Policy

#### Module III: Health and Safety, Conditions of Employment

Factories Act, 1948, Industrial Employment (Standing Orders) Act, 1946. Discipline and Disciplinary Procedure

#### Module IV: Laws for handling Industrial Disputes and Contract Labour

Industrial Disputes Act 1947, Contract Labour (Regulation & Abolition) Act, 1970

#### Module V: Trade Unions

Trade Unions: Meaning, Functions, Problems, Trade Unions Act, 1926

#### Module VI: Wage Related Laws

Minimum Wages Act, 1948, Payment of Wages Act 1936, Equal Remuneration Act 1976, Payment of Bonus Act 1965

**Module VII: Employee Benefits and Social Security related laws**

Payment of Gratuity Act, 1972: Provident Fund Act 1952, Workmen’s Compensation Act 1923, E.S.I.C. Act, 1948, Maternity Benefit Act 1961, The Apprentices Act 1961.

**Examination Scheme:**

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

**Text &References:**

- Bagri, P.R. (2006), Law of Industrial Disputes, Kamal Law House.
- C.S. Venkata Ratnam (2006), Industrial Relations, Oxford Higher Education
- Kumar H.L. (2010) Labour Laws - Everybody Should Know, Universal Law Publishing Company
- Malhotra, O.P (1985), Law of Industrial Disputes, N.M. Tripathi Pvt. Ltd.
- Malik, P.L (2008), Industrial Law-Eastern Book company.
- Mamoria CB (1998), Dynamics of Industrial Relations, Himalaya Publishing House.

Course Name	Course Code	LTP	Credit	Semester
<b>PERFORMANCE AND COMPETENCY MANAGEMENT</b>	<b>MBA325</b>	2:1:0	3	3

**A. COURSE LEARNING OUTCOMES (CLO)**

<b>CLO 1</b>	Develop an understanding of Performance and competency management and how it applies in the organisations.
<b>CLO 2</b>	Understand and analyse the process of performance appraisal.
<b>CLO 3</b>	Understand and analyse the competency management framework by studying different model
<b>CLO 4</b>	Apply Competency mapping as a performance management tool

**B. SYLLABUS**

**Module I: Introduction to Performance Management**

Conceptual Approach to Performance Management, Determinants of Job Performance: Person and System Factor, Components of Effective Performance Management, Performance Management Cycle

**Module II: Process of Performance Appraisal**

Need And Methods for Performance Appraisal, RSDQ Model, Performance Review - Reengineering Performance Appraisal System, Performance Analysis, Performance Review Discussion, Performance Monitoring and Feedback.

**Module III: Competency Mapping**

Concept and Definition of Role and Competency, Characteristics of Competency, Competency Versus Competence, Performance Versus Competency, Types of Competencies, Context and Relevance of Competencies in Modern Organizations.

**Module IV: Competency Management Framework**

Macro View of Competency Management Framework, Strategic Framework, Lancaster Model of Managerial Competence, Competency Modeling Framework

**Module V: Competency mapping as a performance management tool**

Building Competency Models, The McBer Generic Managerial Competency Model, Competency Causal Flow Model, Factors Affecting The Human Performance System, Profiling Competency Framework for a Particular Role, Competency Gap

**Examination Scheme:**

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

**Text & References:**

- Armstrong, Michael and Berron, Angela (2008), Performance Management and Development, Jaico Publications
- Cardy Robert L. (2008), Performance Management Concepts, Skills and Exercises, Prentice Hall India
- Rao T V (2008), Performance Management and Appraisal Systems-HR Tools for Global Competitiveness, Response Books
- Sahu R K (2007) Performance Management System, Excel Books

Course Name	Course Code	LTP	Credit	Semester
<b>STRATEGIC HUMAN RESOURCE MANAGEMENT</b>	<b>MBA326</b>	2:1:0	3	3

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Develop an understanding of strategic management and describe the various methods and techniques of strategic choice.
<b>CLO 2</b>	Recognize strategic contribution of HRM and examine the strategic significance of HRM.
<b>CLO 3</b>	Demonstrate the ability to apply the HRM concepts within a strategic dimension.
<b>CLO 4</b>	Recognize the integrative role of business strategies and HR strategies and apply them to take business decisions.
<b>CLO 5</b>	Examine the performance of business through various HR strategic models.
<b>CLO 6</b>	Identify and analyse the future trends in strategic HRM approaches.
<b>CLO 7</b>	Illustrate the concept of competitive advantage applied to human resources.

### B. SYLLABUS

#### Module I: The Concept of Strategy

Strategy Defined, Key Concepts of Strategy, Formulations of Strategy, Strategic Management, The Process Of Strategic Management

#### Module II: The Concept of Strategic HRM

An Investment Perspective of HRM, Strategic HRM, Aims of SHRM, Strategic HR Vs Traditional HR, Challenges in SHRM, Approaches and Models to SHRM and the Evolving Strategic Role of HR, Barriers to Strategic HR.

#### Module III: Strategic HRM in Action

HR Strategy defined, Purpose, Types of HR Strategies, Content of HR Strategies, Formulating HR Strategy, Criteria for an Effective HR Strategy, Integrating the Business and HR Strategies.

#### Module IV: Impact of HRM on Business Performance

Human Resource Evaluation- Definition and Overview, Rationale for HR Evaluation, Measures of HRM Performance, Approaches to HR Evaluations

#### Module V: Future trends in Strategic HRM Approaches

Career Management, Mentoring Relationship, Work-life Integration

#### Examination Scheme:

Components	Mid term	Others	A	ESE	Total
Weightage (%)	30	5	15	50	100

#### Text &References:

- Agarawala Tanuja (2007)Strategic Human Resource Management Oxford University Press.
- Armstrong Michael (2007), Strategic Human Resource Management: Strategy and Action, Kogan Page
- Mahey C and Salman G., (1996), Strategic Human Resource Management, Oxford Blackwell.
- Mello Jeffrey A., (2008), Strategic Human Resource Management, Thompson Press Publishing.
- Srinivas R. Kandula, (2002), Strategic Human Resource Development, Prentice Hall of India.





Course Name	Course Code	LTP	Credit	Semester
<b>HR AUDIT AND HR INFORMATION SYSTEMS</b>	<b>MBA329</b>	2:1:0	3	3

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	To create an awareness among managers of recent developments in Human Resource Audit and Human Resource Information Systems (HRIS) in an organization.
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### B. SYLLABUS

#### **Module I: Human Resource Development Audit**

Introduction to Human Resource Development Audit, Objective, Methodology, reasons for poor utilization and effectiveness.

#### **Module II: Elements of HRD**

HRD Strategies, HRD Styles and Culture, HRD, Structures, HRD Systems, HRD Competencies.

#### **Module III: HRD audit implementation**

Implementing HR Audit, Methodology and Issues, HRD Scorecard, HRD Audit – The Indian experiences and cases  
Module I: Concept of Human Resource Information System.

#### **Module IV: Introduction to Human Resource information system**

*Role of information system in human resource Decision making, Designing and Implementation of HRIS.*

#### **Module V: Managing Human Resource Information System**

Organizing data, personnel audit and personnel research, Computer applications in HRM (uses and trends).

#### **Module VI: Modules of HRIS**

*Modules of HRIS, Recruitment and selection, T & D, Performance Appraisal, IR & Administration Compensation Management.*

### **Examination Scheme:**

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

### **Text & References:**

#### **Text:**

- Rao T.V., HRD Audit, Response Books, Division of Sage Publications India Pvt. Ltd., 3<sup>rd</sup> Edition

#### **References:**

- Wayne F Castio, Managing Human Resources, McGraw Hill
- Pareek Udai, Pioneering HRD, TVRLS
- Pareek Udai, Designing and Managing HR Systems, TVRLS

Course Name	Course Code	LTP	Credit	Semester
<b>GENERAL HUMAN PSYCHOLOGY</b>	<b>MBA377</b>	2:1:0	3	3

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	the students will understand the basic concepts of individual psychology from affective, behavioural and cognitive perspectives.
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### B. SYLLABUS

#### Module I: Introduction

The science of psychology, the beginnings of modern psychology and psychology today

#### Module II: The Nervous System

Components of the nervous system and neural interaction

#### Module III: Emotions

Introduction and elements of emotions, early theories and recent theories

#### Module IV: Sensory Processes and Perception

Sensory Processes – introduction, information gathering; Perception and illusion -perceptual learning.

#### Module V: LifeSpan Development

Foundations of development, life stages: infancy, childhood, adolescence, stages of adulthood

#### Module VI: Memory and Intelligence

Type of memory and memory models. Intelligence and its type, general intelligence – multiple abilities.

#### Module VII: Personality and Social Cognition

Personality theories- psychoanalytic theories and humanistic theories- individuality, trait theories, social–cognitive theories – interpreting the world

### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

### Text & References:

- Baron, R. A., & Kalsher, M. J. (2001). Introduction to Psychology. Pearson Education
- Morgan, C. T., King, R. A., Weis, J. R., & Schopler, J. (1993). Introduction to Psychology, 7<sup>th</sup> Ed. Tata McGraw Hill
- Hillgard, E. R., Atkinson, R. C., & Atkinson, R. L. (1983). Introduction to Psychology, 6<sup>th</sup> Ed, Oxford & IBH Publishing
- Hewstone, M., Fincham, F., & Foster, J. (2005). Psychology, BPS Blackwell

Course Name	Course Code	LTP	Credit	Semester
<b>COMPENSATION AND REWARD MANAGEMENT</b>	<b>MBA378</b>	2:1:0	3	3

## A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	To understand basic compensation concepts and the context of compensation practice
<b>CLO 2</b>	Recognize how pay decisions help the organization achieve a competitive advantage.
<b>CLO 3</b>	Analyse, integrate, and apply the knowledge to solve compensation related problems in organizations.

## B. SYLLABUS

### Module I: Introduction

Concept of Compensation, System of Compensating, Concept of Reward and Reward System, Economic Theory of Wages, Limitations of Economic Theories. Wage and Salary Administration at micro level, Wage concepts, Role of various parties – Employees, Employers, Unions & Government, Overview of Legislations affecting Compensation

### Module II: Compensation Structure- Indian Practices

Salary Progression, Methods of Payment, Limitations of the Job Related Compensation, Competency based Compensations, Performance linked Compensations- Performance Appraisal

### Module III: Elements of Compensation

Variable Compensation, Principles of reward strategy, Perquisites, Bonuses & Incentives Scope and Process, Ethical considerations, Social Security, Sharing productivity gains with employees, Gain sharing, Team based pay, The Role of Compensation in Sales force success

### Module IV: Incentive Schemes / Payment by Results

Types of Incentive Schemes/ Systems and Plans, Merits and demerits of Incentives.

### Module V: Benefits and Services

Concept of Benefit- Strategic Perspectives on Benefits, Type of Benefits, Factor influencing choice of benefit package, Administration of Benefits and Services.

### Module VI: Current Trends in Compensation and Reward Management

Elements of Managerial Compensation- A New Approach, VRS, Pay the Person, Rewarding Excellence, Individualizing the Pay System.

### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

### Text & References:

#### Text:

- B.D. Singh (2007). Compensation and Reward Management, Excel Books, New Delhi.

#### References:

- Milkovich & Newman, Compensation , 8<sup>th</sup> Ed. Irwin/McGraw-Hill
- Frans Poets, The Art of HRD – Job Evaluation & Remuneration, Volume7, 1<sup>st</sup> Edition, Crest Publishing,
- Michael Armstrong, Helen Murlis, The Art of HRD – Reward Management, Crest Publishing
- Michael Armstrong, Employee Reward, (University Press)

- P. Zingheim, The New Pay, Linking Employee & Organization Performance, Schuster, (Jossey-Bass)
- Sara Rynes, Compensation in Organization, Gerhart (Jossey BASS)

Course Name	Course Code	LTP	Credit	Semester
<b>Recruitment, Selection, Training &amp; Development</b>	<b>MBA390</b>	2:1:0	3	3

## A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Apply training and development concepts in organizational learning situations;
<b>CLO 2</b>	Apply recruitment and selection concepts and its impact on organizational performance;
<b>CLO 3</b>	Analyze organizational learning priorities and evaluate how they translate to training, development
<b>CLO 4</b>	Analyze and evaluate individual and organizational performance as a result of performance-driven training and development programs;

## B. SYLLABUS

### Module: I Recruitment & Placement

Recruitment Overview, Placement & Induction-Overview, Job Description and Specification, Job Analysis- Why, What, How, Uses, Significance, Methods and Application, Job Analysis in a job-less world

### Module: II Personnel Planning & Recruiting

Employee Planning and Forecasting, Selection & the Selection Process, Recruiting, Significance, Sources etc., Developing and Using Application Forms: Application Blank, Information Technology and HR: Recruiting on Internet, The Global Talent Search

### Module: III Employee Testing and Interviews

Basic Testing Concepts, Types of Tests, Psychometric Testing: BELBIN, TAT, FIRO-B, MBTI, Big Five Personality Test, Interviewing Candidates, Types and Methods of Interviews

### Module: IV Training- Aims, Context, Choices & Dynamics

Training Strategy and Culture, Overview of Training Process, System and Training Need Analysis, Establishing the Objectives and Designing the Training Programme, Training Methods, Developing the Group and the Climate, Trainers and Training Styles, Post-Training Support and Evaluation/Examination of Training

### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

### Text and References:

- Dessler, G., (2009), Human Resource Management, 11th ed., PHI, New Delhi.  
 Raymond A. Noe, (2009), Employee Training and Development, 4th ed., Tata McGraw Hill, New Delhi.  
 Blanchard, Thacker, (2007), Effective Training-Systems, Strategies, and Practices, 2nd ed., Pearson Education, New Delhi.  
 Aswathappa, K., (2008), Human Resource Management, 5th ed., Tata McGraw Hill, New Delhi.  
 Wexley, K. & Lathan Gary, (2002), Developing & Training HR in Organization, Prentice Hall, New Delhi.  
 Rao, V.S.P., (2008), Human Resource Management, 2nd ed., Excel Books, New Delhi.



Course Name	Course Code	LTP	Credit	Semester
<b>International Finance</b>	<b>MBA320</b>	2:1:0	3	3

## A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Understand the mechanism of and concepts related to international monetary system, International financial Markets, and foreign exchange markets
<b>CLO 2</b>	Analyse the determination of Exchange Rates in International financial markets
<b>CLO 3</b>	Understand the financing and trading activities and instruments in foreign exchange and international financial market
<b>CLO 4</b>	Understand and analyse the effect of hedging techniques for risk associated dealing in foreign currency

## B. SYLLABUS

### Module I: International Financial Environment

Finance function in global business scenario, International Monetary System, International Financial Markets and Instruments, Balance of Payments, Recent Developments.

### Module II: Foreign Exchange Markets

Spot and Forward Foreign Exchange Markets, Speculation and Arbitrage in Foreign Exchange Markets and Implications of Market Efficiency, Currency Swaps, Currency Futures and Options.

### Module III: Foreign Exchange Rate Determination

Theories of Exchange Rate Determination, Fundamental International Parity Conditions – Purchasing Power and Interest Rate Parity, Forecasting Exchange Rates - Technical Forecasting, Time Series Modelling, Fundamental Forecasting.

### Module IV: Foreign Exchange Rate Exposure and Risk Management

Transaction, Translation and Operating Exposure, Exposure from Equity and Borrowing in International Financial Markets, Hedging tools for Management of Transaction Exposure and Interest Rate Exposure, Degree of Hedge.

### Module V: Issues in Foreign Investments Analysis

Examination of International Investment Proposals, Discounted Cash Flow Analysis, Tax Adjusted Present Value Approach, Political Risk Analysis, External Investment Decision – Measuring Total Returns on Foreign Investments, Optimal International Asset Allocation.

### Module VI: Finance of Foreign Trade

Income terms, foreign letters of credit, export & import finance, rules governing letters of credit, export import policy (Case Studies)

### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

### Text & References:

- Levi, M. D. (1996), International Finance, McGraw Hill International.
- Apte, P. G. (1995), International Financial Management, Tata McGraw Hill
- Errunza, V.R., Singh, D. and Srinivasan, T.S. (1994), International Business Finance, Global Business Press.
- Seth, A.K. (2000), International Financial Management, Galgotia Publishing Company.
- Hull, J. C. (1999), Introduction to Futures and Options Markets, Prentice Hall of India.
- Edwards, F. R. and Ma, C. W. (1992), Futures and Options, McGraw-Hill International.

- Kolb, R. W. (1997), Understanding Futures Markets, Prentice Hall of India.
- Rebonato, R. (1996), Interest Rate Option Models: Understanding, Analysing and Using Models for Exotic
- Interest Rate Options, John Wiley and Sons.
- Kohn, M. (1998), Financial Institutions and Markets, Tata McGraw Hill Publishing
- Articles from selected journals and magazines.

Course Name	Course Code	LTP	Credit	Semester
<b>EXPORT IMPORT DOCUMENTATION AND LOGISTICS</b>	<b>MBA336</b>	2:1:0	3	3

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Identify the framework of export and import documentation and recognize the various documentations, government departments, private functionaries involved to enable the export manager to develop a systematic methodology to handle export.
<b>CLO 2</b>	Assess the government policies and issues related export and import.
<b>CLO 3</b>	Evaluate and justify the various documents for processing export and import orders as well as the legal implications in the area of exports and import orders and be able to critically examine the FTP framework

### B. SYLLABUS

#### Module I: Introduction

Export Documentation Framework

#### Module II: Documents for processing export order and legal implications

Processing of an Export Order

INCO Terms

Foreign Exchange Regulation Act and introduction to FEMA

#### Module III: Export Finance and documents

Export Payment Terms

Export Finance

Forward Exchange Cover

#### Module IV: Central excise clearance

Customs Clearance of Export Cargo

Customs Clearance of Import Cargo

Role of Clearing and Forwarding Agents

Shipment of Export Cargo

Negotiation of Export Documents

#### Module V: EXIM Policy Framework

EPCG Scheme

Duty Exemption Scheme

Export Oriented Units and Export processing Zones

Exercise on Negotiation of Export Documents.

#### Learning Methods:

Class room lectures: Each class is intended to be approximately 60 minutes of lecture and 15 minutes in discussion. The discussion period may involve newsworthy events related to EXIM policy etc. The class will be doing *Cases* throughout the semester. Students will prepare three written cases in small groups of 4-6 students. There will be



presentations also in which the student have to collect, collate and analyze the data. A few additional journal articles related to topics discussed will be made available at the Library. The latest articles on international policies on exports and imports will be distributed for discussion.

### **Examination Scheme:**

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

### **Text & References:**

- Khurana P K, 2007, Export Management, Galgotia Publications, 7<sup>th</sup> edition.
- Notes of Amity Distance Education Course for EIDL
- E. Johnson, Export/Import Procedures And Documentation (Export/Import Procedures & Documentation,2002)
- Thomas A. Cook, The Ultimate Guide To Export Management,2001
- Michael B. Stroh, A Practical Guide To Transportation And Logistics,2006
- Donald F. Wood, Anthony Barone, Paul Murphy, And Daniel L. Wardlow, International Logistics,2002

Course Name	Course Code	LTP	Credit	Semester
<b>INTERNATIONAL ECONOMICS AND POLICY</b>	<b>MBA340</b>	2:1:0	3	3

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Learn the significance of International Trade & Globalization;
<b>CLO 2</b>	Understand the International Economic Indicators & Terminologies; and Exposure to World Economies, Transformations & Emerging markets;
<b>CLO 3</b>	Understand & cope with Global Changes in Business scenario; Understanding the role of Govt., International Institutions & Trade Policies

### B. SYLLABUS

#### Module I: Globalization & Emerging Trends

Theory of Comparative Advantage, Product Cycle Theory, New Trade Theory, Competitive Advantage of Nations, International Investment, FDI, FII, Major developments in World economy  
Emerging Markets - China, Africa, Asia, East Europe, Latin American & Russia.

#### Module II: International Economic Indicators

Free Trade, BOP, GNP, GDP, Per-Capita Income, Purchasing Power, Economic/Political/Legal Systems, Debt Problem, Macro Economic Issues. Barriers–Tariff & Non Tariff, Dumping, Antidumping, Appeal and Appellate procedures, Role of State.

#### Module III: Global Trade & Policy

Economic, Commercial, Political, Financial, Marketing, Cultural, Legal & Policy issues & their management, Global Trade of major economies- U.S., EU, China, Japan, India, Latin America, Russia. Conflict between Industrialized & Developing Countries, Export-Import Restrictions and Promotion, Investment Policies, Relevance to India's Economy.

#### Module IV: WTO & Global F. I's

Evolution of GATT and WTO, Tariff Conversions, MFN, Membership, Structure, Uruguay & other Rounds, Agreement on a) Agriculture b) Trade-in-Services c) TRIMS d) Intellectual Property Rights; Dispute Settlement Mechanism Problems. Bretton Woods, World Bank, IBRD, IDA, IFC, MIGA, ICSID, IMF, ADB, EXIM Bank, Forfeiting & Project Exports

#### Module V: Regional Economic Integration & Economic Transformation

Levels of Economic Integration & Trade Blocks- EU, EFTA, NAFTA, CARICOM, ACM, ECSCA, ASEAN, SAARC, SAPTA, Cartels, OPEC. Transformation of Europe, Russia, East Europe, China, Africa

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & References:

- Schmitloft, Sweet & Maxwell (2000), Export Trade
- Rao, M.B., and Manjula Guru, WTO and International Trade, Vikas Publishing House Pvt. Ltd.
- Charles W.H. Hall, International Business, Competing in the Global Market Place, Tata McGraw Hill
- UCPDC-600, International Chamber of Commerce, Paris
- Cateora & Hess, International Marketing, Richard D Irwin Inc.
- Eitleman & Stonehill, Multinational Business Finance, Wesley Pub. Co.

- IMF References, The World Economic Outlook

Course Name	Course Code	LTP	Credit	Semester
<b>WTO AND INTERNATIONAL REGULATORY ENVIRONMENT</b>	<b>MBA371</b>	2:1:0	3	3

## A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	The students will understand the global, economic, political and legal environment prevalent in international trade.
<b>CLO 2</b>	Learn the international norms and about regulatory bodies for enhancing global trade.
<b>CLO 3</b>	The students will be able to analyze the various nuances associated with international trade.

## B. SYLLABUS

### Module I: Business and its Environment

Relevance and scope of regulating International Business  
Measures to regulate Trade in the advent of Globalization  
Internal and External Environment  
P.E.S.T.E.L Analysis

### Module II: Global and National Business Environment

Relevance of Classical Theory in regulating International Trade  
- Theory of Absolute Advantage and  
- Theory of Comparative Cost Advantage

Theory of Competitive Advantage  
Export Marketing, Pricing and Distribution  
Dynamics of Extractive Economies, Developed Economies and Developing Economies  
Import Substitution vis-à-vis Export Substitution

### Module III: Protectionism and International Trade

Determination of Tariff  
Types of Tariff & Role  
Effective Rate of Protection  
Welfare effect: Small nation vis a vis large nation  
FTA , NAFTA, LAFTA, SAFTA, EEC, ASEAN  
SEZs, EOUs, STPs ,  
EXIM Policy to FTP

### Module IV: International Trading Environment and Rules Governing International Trade under WTO

Multilateral and Plurilateral Trading System and the legal framework - MFN and NTC clauses  
Unfair Trade Practices and Barriers to Trade (Non technical)  
Agreements on Antidumping  
Subsidies and countervailing measures  
Pre-shipment Inspections

### Module V: Measures to Regulate Trade Environment

Sanitary and Phyto Sanitary Measures  
Technical Barriers to Trade, Safeguards and Rules of Origin  
Agreement on Agriculture  
Trade Related Intellectual Property Rights (TRIPS)  
Trade Related Investment Measures (TRIMS)  
General Agreements on Trade and Services  
Dispute Settlement Mechanism

## Learning Methods:

Tutorials, Interactive sessions, Case studies, Field visits, Management games, Extensive research projects, Seminars, Weekend experience in companies - the course is covered by adopting a combination of lecture methods, class presentation by groups of students, self study sessions. Each student is required to do the back ground reading from the specified chapters of the prescribed book before coming to class. Cases are also to be analyzed, discussed in groups (teams) outside the class as preparatory work.

## Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

## Text & References:

- Exports of India's Major Products: Problems and Products, Oxford University Press, 2001, Pawan Kr Graga
- Chauhan Sandeep-GATT to WTO – Deep & Deep Publication Pvt. Ltd., 2001 Edition
- Verma M.L -Foreign Trade Management in India, Vikas Publishing House, 2002
- Prasad, H Ashok, ed., Exim dynamic of service and WTO, Common Wealth Publishers, New Delhi, 1996
- Mathur, Vibha, WTO and India, New Century, New Delhi, 2005
- Garg, Hema, W T O and regionalism in world trade, New Century, New Delhi, 2004
- Mattoo, Aditya, Ed., India and the WTO, Rawat Publications, Jaipur, 2004
- Das, Bhagirath Lal, WTO and the multinational trading system, Book Well, New Delhi, 2003
- Hoekman, Bernard, Development trade & the WTO: a handbook, The World press, Washington, 2002
- Bhandari Surendra –WTO and Developing Countries-Deep and Deep Publication
- Bhagirath Lal Das-An Introduction to the WTO Agreements-Third World Network and Zed Books, Anne O Krueger –WTO as an International Organisation Oxford University Press.
- Shenkar, Oded & Yadang Lou, (2004) International Business, John Wiley & Sons
- Cherunilum, Francis (2002) Business Environment Text & Cases, 12<sup>th</sup> Ed. Himalya Publishing House.
- Lori Wallach, Michelle Sforza, (1999), The WTO: five years of reasons to resist corporate globalization
- Elimma Ezeani, (2010), The WTO and its development obligation: prospects for global trade
- Bhagirath Lal Das, (2003) WTO: the Doha Agenda : the new negotiations on world trade
- T. K. Bhaumik, (2006), The WTO: a discordant orchestra
- Aaditya Mattoo, Robert Mitchell Stern, (2000), India and the WTO
- Asif Hasan Qureshi, (2008), Interpreting WTO agreements: problems and perspectives
- Debroy Bibek, 2005, Economic and Social Environment, Oscar Publications

Course Name	Course Code	LTP	Credit	Semester
<b>International Business Strategy</b>	<b>MBA372</b>	2:1:0	3	3

## A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Students will understand theory and principles of strategic management with a wider perspective towards 'Global Strategic Thinking'
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## B. SYLLABUS

### Module I: Introduction & Basic Concepts

Introduction and Course Overview,  
 Concept of Strategy and Strategic management,  
 Nature of 'International Strategic Management',  
 Evolution of Strategic Management  
 Strategic Management Process- **strategic choices, strategy into action**, Levels of Strategy

### Module II: Role of environment on strategy

Value chain analysis  
 External environment  
 - Macro & Micro environment  
 - Opportunities & threats  
 - Global business environment  
 Internal Environment  
 - Strengths & weaknesses – **strategic gaps**  
 - Present strategies, Capabilities & Core Competencies.  
 -

### Module III: Vision, Mission, Business Definition, Goals and Objectives of Global Companies

### Module IV: Evolution of Global Corporation

Why do firms Internationalize /Globalize,  
 Phases of Global strategy,  
 Global Strategic Planning/ Management,  
 Problems in IS Planning,  
 Corporate Social Responsibility as strategy

### Module V: Global Strategic Analysis- Building strategic alternatives & choices

Porter's 5 Force Model,  
 ETOP & SAP Profile,  
 SWOT/TOWS Matrix, BCG, GE Nine Cell Matrix

### Module VI: Formulation, Implementation, Evaluation and Control of International Strategies

Generic strategies,  
 Grand strategies,  
 Corporate/Business/Functional strategies,  
 International strategic alliances.  
 Operationalising and Institutionalizing strategy,  
 Strategic leadership,  
 Managing culture in a global organization,  
 Strategic evaluation and control,  
 Goal flow down processes,  
 Balanced Score Card

### Module VII: Current trends and Contemporary Concepts-

Blue ocean, White space, disruptive strategy etc.,  
 Concept of strategic intent-view of Hamel & Prahalad.

Why restructuring? Numerator and Denominator Management as expressed by Hamel & Prahalad, Turn around strategy

### Learning Methods:

Various teaching and learning styles will be used in this module. Lecturing will be used in a number of classes to clarify background information. Interactive discussions will be used to help students learn from each other. Case studies will be used as a basis for reinforcing ideas, improving oral presentation skills, improving written communication skills, and develop an appreciation for team participation.

### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

### Text & References:

- Strategic Management: A Methodical Approach, by A.J. Rowe, E. Dickel, R.O. Mason and N.H. Snyder, Addison Wesley, New York, 2003
- T L Wheelen and J D Hunger. (2000), Strategic Management, Addison-Wesley Publishing
- Pearce John A & Robinson Richard B, Strategic Management: Formulation, Implementation and Control, McGraw Hill, 11<sup>th</sup> Edition
- Johnson & Scholes, 2008, Exploring Strategic Change, Pearson Higher Education, 3<sup>rd</sup> Edition
- B. De Wit and R. Meyer 2004, Strategy-Process, Content, Context, West Publishing.
- Strategic Management Journal.
- Academy of Management Journal.
- F. Tau 1995, The responsiveness of information technology to business strategy formulation – An empirical study, Journal of Information Technology
- David Fred R (2009), Strategic Management: Concepts and Cases, Prentice Hall India, 12<sup>th</sup> Edition
- Kamel Mellahi, J George Frynas & Paul N. Finlay (2005), Global Strategic Management, Oxford University P

Course Name	Course Code	LTP	Credit	Semester
<b>GROWTH PROSPECTS OF THRUST AREAS OF INDIAN EXPORTS</b>	<b>MBA373</b>	2:1:0	3	3

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	The student understanding the current scenario of Indian trade and role of government policies in export promotion.
<b>CLO 2</b>	Identify the key areas/ sectors of trade potential
<b>CLO 3</b>	Analyse thrust areas for growth and markets for these trust areas and
<b>CLO 4</b>	Suggest initiatives required by exporters and policy support from government to further export performance

### B. SYLLABUS

#### Module I: :India's Trade and Institutional Framework for Export Promotion of Thrust Sectors

India's International Trade-Present Scenario ,Future outlook, Role of EPCs and other Trade Promotion bodies is promoting Export from India; Role of EoUs, EHTPs, ,STPs, BTPs and SEZs in India's Export

#### Module II: Foreign Trade Policy-2015- 2020

MEIS- Market Export from India Scheme; SEIS- Service Export from India Scheme; New Initiatives for EOU's, EHTPs, STP; Incentives for SEZ, Status Holders; Make in India; Export Promotion Capital Goods Scheme

**Module IV: Specific Growth Sectors – Export potential and future prospects**

Gems and Jewellery; Leather and Footwear; Apparel & Textiles; Agriculture and Processed Food; Marine Products ; Engineering Sector; Pharmaceutical, Chemical and Allied Products; Handicrafts, Carpets and Handloom; IT Products; Services

**Module V: Study of Specific Markets**

Country Groups- USA, EU: Single market, Latin American Countries, African Countries, CIS, ASEAN

**Examination Scheme:**

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

**Text & References:**

- Garg, P. K.(2002). Export of India’s Major Products – Problem& Prospects, New Century Publications
- Aswathappa, K. (2012). International Business, 5<sup>th</sup>Ed,McGraw Hill Education (India)
- Cherulinam,F.(2010). International Business –Text & Cases, 5<sup>th</sup>Ed, PHI Learning
- Justin, P. (2014). International Business, 6<sup>th</sup>Ed., Prentice Hall of India
- Foreign Trade Policy with Handbook of procedures, Appendices and aayatniryat forms, Duty drawback 2015-2020, (2015-2020 edition), Young Global Publications
- Varma, M.L., &Saxena,S.S.(2011). Thrust Sectors in India’s exports, Neha Publihsers& distributors.
- Foreign Trade Policy of India 2015-20
- Annual Economic Survey of India
- Press Releases of Department of Commerce

Course Name	Course Code	LTP	Credit	Semester
<b>INTERNATIONAL CROSSCULTURAL MANAGEMENT</b>	<b>MBA391</b>	2:1:0	3	3

**A. COURSE LEARNING OUTCOMES (CLO)**

<b>CLO 1</b>	Recognize the Importance of Cross Cultural Differences in Conducting Global Business.
<b>CLO 2</b>	Compare the Management Practices in Various Economies.
<b>CLO 3</b>	Demonstrate the Skill of International Business Negotiations.
<b>CLO 4</b>	Develop an understanding of various cultures across the globe to identify the differences that occur due to cultural differences .
<b>CLO 5</b>	Demonstrate the ability to apply the cross cultural business/leadership issues with the HR strategy
<b>CLO 6</b>	Recognize the integrative role of culture & business strategies and apply them to take business decisions

**B. SYLLABUS**



**Module I: Introduction**

The Concept of International Comparative Management; Definition of Culture and impact of the culture on International Business

**Module II: Modalities of Cross-Cultural Dimensions**

Kluckhohn and Strodtbeck's Cultural Dimension; Hofstede's Cultural Dimensions; Trompenaars Cultural Dimensions; Hall and Hall's Cultural Dimension

**Module III: Styles of Management, cross cultural diversity and its impact on the International Business**

Japanese Style of Management; German style of Management; UK style of Management; French style of Management; Spanish style of Management; Style of Management of United States companies; Management Characteristics of West European Companies; Styles of Management in African Countries; Style of Management of Latin American Countries; Indian style of Management

**Module IV: Competencies for Global Managers**

Cross Cultural Leadership, Cultural influences on leaders and their behavioural patterns; Tackling issues and problems in international assignments, Acclimatizing expatriate employee to local culture, Identifying, grooming and motivating global Leadership, International management issues affecting women in leadership roles across cultures.

**Module V: Cross-Cultural Communication & Negotiation**

Cross Cultural Communication, Major barriers to effective cross-cultural communication, Perceptions & Communication difference, Techniques to overcome barriers.

**Module VI: International HR Issues an Overview****Examination Scheme:**

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

**Text & References:**

- Hudgeth, R. M., Luthans, F., & Doh, J. (2008). International Management – Culture, Strategy & Management, 6th Ed., Tata McGraw Hill
- Daniels, J. D., & Radebaugh, L. H. (2007). International Business: Environment and Operations, 11<sup>th</sup> Ed. Prentice-Hall, Inc.
- Sharan, V. (2009). International Business – Concept, Environment and Strategy, 3<sup>rd</sup> Ed., Pearson Education.
- Hill, C. W. (2005). International Business – Competing in the Global Marketplace, 7<sup>th</sup> Ed., McGraw-Hill.
- Aswathappa, K., & Dash, S. (2008). International Human Resource Management, 2<sup>nd</sup> Ed., Tata McGraw Hill
- Griffin, R. W., & Pustay, M. W. (2005). International Business, 4<sup>th</sup> Ed., Prentice Hall
- Hibbert, E. (1997). International Business Strategy and Operations, MacMillan Press
- Tayeb, H. M. (2009). International Human Resource Management – A Multinational Company Perspective, 3<sup>rd</sup> Ed., Oxford University Press
- Pandey, J., & Sinha, D. (1996). Asian Contributions to Cross-Cultural Psychology, Sage Publications.
- Ansari, H. K. (1996). Managing Diversity at Work, Kogan Page.

Course Name	Course Code	LTP	Credit	Semester
<b>RURAL MARKETING</b>	<b>MBA313</b>	2:1:0	3	3

## A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	The students will understand the growing significance of rural marketing.
<b>CLO 2</b>	Learn the emerging trends in rural marketing and points to a steep learning curve for companies eyeing rural markets in India.
<b>CLO 3</b>	Understand the peculiarities of the rural customers in India and will be prepared to face the future challenges of rural India.

## B. SYLLABUS

### Module I

Rural Marketing an Overview, Principles of Marketing as Relevant to Rural Marketing, Evolution of Rural Marketing, Rural Marketing Mix, Profiles of Urban & Rural customers and Differences in their Characteristics, Rural Consumer Behavior. Agricultural Marketing: Marketing of Agricultural Produce, Agricultural Inputs.Contract farming

### Module II

Rural Environment ,Rural Market Strategies with special reference to Segmentation , Targeting and Positioning ,Innovation for Rural Market, Products and Services in the Rural Markets, Channels of Distribution and Trade Management, Rural Retailing.

### Module III

Rural Communication: Advertising and Sales Promotion Strategies and New Product launch Techniques for Rural Markets. Pricing in Rural Markets.

### Module IV

Rural Market Research and Market Information System, Marketing Strategies, Policy, Sales Management Practices, Training, Motivation .Sales Quota Strategies.

### Module V

Social Marketing: Corporate Social Responsibility in Rural Markets. The Future of Rural Marketing in India.Role of Govt.In Rural & Agricultural Marketing. Case Studies: ITC eChaupal, HUL Project Shakti, Sagar, DCM Haryali

## Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

## Text & References:

- Kashyap Pradeep & Raut Siddhartha, (2009), Rural Marketing Biztantra Publishers.
- Dogra B. & Ghuman K. (2010), Rural Marketing Concepts and Practices, Tata McGraw-Hill.
- Krishnamacharyulu C.S.G. & Ramakrishnan Lalitha (2011), Rural Marketing Text & Cases, Pearson Education.
- Magazines- Business World, Business India
- The Rural Marketing Journal

Course Name	Course Code	LTP	Credit	Semester
<b>CONSUMER BEHAVIOUR</b>	<b>MBA360</b>	2:1:0	3	3

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Understand, explain and apply the key terms, definitions, and concepts used in the study of consumer behaviour.
<b>CLO 2</b>	Demonstrate how as a marketer you can use your knowledge of consumer behaviour concepts to develop better marketing programs and strategies to influence those behaviours.
<b>CLO 3</b>	Critically evaluate the effectiveness of various advertisement and promotions and their attempts to influence the behaviours of individuals.
<b>CLO 4</b>	Explore the trends in the field of consumer behaviour and apply them to the marketing of an actual product or service.

### B. SYLLABUS

#### Module I

Consumer demographics, consumer life styles. Retailing implications of consumer demographics and lifestyle. Consumer profiles. Lifestyle marketing. Environmental factors and individual factors affecting consumers.

#### Module II

Consumer as an Individual, Motivation, Needs, Goals, Personality, Self and Self Images, Perception, Imagery, Learning, Cues, Response, Reinforcement, Behavioral Learning and Cognitive Learning Theory, Brand Loyalty.

#### Module III

Attitude, Attitude Formation and Change. Shopping attitudes and behavior, where people shop. Consumer Buying Decision Process, types of consumer decision making. Impulse purchases and customer loyalty.

#### Module IV

Group Dynamics and Reference Groups, Family Decision Making, Social Class, Culture, Subculture

#### Module V

Opinion Leadership Process, Diffusions of Innovations, Adoption Process.

### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

### Text & References:

- Assel Henry (2006), Consumer Behaviour and Marketing Action, Thompson Press
- Seth & Mittal (2003), Consumer Behaviour : A Managerial Perspective, Thompson Press
- Schiffman and Kanuk (2009), Consumer Behaviour, Prentice Hall of India

Course Name	Course Code	LTP	Credit	Semester
<b>PRODUCT AND BRAND MANAGEMENT</b>	<b>MBA361</b>	2:1:0	3	3

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Demonstrate solid knowledge and good understanding of the process of building, developing and protecting brands representing products/services
<b>CLO 2</b>	Develop a framework to identify and establish brand positioning and values to build customer based brand equity
<b>CLO 3</b>	Plan and implement brand marketing programs through integrated marketing communications and brand associations to build brand equity
<b>CLO 4</b>	Evaluate how a brand equity management system can capture customer mindset and enhance market performance through sources and outcomes of brand equity
<b>CLO 5</b>	Design specific strategies that focus around extending, revitalizing and reinforcing existing brands to retain brand resonance (i.e. loyalty, attachment, community and engagement)

### B. SYLLABUS

#### Module I: Product Strategy Development

Elements of Product Strategy, Product Mix and Line decisions. Positioning Strategy, Product Strategy over Life Cycle, New Product Development Process

#### Module II: Introduction to Brand Management

Concept of branding, the challenges faced by brand managers, the value of a brand to customers and the organization, Branding Challenges & Opportunities, Strategic Brand Management Process

#### Module III: Elements to build Effective Brands

Criteria to choose brand elements, Creation of brand personality, brand personality scale, brand image sources, Brand identity dimensions

#### Module IV: Brand Re-vitalization

Brand & Line Extensions, Marketing Mix for Brand Extensions, Co – Branding. Upward and Downward stretching of brands.

#### Module V: Managing the Brand Systems

The brand equity concept, Brand Equity Models – Customer Based Brand Equity, Aaker Model, Brand hierarchy Brand Awareness, Brand Loyalty, Brand Associations, Brand Recognition, Recall.

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text &References:

- Keller K.L. (2008), Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Prentice Hall.
- Sengupta S. (2010), Brand Positioning, Tata McGraw-Hill
- Kapferer J. L. (1994), Strategic Brand Management, Free Press

Course Name	Course Code	LTP	Credit	Semester
<b>ADVERTISING AND SALES PROMOTION</b>	<b>MBA362</b>	2:1:0	3	3

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Identify and relate the problems to the field of advertising and sales promotion if any.
<b>CLO 2</b>	Investigate the root cause for the ineffectiveness of the campaign.
<b>CLO 3</b>	Develop efficient and effective plans to run the campaigns
<b>CLO 4</b>	Evaluate the steps taken and be in a position to provide recommendations

### B. SYLLABUS

#### Module I: Introduction to Advertising

Concept and definition of advertisement – Social and Economic Implications of advertisements, Setting advertisement objectives, Ad. Agencies – Selection and Remuneration, Types of advertisement

#### Module II: Advertising Planning & Strategy

Advertising Department: Objectives and functions, Role of Advertisement Agencies: Selection and Remuneration, Advertising Campaign, Budgeting Methods.

#### Module III: Advertising Media and Effectiveness

Media Planning, Scheduling, & Buying; Print, Broadcast & Interactive Online Media, Measuring Advertising Effectiveness, Creativity in Advertising, Copy Writing.

#### Module IV: Sales Promotion

Rationale, Types - Consumer and Trade Promotions - Sales Promotion Strategies and Practices, Cross Promotions

#### Module V: Integrated Marketing Communication

Other Promotional Tools, Public Relations, Event Marketing, Direct Marketing, Surrogate Advertising, New Product Launches.

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & References:

- Belch, George E & Belch, Michael A. (2009). Advertising and Promotion. McGraw-Hill Irwin.
- Wells W.D, Burnett J, & Moriarty S. (2009), Advertising Principles and Practice, Pearson Higher Education
- Batra R, Myers G.J., Aaker D (2003), Advertising Management, Pearson Education.

Course Name	Course Code	LTP	Credit	Semester
<b>ADVERTISING AND SALES PROMOTION</b>	<b>MBA374</b>	2:1:0	3	3

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	
<b>CLO 2</b>	
<b>CLO 3</b>	
<b>CLO 4</b>	

### B. SYLLABUS

#### Module I: Fundamentals of Marketing Research

Marketing Research: Definition, Classification & Application; The role of Marketing Research in Decision Making, Marketing Information System and Decision Support System; Marketing Research Process and Problem Formulation

#### Module II: Research Design Formulation

Research Design: Exploratory, Descriptive and Experimental Research Designs; Measurements & Scaling: Comparative and Non Comparative Scaling Techniques; Questionnaire & Form Design, Sampling Design & Procedures

#### Module III: Data Collection & Bivariate Analysis

Field Work: Procedure, Errors & Remedies, Data Preparation (SPSS), Cross Tabulation, Descriptive Statistics, Analyzing Differences & Associations (Chi-Square Test, ANOVA, T-test, Correlation & Regression Analysis)

#### Module IV: Multivariate Data Analysis

Testing Assumption for Multivariate Data Analysis & Preparing Data for Analysis; Multivariate Data Analysis Techniques – Multiple Regression Analysis, Factor Analysis, Conjoint Analysis, Cluster Analysis. Discriminal Analysis, Multidimensional Scaling

#### Module IV: Research Report

Importance of Report Presentation, Report Preparation and Presentation Process, Report Format, Report Writing, Ethics in Marketing Research

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & References:

- Malhotra, N., & Dash, S. (2013). Marketing Research – An Applied Orientation, 6<sup>th</sup> Ed, Pearson India.
- Churchill, G. A., Iacobucci, D., & Israel, D. (2012). Marketing Research - A South Indian Perspective, 6<sup>th</sup> Ed, Cengage Learning.
- Beri, G.C. (2010). Marketing Research, 4<sup>th</sup> Ed, McGraw Hill, India
- Nargundkar, R., (2010). Marketing Research: Text & Cases, 3<sup>rd</sup> Ed, Tata McGraw Hill

#### Software:

- PASW (SPSS) 18.0 is required for analyzing the data for marketing research.
- The software is available in the computer lab.

Course Name	Course Code	LTP	Credit	Semester
<b>RETAIL AND MALL MANAGEMENT</b>	<b>MBA375</b>	2:1:0	3	3

## A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Develop fundamental competencies in retail and mall management.
<b>CLO 2</b>	Students will understand how to start their own entrepreneurial retail operation.
<b>CLO 3</b>	Familiarize students with emergence of malls as a new format of market with emphasis on mall management principles and practices.

## B. SYLLABUS

### Module I

Concept of retailing, Current retail scenario (Global and in Indian), Growth of retail business / Outlets in India. Key drivers of retailing in India, Evolution of retailing in India, Organized retailing in India, Retail Formats and their Characteristics viz. Location, space / layout, merchandise, Customer profile etc. Store based and non-store formats of retailing, Issues and challenges of retailing in India.

### Module II: Store Planning, Design and Layout

Various location alternatives and their advantages/disadvantages, Location mapping, Location parameters, Site selection and their suitability vis-à-vis various retail formats ; Store design, atmospherics and the Retailing Image Mix: (employees, merchandise, fixtures, sound, odour, visual, type, density etc.), The space mix: (Single goods, convenience goods, impulse purchase merchandise), The effective retail space management: (Store Layout: the circulation path).

### Module III: Store Operations

POS (Point of Sale) / Cash process, Customer service and accommodation, Retail selling process, Retail floor and shelf management, Retail accounting and cash management, Merchandise and category management. Visual merchandising and displays, Retail technology and retail automation, POS and Back-end Technologies.

### Module IV: Mall Phenomenon

Defining shopping mall, How shopping mall differs from other retail formats in characteristics such as Location, Space / Layout, Merchandise, Customer Profile, Niche, Conveniences, Shopping Centre / Mall Location: Existing mall traffic, Clean environment, Designated parking area, Medium to high rental cost, Strengths and Weaknesses of the Mall format; Licenses and Permits for mall operations.

### Module VI: Mall Management

Positioning the Mall, zoning – formulating the right tenant mix and its placement in a mall, promotions and marketing, facility management – infrastructure, traffic and ambience management, finance management. Lifestyle centres and their management, Indian scenario of mall management practices.

## Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

## Text & References:

- Michael Levy, Barton A Weitz and Ajay Pandit, (2008), Retailing Management, Tata McGraw Hill
- R Vedamani&Gibbson, (2008), Retail Management: Functional Principals and Practices, Jaico publications
- Patrick M. Dunne & Robert F Lusch, (2002), Retail Management, Cengage Learning

- Berry Berman & Joel R. Evans, (2009), Retail Management – A Strategic Approach, Pearson Education

#### Learning Resources:

- Images Retail magazine
- Cygnus Report on Retail Sector
- CII Report on Retail Scenario in India
- Images Malls in India
- Images Year Book

Course Name	Course Code	LTP	Credit	Semester
<b>DIGITAL MARKETING</b>	<b>MBA376</b>	2:1:0	3	3

#### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	To familiarize students with key aspects of digital marketing.
<b>CLO 2</b>	Develop knowledge in digital marketing domain and help students to develop an understanding of the framework within online marketing businesses and its operations.

#### B. SYLLABUS

##### Module I: Introduction

Introduction to Digital Marketing; Objectives of Digital Marketing; Marketing in Digital Economy; Influential Digital Subcultures; Digital Marketing Strategy;

##### Module II: Search Marketing & Search Advertising

Search Engine Optimization; Organic & Paid Search Results; Overview of Google AdWords; Keyword Research and analysis; Tracking the success of SEM; Search Engine Optimization techniques; On-page & Off-page optimization; Search Advertising: Basic Concepts; Elements of Search Ad; Managing Pay Per Click Process

##### Module III: Social Media Marketing & Digital Display Advertising (DDA)

Different Social Media Channels; Social Media Marketing (SMM) Process; Managing and Analyzing SMM Process; Key Stakeholders in Digital Display; Managing DDA Process

##### Module IV: Email & Mobile Marketing

Email Strategy & Planning; Advantages & Challenges of Email Marketing; Managing Email Marketing Process; Understanding Mobile Marketing; Mobile Messaging Channels; Mobile Commerce; Managing Mobile Marketing Process

##### Module V: Affiliate & Video Marketing

Affiliate Marketing: Basic Concepts, Building Blocks of Affiliate Marketing; Video Marketing: Basic Concepts, Video Production & Promotion; Content Marketing: Basic Concepts, Strategic Building Blocks of content Marketing

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & Reference Books

- Ian Dodson (2016), The Art of Digital Marketing, 1st Edition, Wiley
- Stokes, B., (2013), E-marketing: The essential guide to marketing in a digital world, 5Edition, Quirt E-marketing Pvt Ltd.



- Kotler, P., Kartajaya, H., & Setiawan, I.,(2017), Marketing 4.0: Moving from Traditional to Digital, 1<sup>st</sup> Edition, Wiley
- Chaffey, D., & Smith, PR., (2008), E-marketing Excellence, 3<sup>rd</sup> Edition, Elsevier

Course Name	Course Code	LTP	Credit	Semester
<b>SALES MANAGEMENT</b>	<b>MBA392</b>	2:1:0	3	3

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Understand fundamental concepts and principles of Sales and Distribution Management.
<b>CLO 2</b>	Develop prospecting lists, sales call plans, call reports and make effective sales presentations.
<b>CLO 3</b>	Develop sales forecasts & budgets, design sales territories, quota and sales force structure.
<b>CLO 4</b>	Deliver sales training, motivate and evaluate a sales force.
<b>CLO 5</b>	Design and control channels for domestic as well as international markets.

### B. SYLLABUS

#### Module I

Changing world of Sales Management and Professionalism in sales. Classification of Personal Selling approaches. Sales jobs, Qualification and skill required for success. Organizational buyer behavior and buying situations. Contrasting Transactional and Relationship Selling models, Sales Teams. Sales management Process. Developing Sales Management Strategy / Objectives and Sales Force Roles

#### Module II

Recruitment planning process: Job analysis, description, qualifications, buyer's perspective and methods of locating prospective candidates. Selection: Application forms, Types of Interviews, Testing and Validating the hiring process. Sales Training: Determining training needs, Training analysis, Methods of Evaluating sales Training and building a sales training program. Instructional methods used in training.

#### Module III

Motivation and the reasons for motivating sales people. The Process of Motivation. Factors affecting the motivation of the Sales Person. Sales force compensation. Components of compensation and their purpose. Comparison of various compensation plans. Optimizing sales compensation: Designing a Compensation Plan.

#### Module IV

Sales territory; Reasons for establishing or revising Sales Territories, Setting up and revising Sales Territories: Market build-up and Work load method; optimizing sales territory. Sales quotas; Objectives in using Quotas, Types of Sales Quotas and Quota setting procedures. Reasons when not to use Quotas

#### Module V

Personal Selling process: Prospecting: Developing a prospect base, Strategic prospecting, Sources of prospects, common causes of customer attrition, Preparing a prospect list and organizing information. Planning the initial sales call and approach: Pre call information on the Buyer and Organisation, Call Objectives, Planning the approach. Sales Presentation techniques: Types of presentation techniques, Presentation sequence, Adoptive Selling Model. Demonstrations: Demonstration plans, actions, custom fitting demonstrations, use of sales tools. Handling customer objections: types of objections, types of close, Trial Close. Closing the sales.

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & References:

- Still, R. R., Cundiff, E. W., & Govoni, N. A. P. (2009), Sales Management, Decisions, Strategies and Cases, Prentice Hall of India
- Ingram, T. N., Laforge, R. W., Avila, R. A., Schwepker Jr., C. H. Williams. (2009). Analysis and Decision Making, Segment Books
- Dalrymple, D. J., Cron, W. L., & DeCarlo, T. E. (2003). Sales Management, John Wiley & Sons Inc.
- Futrell, C. M. (2010). Fundamentals of Selling. Tata McGraw Hill
- Manning, G. L., Ahearne, M., & Reece, B. R. (2011). Selling Today, Prentice Hall of India.

Course Name	Course Code	LTP	Credit	Semester
<b>E-Commerce and Online Business Model</b>	<b>MBA331</b>	<b>2:1:0</b>	<b>3</b>	<b>3</b>

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Demonstrate an understanding of the foundations and importance of E-commerce.
<b>CLO 2</b>	Identify the major electronic payment issues and options. Analyze the impact of E-commerce on business models and strategy
<b>CLO 3</b>	Discuss security issues and explain procedures used to protect against security threats
<b>CLO 4</b>	Aware about the automation of business through electronic media and different technologies.
<b>CLO 5</b>	To help the students with a view to emulate, entrepreneurial ventures in e-commerce and m-commerce.

### B. SYLLABUS

#### Module1: Introduction

Electronic Commerce (Overview, Definitions, Advantages, Issues & Constraints, Features), Myths allied with E-Commerce, E-Commerce Vs E-Business, Role of E-Strategy, Value Chain in E-Commerce, E-Commerce Business Models, Managerial Prospective in E-Commerce

#### Module 2: E-Business revenue model and Selling to Consumer online

Revenue Models, Revenue Strategy Issues, Web marketing strategy, Communicating with different market segment, Advertising on the web, E-Mailing marketing, Technology –Enabled Customer Relationship Management (E-CRM), Creating and Maintaining Brands on the Web, Search Engine Positioning and Domain names.

#### Module 3: Selling to Business online

Introduction, Purchasing, Logistics and support activities, Electronic Data Interchange, Supply chain Management using Internet Technology, Electronic Marketplace and Portals, Virtual Communities-Mobile Commerce and Online Auctions.

#### Module 4: Technologies for Electronic Commerce

E-Business Law and Taxation, Electronic Commerce Software for small, midsize and large business, Online Security, Online Payment System-E-Cash, E-Wallet, Stored value cards, Internet Technology and Banking Industry, Criminal Activity and payment System.

#### Module 5: Implementation E-Business Initiatives

Identifying Benefits and Estimating Cost of Electronic Commerce Initiatives, Strategies for developing E-commerce web site, managing e-commerce Implementations. Knowledge Management and ERP( Enterprise Resource Planning).

**Module 6: How Internet companies use digital business model**

Business Plan Presentation and Demonstration “Materializing e-Business: From Idea to Realization”, concept of the Digital Business Models to analyze how Apple, Google, Facebook, Amazon and several other internet-era incumbents are using digital business models to create, deliver, capture and defend value.

**Examination Scheme:**

Components	Class Test	Project	Lab Assignment	Attendance	EE
Weightage (%)	15	20	10	5	50

**Text & References:**

*Text:*

- Gary P. Schneider, E-Commerce: Strategy, Technology and Implementation, 9<sup>th</sup> ed. (2012), Cengage Learning.

*References:*

- Bajaj ,Kamblesh and Nag Debjani , E-Commerce: The Cutting Edge of Business , 1<sup>st</sup> ed.(2000).McGraw Hill
- Joseph P.T. and S.J., E-Commerce: An Indian Perspective, 3<sup>rd</sup> ed. (2008).PHI
- Electronic Commerce – A manager’s Guide, Ravi Kalakota& Andrew B. Shinston, PearsonEducation.
- Electronic Commerce - Technologies & Applications, Bhaskar Bharat, Tata McGraw Hill.
- Global E-Commerce, University Press, J. Christopher & T.H.K. Clerk.

Course Name	Course Code	LTP	Credit	Semester
Digital Marketing Strategies	MBA332	2:1:0	3	3

**A. COURSE LEARNING OUTCOMES (CLO)**

<b>CLO 1</b>	Evaluate and apply key concepts related to digital marketing including consumer behaviour, online marketing communications, and social media marketing.
<b>CLO 2</b>	Critically assess role that digital marketing can play in business strategy.
<b>CLO 3</b>	Plan and compose tactical marketing decisions as a group considering effective product, pricing, distribution and promotion decisions as necessary to meet the needs of a client brief.

<b>CLO 4</b>	Reflect on the practical implementation of a digital marketing strategy and role within the group work from a critical and evaluative individual perspective.
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## B. SYLLABUS

### Module 1: Fundamentals of Digital Marketing

Introduction to Digital Marketing  
 Evolution of Digital Marketing  
 Digital Marketing Framework  
 Value Chain Digitization

### Module 2: The Digital Economy

The Connected Customer  
 The Influential Digital Subculture  
 Marketing in the Digital Economy  
 Industry Archetypes and Best Practices

### Module 3: Digital Marketing Strategy Development

Digital Marketing Assessment Phase  
 Digital Marketing Strategy Definition  
 Digital Marketing Communication & Channel Mix  
 Digital Marketing Operation Set up

### Module 4: Digital Marketing Strategy Execution

Basic Elements of Digital Campaigns Management  
 Implementing Intent Based Campaigns  
 Implementing Brand Based Campaigns  
 Managing Digital Implementation Challenges

### Module 5: Digital Marketing Landscape

Digital Marketing – Global Landscape  
 Digital Marketing – The Indian View  
 Digital Marketing – Emerging Trends & Concepts  
 Career in Digital Marketing

### Textbooks

- Bhatia, P. S., (2017), Fundamentals of Digital Marketing, Pearson
- Kotler, P., (2017), Marketing 4.0 – Moving from Traditional to digital, Wiley

Course Name	Course Code	LTP	Credit	Semester
<b>Digital Branding and Engagement</b>	<b>MBA333</b>	<b>2:1:0</b>	<b>3</b>	<b>3</b>

## A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Examine how marketing, operations, and human resources interact in real-time delivery.
<b>CLO 2</b>	Demonstrate cognitive knowledge of the skills needed to do online research and market research, as well as discover, evaluate, and choose digital market prospects.

<b>CLO 3</b>	Using applicable marketing theories and frameworks, explain emerging trends in digital marketing and critically evaluate the usage of digital marketing and engagement tools.
<b>CLO 4</b>	Research and assess difficulties related to adjusting to globalised marketplaces that are continually evolving and becoming increasingly networked.
<b>CLO 5</b>	Examine the traditional marketing mix in light of a growing and diverse set of digital strategies and approaches.

## B. SYLLABUS

### Module 1: Digital Branding in Perspective

Introduction to Digital Branding

Digital Branding Vs. Digital Marketing

The Strategic Role of Digital Branding

Understanding Paid, Owned, Earned Media

### Module 2: Building Consumer Engagement

Introduction to Consumer Engagement; Levels of Engagement

Participation Branding & Engagement

Understanding and Building Brand Advocacy

Branded Mobile Apps

### Module 3: Building Brand Attraction & Curiosity

Understanding Humans Using Social Anthropology

Building Six Attributes of Human Centric Brand

Building Brand Curiosity with Content Marketing

### Module 4: Building Brand Commitment & Affinity

Omnichannel Marketing for Brand Commitment

Omnichannel Marketing Process

Enhancing Digital Experience with Mobile Apps

Providing Solutions With Social CRM

Driving Desired Behavior with Gamification

### Module 5: Digital Brand Strategy & Measurement

Measuring Digital Branding

Digital Branding Dashboard

Digital Engagement Scorecard

### Examination Scheme:

Components	A	CT	CA	EE
Weightage (%)	05	15	30	50

### Textbooks

A. Rowles, D. (2017), Digital Branding: A Step by Step Guide to Strategy, Tactics, Tools and Measurement, Koganpage

B. Kotler, P., (2017), Marketing 4.0 – Moving from Traditional to digital, Wiley

Course Name	Course Code	LTP	Credit	Semester
Digital Marketing Analytics	MBA334	2:1:0	3	3

## A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Describe and identify different concepts of Digital Marketing Analytics
<b>CLO 2</b>	Recognize and identify various strategies to take advantage in market
<b>CLO 3</b>	Analyze and Implement the various concepts
<b>CLO 4</b>	Use critical thinking to analyse management challenges through learning and study, individually or in a group.

## B. SYLLABUS

### Module 1: Introduction to Digital Analytics

Overview of Digital Media Landscape

Understanding Digital Analytical Concepts

Overview of Analytical Tools

### Module 2: Analyzing Intent

Social Media Listening

Search Analysis

Audience Analysis

### Module 3: Analyzing Engagement

Content Analysis

Engagement Analysis

Mobile Analysis

### Module 4: Web Analytics

Standard Web Metrics

Bounce Rate

Exit Rate

Conversion Rate

### Module 5: Leveraging Digital Analytics

Measuring Return on Investment

Understanding Digital Influence

Improving Customer Services

Building & Delivering Reports

## Examination Scheme:

Components	A	CT	CA	EE
Weightage (%)	05	15	30	50

## Textbooks

A. Hemann, C., Burbary, K. (2019), Digital Marketing Analytics, Pearson Education

B. Kaushik, A., (2010), Web Analytics 2.0 The Art of Online Accountability & Science of Customer Centricity, Wiley

Course Name	Course Code	LTP	Credit	Semester
AI Technologies	MBA385	2:1:0	3	3

#### A. COURSE LEARNING OUTCOMES (CLO)

CLO 1	Understanding the basic principles, techniques, and applications of Artificial Intelligence.
CLO 2	understanding of the basic areas of artificial intelligence search, knowledge representation, learning and their applications in design and implementation of intelligent agents for a variety of tasks in analysis, design, and problem-solving.
CLO 3	Develop some familiarity with current research problems and research methods in AI by working on a research or design project.

#### B. SYLLABUS

##### Module I: Introduction to AI

Introduction to Artificial Intelligence, categories of common business problems, Employing AI in Business.

##### Module II: Data Sources

Data Sources (Social Media networks, Business/ Transaction Systems, Government/ Administrative systems, Ubiquitous system), Knowledge Acquisition and representation (Azure ML, Google Cloud, AIML services through AWS anyone can be used).

##### Module III: Decision Making processes

Decision Making processes

##### Module IV: Value creation

Value Creation and Competitive Advantage Models, The Role of Data, Information and Knowledge in Value Generation

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

Course Name	Course Code	LTP	Credit	Semester
Big Data Analytics	MBA386	2:1:0	3	3

#### A. COURSE LEARNING OUTCOMES (CLO)

CLO 1	Understand the fundamentals of Big Data and its Applications in various Domains.
CLO 2	Conceptualize and Incorporate the Technologies behind Big Data.



<b>CLO 3</b>	Understand HDFS File Structure, Map Reduce Framework, the architectures related to them and to use them to solve complex problems.
<b>CLO 4</b>	Integrate R with Hadoop and solve analytical problems.
<b>CLO 5</b>	Understand and Use Hive/Hbase shell pertaining to relational data handling under Hadoop.

## B. SYLLABUS

### Module 1: Introduction to Big Data, Big data Analytics

Definition of Big Data, Applications of Big Data, Data Science and its application,

Module 2: Data Lifecycle: Data Deployment Approach, Internal data management process, big data internal advancements, maturity gap, Data Science application to Business

Key Data Challenges to Strategic Business Decisions

Module 3: Data Security, Ethics, issues related to data ownership, Fair data treatment, Proper data management in special cases (Merger, Growth, Acquisition etc.), emerging Markets

Module 4: Data Analytics for Big Data-Data Presentations, Descriptive statistics, Introduction to various big Data tools and Techniques, Big Data Modeling and Management Systems

Module 5: Future Data Trends

### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

### Books:

1. Big Data Analytics: A Management Perspective, **Corea**, Francesco, 2016
2. HBR Guide to Data Analytics Basics for Managers (HBR Guide Series)
3. Business Analytics for Managers, Jank, Wolfgang, 2011

Course Name	Course Code	LTP	Credit	Semester
<b>Business process Automation</b>	<b>MBA387</b>	<b>2:1:0</b>	<b>3</b>	<b>3</b>

## A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Learn how to improve productivity in your organization by automating some of your processes.
<b>CLO 2</b>	learn how to identify the processes that are fit for automation and develop a plan for it.

## B. SYLLABUS

### Module 1: Detailed Process Mapping for Implementation

What is the difference between an analytical and an implementable process model? How are graphical models translated to XML? How do computers understand processes? Components of Workflow Models From BPMN to BPEL.

### Module 2: Technology Platforms for Process Automation

Support processes with IS, What are the components of a process-aware application? BPMS and Workflow Systems Components and Architecture

### Module 3: Process Implementation and Roll-Out

How do you change the way people work? Change Management , Process Implementation Alternatives: Manual Implementation, Workflow & Business Process Management Systems, Complex Adaptive Work Systems, Process Outsourcing

### Module 4: Managing the Run-Time, Business Activity Monitoring

How do we capture decision-making activities? BPMS and BRMS, Decision Rules and Decision Tables, SBVR, How do you ensure that the best performer does the job? Organization models: Task allocation strategies, Mobile performers External Participants

### Module 5: Post-Execution Evaluation and Continuous Improvement

Process Metrics, Business Activity Monitoring, Process Dashboards Business Intelligence based on Process Data, Process Audit Logs Data Mining based on Process Data, Mining of Process Structures from Logs Frequencies and probability distributions, Attributes of process simulations, Design of simulation models

## Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

Course Name	Course Code	LTP	Credit	Semester
<b>DATA SCIENCE PRODUCTS</b>	<b>MBA388</b>	<b>2:1:0</b>	<b>3</b>	<b>3</b>

## A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	understand the data science, its properties and various related behaviors which they can use to develop their data science applications for solving real world problems.
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## B. SYLLABUS

### Module-I

Concepts of Data science products, their benefits, and challenges, Steps to build a data science product from planning, demand analysis, features to deployment. Identify the domain where data science product can benefit the society.

### Module-II

Tools available for Data Science product development. R Shiny for data science product development. Static and dynamic data science products. Dashboards as a data science

product. Build Shiny app, Standalone apps, Interactive documents, Dashboards, Gadgets, Backend, Reactivity, Frontend, User interface, Graphics & visualization, Shiny extensions, Customizing Shiny.

#### Module-III

No-code AI will make AI/ML accessible, Augmented Analytics to transform Business Intelligence, AI-powered Automation, Artificial Intelligence (AI) for Cybersecurity and Data Breach, Smart Cities, Smart healthcare, Smart retail, etc.

#### Module-IV

AI-powered chatbots, Conversational AI, or AI-powered chatbots, improves the reach, accessibility, and personalization of the consumer experience. Conversational AI solutions, according to Forrester, result in improved customer service automation.

#### Module-V

3 Real world case studies

### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

### Text and References:

- Emmanuel Ameisen. Building Machine Learning Powered Applications: Going from Idea to Product 1st Edition. O'Rielley Publishing.
- Hadley Wickham, and Garrett Golemund. R for Data Science: Import, Tidy, Transform, Visualize, and Model Data 1st Edition. O'Rielley
- Brett Lantz. Machine Learning with R: Expert techniques for predictive modeling, 3rd Edition. Packt Publishing.
- Peter Bruce, Andrew Bruce. Practical Statistics for Data Scientists: 50+ Essential Concepts Using R and Python (2020). O'Rielley Publishing.

Course Name	Course Code	LTP	Credit	Semester
<b>BUSINESS COMMUNICATION - III</b>	<b>BSC311</b>	1:0:0	1	3

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Demonstrate the ability to analyse a problem and devise a solution in a group.
<b>CLO 2</b>	Construct and showcase their communication skills in a creative manner. 3. Become more expressive in their body language.
<b>CLO 3</b>	Become more expressive in their body language.

### B. SYLLABUS

**Module I: Non-Verbal Communication**

Principles of non- verbal communication

Kinesics

Proxemics

Paralanguage and visible code

**Module II: Speaking Skills**

Pronunciation drills (Neutralizing regional pulls)

Conversational English

Guidelines to an effective presentation

**Module III: Interviews and GDs****Examination Scheme:**

Components	CT1	CT2	CAF	V	GD	GP	A
Weightage (%)	20	20	25	10	10	10	5

CAF – Communication Assessment File

GD – Group Discussion

GP – Group Presentation

**Text & References:**

- Business Communication, Raman – Prakash, Oxford
- Business Communication for Managers: An Advanced Approach, Penrose, Thomson
- Business Communication, Krizan, Thomson
- Understanding Human Communication,9/e, Adler R Oxford

Course Name	Course Code	LTP	Credit	Semester
<b>BEHAVIOURAL SCIENCE - III (LEADING THROUGH TEAMS)</b>	<b>BSS311</b>	<b>1:0:0</b>	<b>1</b>	<b>3</b>

**A. COURSE LEARNING OUTCOMES (CLO)**

<b>CLO 1</b>	Recognize their personality and individual differences and identify its importance of diversity at workplace and ways to enhance it.
<b>CLO 2</b>	Recognize effective socialization strategies and importance of patriotism and taking accountability of integrity.
<b>CLO 3</b>	Recognize different types of human rights and its importance.
<b>CLO 4</b>	Identify Indian values taught by different religions.
<b>CLO 5</b>	Identify long term goals and recognize their talent, strengths and styles to achieve them

**B. SYLLABUS****Module I: Teams: An Overview**

Team Design Features: team vs. group

Effective Team Mission and Vision

Life Cycle of a Project Team

Rationale of a Team, Goal Analysis and Team Roles

## Module II: Team & Sociometry

Patterns of Interaction in a Team

Sociometry: Method of studying attractions and repulsions in groups

Construction of sociogram for studying interpersonal relations in a Team

## Module III: Team Building

Types and Development of Team Building

Stages of team growth

Team performance curve

Profiling your Team: Internal & External Dynamics

Team Strategies for organizational vision

Team communication

## Module IV: Team Leadership & Conflict Management

Leadership styles in organizations

Self Authorized team leadership

Causes of team conflict

Conflict management strategies

Stress and Coping in teams

## Module V: Global Teams and Universal Values

Management by values

Pragmatic spirituality in life and organization

Building global teams through universal human values

Learning based on project work on Scriptures like Ramayana, Mahabharata, Gita etc.

## Module VI: End-of-Semester Appraisal

Viva based on personal journal

Assessment of Behavioural change as a result of training

Exit Level Rating by Self and Observer

## Examination Scheme:

Components	SAP	A	CT	V	Journal for Success (JOS)
Weightage (%)	30	5	15	50	100

## Text & References:

- Organizational Behaviour, Davis, K.
- Hoover, Judith D. Effective Small Group and Team Communication, 2002, Harcourt College Publishers
- LaFasto and Larson: When Teams Work Best, 2001, Response Books (Sage), New Delhi
- Dick, Mc Cann & Margerison, Charles: Team Management, 1992 Edition, Viva books
- J William Pfeiffer (ed.) Theories and Models in Applied Behavioural Science, Vol 2, Group (1996); Pfeiffer & Company
- Smither Robert D.; The Psychology of Work and Human Performance, 1994, Harper Collins College Publishers

Course Name	Course Code	LTP	Credit	Semester
FRENCH - III	FLN311	2:0:0	2	3

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Identify and express in French vocabulary and grammar norms.
<b>CLO 2</b>	Interpret different types of texts as well as cultural ideas and themes.
<b>CLO 3</b>	Demonstrate comprehension of nuance between script and sound in French
<b>CLO 4</b>	Narrate clearly ideas, themes in simple standard French

### B. SYLLABUS

Module 1: pp. 76 – 88 Module é 6

Module C2 pp. 89 to103 Module 7

Contenu lexical: Module 6: se faire plaisir

1. acheter : exprimer ses choix, décrire un objet (forme, dimension, poids et matières) payer
2. parler de la nourriture, deux façons d'exprimer la quantité, commander un repas au restaurant
3. parler des différentes occasions de faire la fête

Module 7: Cultiver des relations

1. maîtriser les actes de la communication sociale courante  
(Salutations, présentations, invitations, remerciements)
2. annoncer un événement, exprimer un souhait, remercier,  
s'excuser par écrit.
3. caractériser une personne (aspect physique et caractère)

Contenu grammatical:

1. accord des adjectifs qualificatifs
2. articles partitifs
3. Négations avec de, ne...rien/personne/plus
4. Questions avec combien, quel...
5. expressions de la quantité
6. ne...plus/toujours - encore
7. pronoms compléments directs et indirects
8. accord du participe passé (auxiliaire « avoir ») avec l'objet direct
9. Impératif avec un pronom complément direct ou indirect
10. construction avec « que » - Je crois que/ Je pense que/ Je sais que

### EXAMINATION SCHEME

**Total: 100 marks**

Continuous Evaluation (Total 50 Marks)					End Sem Evaluation (Total 50 Marks)
Quiz	Mid Term Test	Presentation	Viva Voce	Attendance	End-Term Exam
10	15	10	10	5	50

C - Project + Presentation  
I - Interaction/Conversation Practice

Text & References:

- le livre à suivre : Campus: Tome 1

Course Name	Course Code	LTP	Credit	Semester
GERMAN - III	FLG311	2:0:0	2	3

### A. COURSE LEARNING OUTCOMES (CLO)

CLO 1	Students will be able to ask and tell time.
CLO 2	Students will be able to frame sentences using Separable verb.
CLO 3	Student will be able to write and speak sentences using modal verb
CLO 4	Students will be able to frame sentences and speak using was/were/had .

### B. SYLLABUS

Module I: Modal verbs

Modal verbs with conjugations and usage  
Imparting the finer nuances of the language

Module II: Information about Germany (ongoing)

Information about Germany in the form of presentations or "Referat"- neighbors, states and capitals, important cities and towns and characteristic features of the same, and also a few other topics related to Germany.

Module III: Dative case

Dative case, comparison with accusative case  
Dative case with the relevant articles  
Introduction to 3 different kinds of sentences - nominative, accusative and dative

Module IV: Dative personal pronouns

Nominative, accusative and dative pronouns in comparison

Module V: Dative prepositions

Dative preposition with their usage both theoretical and figurative use

Module VI: Dialogues

In the Restaurant,  
At the Tourist Information Office,  
A telephone conversation

Module VII: Directions

Names of the directions  
Asking and telling the directions with the help of a roadmap

Module VIII: Conjunctions

To assimilate the knowledge of the conjunctions learnt indirectly so far

## EXAMINATION SCHEME

Total: 100 marks

Continuous Evaluation (Total 50 Marks)					End Sem Evaluation (Total 50 Marks)
Quiz	Mid Term Test	Presentation	Viva Voce	Attendance	End-Term Exam
10	15	10	10	5	50

C - Project + Presentation I - Interaction/Conversation Practice

Text & References:

- Wolfgang Hieber, Lernziel Deutsch
- Hans-Heinrich Wangler, Sprachkurs Deutsch
- Schulz Griesbach, Deutsche Sprachlehre für Ausländer
- P.L Aneja, Deutsch Interessant- 1, 2 & 3
- Rosa-Maria Dallapiazza et al, Tangram Aktuell A1/1,2
- Braun, Nieder, Schmöe, Deutsch als Fremdsprache 1A, Grundkurs

Course Name	Course Code	LTP	Credit	Semester
SPANISH - III	FLS311	2:0:0	2	3

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Introduction of stem changing irregular verbs and Introduction of prepositions (Cerca de/ lejos de/ encima de etc.)
<b>CLO 2</b>	Present continuous tense (Estar+ gerundio) And Introduction of third person verbs Gustar/Parecer/Encantar/ Doler (to like/ to seem like/ to enchant/ to hurt.) etc
<b>CLO 3</b>	Interrogatives – How much/ How many
<b>CLO 4</b>	Introduction of irregular verbs. And Immediate future plans (Ir a + verbo)

### B. SYLLABUS



### Module I

Revision of earlier semester modules

Set expressions (idiomatic expressions) with the verb *Tener, Poner, Ir...*

Weather

### Module II

Introduction to *Gustar...* and all its forms. Revision of *Gustar* and usage of it

### Module III

Translation of Spanish-English; English-Spanish. Practice sentences.

How to ask for directions (using *estar*)

Introduction to IR + A + INFINITIVE FORM OF A VERB

### Module IV

Simple conversation with help of texts and vocabulary

En el restaurante

En el instituto

En el aeropuerto

### Module V

Reflexives

## EXAMINATION SCHEME

**Total: 100 marks**

Continuous Evaluation (Total 50 Marks)					End Sem Evaluation (Total 50 Marks)
Quiz	Mid Term Test	Presentation	Viva Voce	Attendance	End-Term Exam
10	15	10	10	5	50

C - Project + Presentation

I - Interaction/Conversation Practice

### Text & References:

- Español, EnDirecto I A
- Español Sin Fronteras -Nivel Elemen

Course Name	Course Code	LTP	Credit	Semester
CHINESE - III	FLC311	2:0:0	2	3

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Read, write and speak approx. 100 New Chinese words and understand basic grammar points.
<b>CLO 2</b>	Interpret words, phrases and sentences of day today conversation related to shopping, study and work etc.
<b>CLO 3</b>	Write Chinese characters, simple sentence and a paragraph on simple topic like 'Visit to a Place', 'This weekend' etc.
<b>CLO 4</b>	Communicate with Chinese speaking people using words, phrases and sentences related to description of size, quantity, shopping, communication, study, work and expression of simple feelings.

## B. SYLLABUS

### Module I

Drills, Dialogue practice, Observe picture and answer the question., Introduction of written characters. Practice reading aloud, Practice using the language both by speaking and by taking notes.

Character writing and stroke order

### Module II

Measure words, Position words e.g. inside, outside, middle, in front, behind, top, bottom, side, left, right, straight., Directional words – beibian, xibian, nanbian, dongbian, zhongjian., Our school and its different building locations., What game do you like? Difference between “hii” and “neng”, “keyi”.

### Module III

Changing affirmative sentences to negative ones and vice versa

Human body parts.

Not feeling well words e.g. ; fever, cold, stomach ache, head ache.

Use of the modal particle “le”

Making a telephone call Use of “jiu” and “cal” (Grammar portion)

Automobiles e.g. Bus, train, boat, car, bike etc.

Traveling, by train, by airplane, by bus, on the bike, by boat.. etc.

### Module IV

The ordinal number “di”

“Mei” the demonstrative pronoun e.g. mei tian, meinian etc.

use of to enter to exit Structural particle “de” (Compliment of degree). Going to the Park. Description about class schedule during a week in school. Grammar use of “li” and “cong”. Comprehension reading followed by questions.

### Module V

Persuasion-Please don't smoke. Please speak slowly Praise – This pictorial is very beautiful

Opposites e.g. Clean-Dirty, Little-More, Old-New, Young-Old, Easy-Difficult, Boy-Girl, Black-White, Big-Small, Slow-Fast ... etc. Talking about studies and classmates Use of “it doesn't matter” Enquiring about a student, description about study method.

Grammar: Negation of a sentence with a verbal predicate.

### EXAMINATION SCHEME

**Total: 100 marks**

Continuous Evaluation (Total 50 Marks)					End Sem Evaluation (Total 50 Marks)
Quiz	Mid Term Test	Presentation	Viva Voce	Attendance	End-Term Exam
10	15	10	10	5	50

C – Project + Presentation

I – Interaction/Conversation Practice

Text & References:

- “Elementary Chinese Reader Part I, Part-2” Lesson 21-30

Course Name	Course Code	LTP	Credit	Semester
<b>STRATEGIC MANAGEMENT</b>	<b>MBA451</b>	2:1:0	3	4

## A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Compare and contrast different perspectives that characterize strategy making;
<b>CLO 2</b>	Apply theories of strategic fit to the formulation of effective strategy for the dynamic environment; and
<b>CLO 3</b>	Analyze futuristic challenges that firms face in maintaining future strategic plans.

## B. SYLLABUS

### Module I: Introduction and Purpose of Strategy Formulation

Evolution and Introduction of strategic management. Concept and Classification of Corporate and Business Strategy with Hierarchy definition; Purpose of Strategy Formulation: Concept of Vision, Mission and Business Definition. Importance of Stakeholders in Business.

### Module II: Strategic Analysis

PESTLE Analysis, Environmental Threat and Opportunity Profile (ETOP), Strategic Advantage Profile (SAP), Porter's Value Chain Analysis, Resource Based View of the Firm-VRIO Framework; Market Analysis-David Aaker Model, Competitor Analysis, Industry Analysis using Porter's five forces Model; Scenario analysis and SWOT Analysis. Strategic implications of company decisions and Strategic response to changes in business environment.

### Module III: Strategic Choice – Traditional Approach

Portfolio Analysis using BCG, GE Nine Cell Matrix, Hofer's Model, Making Strategic Choices using Strickland's Grand Strategy Selection Matrix; Ansoff's Product Market Grid; Choosing Generic Strategies using Porter's Model of competitive advantage.

### Module IV: Industry Structures and Competitive Strategies

Industry Structures and Lifecycle stages, Marketing Warfare and Dominance Strategies: Advantages and Disadvantages of Defensive and Offensive strategies; Innovation as Blue Ocean Strategy.

### Module V: Strategy Implementation and Evaluation

Issues in implementation: Resource Allocation, Organization Structure, Social responsibilities – Ethics. Measuring performance and establishing strategic controls.

### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

### Text & References:

- Wheelen and Hunger, (2008), Essentials of Strategic Management, Prentice Hall India.
- Ramaswamy and Namakumari, (1999), Strategic Planning: Formulation of Corporate Strategy Text and Cases, Macmillan India Ltd.,
- Jausch & Glueck, (1988), Business Policy and Strategic Management, (5<sup>th</sup> Ed.), McGraw Hill.
- Thomson & Strickland, (2008), Business Policy and Strategic Management, (12<sup>th</sup> Ed.), McGraw Hill.
- Pearce John 'A & Robinson R.B., (1997), Strategic Management: Strategy Formulation and Implementation, (3<sup>rd</sup> Ed.), A.I.T.B.S. Publishers & Distributors
- Regular reading of all latest Business journals: HBR, Business World, Business India, Business Today

Course Name	Course Code	LTP	Credit	Semester
<b>DISSERTATION</b>	<b>MBA455</b>	0:0:18	9	4

## A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Selecting a topic for investigation.
<b>CLO 2</b>	Establishing the precise focus of your study by deciding on the aims and objectives of the dissertation, or formulating questions to be investigated. Consider very carefully what is worth investigating and its feasibility.
<b>CLO 3</b>	Drawing up initial dissertation outlines considering the aims and objectives of the dissertation. Workout various stages of dissertation
<b>CLO 4</b>	Devising a timetable to ensure that all stages of dissertation are completed in time. The timetable should include writing of the dissertation and regular meetings with your dissertation guide.

## B. SYLLABUS

### Selecting the Dissertation Topic

It is usual to give you some discretion in the choice of topic for the dissertation and the approach to be adopted. You will need to ensure that your dissertation is related to your field of specialization.

Deciding this is often the most difficult part of the dissertation process, and perhaps, you have been thinking of a topic for some time.

It is important to distinguish here between 'dissertation topic' and 'dissertation title'. The topic is the specific area that you wish to investigate. The title may not be decided until the dissertation has been written so as to reflect its content properly.

Few restrictions are placed on the choice of the topic. Normally we would expect it to be:

- relevant to business, defined broadly;
- related to one or more of the subjects or areas of study within the core program and specialisation stream;
- clearly focused so as to facilitate an in-depth approach, subject to the availability of adequate sources of information and to your own knowledge;
- of value and interest to you and your personal and professional development.

### Planning the Dissertation

This will entail following:

- Selecting a topic for investigation.
- Establishing the precise focus of your study by deciding on the aims and objectives of the dissertation, or formulating questions to be investigated. Consider very carefully what is worth investigating and its feasibility.
- Drawing up initial dissertation outlines considering the aims and objectives of the dissertation. Workout various stages of dissertation
- Devising a timetable to ensure that all stages of dissertation are completed in time. The timetable should include writing of the dissertation and regular meetings with your dissertation guide.

### The Dissertation plan or outline

It is recommended that you should have a dissertation plan to guide you right from the outset. Essentially, the dissertation plan is an outline of what you intend to do, chapter wise and therefore should reflect the aims and objectives of your dissertation.

There are several reasons for having a dissertation plan

- It provides a focus to your thoughts.
- It provides your faculty-guide with an opportunity, at an early stage of your work, to make constructive comments and help guide the direction of your research.
- The writing of a plan is the first formal stage of the writing process, and therefore helps build up your confidence.
- In many ways, the plan encourages you to come to terms with the reading, thinking and writing in a systematic and integrated way, with plenty of time left for changes.
- Finally, the dissertation plan generally provides a revision point in the development of your dissertation report in order to allow appropriate changes in the scope and even direction of your work as it progresses.

## Keeping records

This includes the following:

- Making a note of everything you read; including those discarded.
- Ensuring that when recording sources, author's name and initials, date of publication, title, place of publication and publisher are included. (You may consider starting a card index or database from the outset). Making an accurate note of all quotations at the time you read them.
- Make clear what is a direct a direct quotation and what is your paraphrase.

## Dissertation format

All students must follow the following rules in submitting their dissertation.

- Front page should provide title, author, Name of degree/diploma and the date of submission.
- Second page should be the table of contents giving page references for each chapter and section.
- The next page should be the table of appendices, graphs and tables giving titles and page references.
- Next to follow should be a synopsis or abstract of the dissertation (approximately 500 words) titled: **Executive Summary**
- Next is the 'acknowledgements'.
- Chapter I should be a general introduction, giving the background to the dissertation, the objectives of the dissertation, the rationale for the dissertation, the plan, methodological issues and problems. The limitations of the dissertation should also be hinted in this chapter.
- Other chapters will constitute the body of the dissertation. The number of chapters and their sequence will usually vary depending on, among others, on a critical review of the previous relevant work relating to your major findings, a discussion of their implications, and conclusions, possibly with a suggestion of the direction of future research on the area.
- After this concluding chapter, you should give a list of all the references you have used. These should be cross-references with your text. For articles from journals, the following details are required e.g.

Draper P and Pandyal K. 1991, The Investment Trust Discount Revisited, Journal of Business Finance and Accounting, Vol18, No6, Nov, pp 791-832.

For books, the following details are required:

Levi, M. 1996, International Financial Management, Prentice Hall, New York, 3rd Ed, 1996

- Finally, you should give any appendices. These should only include relevant statistical data or material that cannot be fitted into the above categories.

## The Layout Guidelines for the Dissertation

- A4 size Paper
- Font: Arial (10 points) or Times New Roman (12 points)
- Line spacing: 1.5
- Top and bottom margins: 1 inch/ 2.5 cm; left and right margins: 1.25 inches/ 3 cm

## Guidelines for the Assessment of the Dissertation

While evaluating the dissertation, faculty guide will consider the following aspects:

1. Has the student made a clear statement of the objective or objective(s).
2. If there is more than one objective, do these constitute parts of a whole?
3. Has the student developed an appropriate analytical framework for addressing the problem at hand.
4. Is this based on up-to-date developments in the topic area?
5. Has the student collected information / data suitable to the frameworks?
6. Are the techniques employed by the student to analyse the data / information appropriate and relevant?
7. Has the student succeeded in drawing conclusion form the analysis?
8. Do the conclusions relate well to the objectives of the project?
9. Has the student been regular in his work?
10. Layout of the written report.

## Examination Scheme:

Contents & Layout of the Report	30
Conceptual Framework	10
Objectives & Methodology	15
Implications & Conclusions	15
Viva/ Presentations	30

**TOTAL** **100**

Course Name	Course Code	LTP	Credit	Semester
<b>AGRICULTURAL RISK MANAGEMENT</b>	<b>MBA405</b>	2:1:0	3	4

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Understanding of various types of risks faced by the farmers as well as agri-entrepreneurs both at the farm and community level and develop various strategies for its management.
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### B. SYLLABUS

#### Module-I

Concept and meaning of agricultural risk and uncertainty, Risk Management for Farmers, Principal Risk, Risk Management at the Farm Household Level, Risk Management at Community Level,

#### Module-II

Production Risk, Technological Change, Risk and Poverty Risk Coping Strategies of the Rural Poor, Risk Management Strategies: Risk Avoidance, Risk-Spreading Technologies,

#### Module-III

Risk Mitigation, Risk Coping Mechanism, Limits to Risk Coping,

#### Module-IV

Risk Measurement, Climatic Change and Yield Variability, Assessment of Effects of Climatic Variations on Agriculture, Rainfall Risk Measurement,

#### Module-V

Designing Agricultural Risk Management Products/ Programmes, Agricultural Risk Insurance Programme in India, Comprehensive Crop Insurance Programme, Estimation of Crop Losses, Calculation of Premiums, payment of compensation, etc.

### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

### Text & References:

- Risk Management-State of Indian Farmer, Bharat Ramaswami, Shamika Ravi, S.D. Chpora, Department of Agriculture and Cooperation, Ministry of Agriculture, Government of India, 2004
- Rural Poverty, Risk, and Development, Marcel Fafchamps, Edward Elgar, Northampton, MA, USA, 2003
- Alan Miller, et. Al. Department of Agricultural Economics, Purdue University, September 2004
- Summary Proceedings of A Workshop on cereal Variability, IFPRI, Edited by P.B.R Hazell
- Rainfall and Risk in India's Agriculture, Evert Jan Bakker, Volters-Noordhoff, Groningen, The Netherlands, 1992
- Agricultural Risk Insurance Programme in India: Policy Ministry of Agriculture, Government of India: Policy Paper

Course Name	Course Code	LTP	Credit	Semester
<b>FOOD PROCESSING MANAGEMENT</b>	<b>MBA406</b>	2:1:0	3	4

## A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	understand upcoming Food Processing Industry and need and scope of effective decision-making for least cost combination of output with reference to purchase, storage and flow of materials in manufacturing and service organizations; cost reduction techniques in pre-purchase, purchase and post purchase systems; modern material planning and delivery systems, material handling and logistics systems.
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## B. SYLLABUS

### Module I: Overview of Food Processing Industry

Present status of food processing industry (FPI) in India; organizational structure of FPI; MOFPI, major dimensions of FPI; risk management in FPI; unit operations of FPI

### Module II: Applications of Food Safety Management in Food Processing Management

Components of Food Safety Management of Crops, Livestock, Fisheries and Meat products, Food Safety Administration Management in Food Supply Chain, Social Food Safety Management, Sanitation in food supply, Food Traceability System, Practices in wholesale and retail food supply, International Food Traceability System, Statute of Food Safety Administration, Food Hazards, Business Models in Food Supply Chain, Food Safety Risk Communication; Food Hygiene, Basic Food,

### Module III: Practices in Food Manufacturing

laws and regulation related to food industry;, Food Plants, Installation of Food Plants, Plant Principles & Logistics, Advanced Technology of Food Supply Chain,

### Module IV: Quality Control Practices in Food Processing Management

Supply Chain quality management in food industry-quality standards and ISO: principles of food preservation and' processing; protection of food during storage, and transportation; packaging distribution of food products;

### Module V: Case Studies on Project Formulation

Dairy products, Edible oils industry, fruit and vegetables processing, milling-pulse, cereals etc

## Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

## Text & References:

### Text:

- *Peter Fellows Food Processing Technology: Principles and Practice* Wood head Publishing, 2000
- Berit Mattsson, Ulf Sonesson Environmentally-friendly food processing Wood head Publishing, 2000
- Food Processing Work Management by Green and Krammer; CBS Publication
- Principles of Food Sanitation by Mariett NG; CBS Publication
- Food Preservation by SK Kulshrestta, Vikas Publishing House, New Delhi
- Fundamentals of Food and Nutrition by Sumati R. Mudambi& MV Rajagolap, New Age International Pvt. Ltd. New Delhi
- Food Processing and Preservation by Bibliography Sivasankar, Prentice Hall of India Pvt. Ltd., New Delhi
- Managing Food Processing Industries in India by U.K. Srivastva
- Microbiological Safety of Processed Foods by Crowther
- Food Poisoning & Food Hygiene by Hobbs
- Drying & Storage of Grains & Oilseeds by Brodoker

### References:

- [www.modernfoodprocessing.in](http://www.modernfoodprocessing.in)

Course Name	Course Code	LTP	Credit	Semester
<b>MARKETING MODELS IN AGRIBUSINESS</b>	<b>MBA408</b>	2:1:0	3	4

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	To understand the role of analytical techniques and computer models for enhancing marketing decision making in modern enterprises
<b>CLO 2</b>	To improve skills in viewing marketing processes and relationships systematically and analytically
<b>CLO 3</b>	To demonstrate the value of marketing models in real managerial contexts .
<b>CLO 4</b>	To apply the modeling techniques to real marketing decision problems

### B. SYLLABUS

#### Module I

Introduction to Marketing Decision Models for Agribusiness, Characteristics of decision models, Verbal, graphical and mathematical models, Descriptive and normative decision models, Familiarization with software for Modelling in Marketing.

#### Module II

Models for Segmentation and Targeting for Agri-products, Models for Consumer Behaviour and Positioning,

#### Module III

Framework and Tools for Strategic Market Decisions, Market entry and exit decisions, Product portfolio models, Analytical hierarchy process, Models for Product Decisions, Models for identifying opportunities, Conjoint analysis for product design.

#### Module IV

Advertising and Communication Decisions Models, Models for Salesforce and Channel Decision (Sales force sizing and allocation, Sales territory design, Marketing channel decisions)

#### Module V

Models for Pricing of Food and Agro-products (Classical models, Cost, demand and competition oriented pricing, and Price discrimination), Characteristics of Various Models, Limitations and Precautions.

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & References:

- *Lilien, Gary L. and Rangaswamy, Arvind. Marketing Engineering: Computer-Assisted Marketing Analysis and Planning (2nd Ed.). Pearson Education (LR).*
- *Lilien, Gary L.; Kotler, Philip and Moorthy, K. Sridhar. Marketing Models. Prentice Hall. (LKM)*
- *Smith, Scott M., Marketing Models*
- <http://marketing.byu.edu/htmlpages/courses/693r/modelsbook.html>



Course Name	Course Code	LTP	Credit	Semester
<b>AGRICULTURE MARKETING MANAGEMENT</b>	<b>MBA409</b>	2:1:0	3	4

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Understand the methods and processes of marketing agricultural products in national markets along with trends of globalization.
<b>CLO 2</b>	Understand the basics of marketing management.

### B. SYLLABUS

#### Module I

Introduction: Concept of marketing, definitions of agricultural marketing, markets & marketing, the marketing mix, marketing environment, peculiarities of agriculture markets, markets at different levels of development & their evolution, & role of price in economic development.

#### Module II

Role of government in agricultural marketing: Public sector institutions- CACP, FCI, CWC, DMI, fair price shops, EXIM bank, etc and their functions. Cooperative marketing in India.

#### Module III

Demand for farm products: Determinants of consumer behavior, consumer of farm products, factors affecting demand and consumption of farm products, Supply of farm products, product life cycle and product development, marketed and marketable surplus along with the factors affecting their supply.

#### Module IV

Pricing and promotion strategy: Market structure, determinants of price and export pricing, fundamental export pricing strategy, developing price strategies, advertising, publicity, personal selling and sales promotion. Marketing function: Exchange functions, buying and selling, physical functions – storage, transportation and processing; facilitating functions-packaging, branding, financing, market information, grading etc, management of marketing functions. Marketing Channels: Stages of marketing, marketing channels, selection and management of marketing channel for farm products, Marketing efficiency – Meaning and components of marketing costs; price spread and market margins, concept and measurement of marketing efficiency

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & References:

- Acharya, S. S., & N. L. Agarwal, N. L. (2015). Agricultural Marketing in India, Oxford &Ibh Publishing
- Kotler, P. (2000). Marketing Management Millenium Edition, Prentice Hall.
- Mamoria, C. B., & Joshi, R. L. (1979). Principles and Practices of Marketing in India, Imprint
- Arora, V. P. S., Krishi Vipran and Keemat Vishleshan.

Course Name	Course Code	LTP	Credit	Semester
<b>FINANCIAL ENGINEERING</b>	<b>MBA414</b>	2:1:0	3	4

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Understand Financial Risk Management
<b>CLO 2</b>	To identify major techniques of risk management
<b>CLO 3</b>	To acquaint with alternative investments like hedge funds
<b>CLO 4</b>	To enhance their knowledge related to recent trends and development in global financial market

### B. SYLLABUS

#### Module I: Introduction

Changing Environment and Increasing Price Risks, Financial Engineering as a response to Increased Risks, Types of Risks and Risk Management, Tools of Risk Management, Conceptual and Physical Tools of Financial Engineering, Effect of Speculation and Arbitrage on Market Efficiency, Derivative Market in India

#### Module II: Futures and Forwards

The Futures Markets, Buying and Selling Futures, Devising a Hedging Strategy Using Futures, Stock Index Futures, Value at Risk, Short Term and Long Term Interest Rate Futures, Foreign Currency Futures and Commodity Futures

#### Module III: Swaps

Structure of a Swap, Interest Rate Swaps, Currency of Swaps, Commodity Swaps, Other Swaps, Credit Risk, Role of a Swap Dealer.

#### Module IV: Options

Options Markets; Properties of Stock Option Prices; Option Pricing Models – Binomial Model, Black-Scholes; Model, Single Period Options – Calls and Puts, Payoff Diagrams of Simple and Complex Option Strategies, Cash Settled Options, Multi-Period Options – Caps, Floors, Collars, Captions, Swaptions and Compound options, Cross-currency Futures and Options.

#### Module V: Other Innovations

Debt Market Innovations, Mortgage Backed Securities, Hybrid Securities, Asset-Liability Management

#### Module VI: Recent Trends

Exotic Options, Synthetic Instruments, Developments in Equity-Based Strategies, Direct and Cross Hedges, Future Trends and Issues in Financial Engineering.

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text &References:

- Hull, J. C. (1999), Introduction to Futures and Options Markets, Prentice Hall of India.
- Edwards, F. R. and Ma, C. W. (1992), Futures and Options, McGraw-Hill International.
- Rebonato, R. (1996), Interest Rate Option Models: Understanding, Analyzing and Using Models for Exotic Interest Rate Options, John Wiley and Sons.
- Kolb, R. W. (1997), Understanding Futures Markets, Prentice Hall of India.
- Marshall, J. F. and Bansal, V. K. (2006). Financial Engineering: A Complete Guide to Financial Innovation, Prentice Hall of India.

- Articles from selected journals and magazines.

Course Name	Course Code	LTP	Credit	Semester
<b>STRATEGIC FINANCIAL MANAGEMENT</b>	<b>MBA472</b>	2:1:0	3	4

## A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Learn traditional distinction between Strategy and Financial Management
<b>CLO 2</b>	Develop an in-depth understanding, among the participants, of how to manage for value by enabling financial management to play a more proactive role in Strategic Management.
<b>CLO 3</b>	Develop an appreciation of how advancements in theory of finance have made it converge more towards strategy.

## B. SYLLABUS

### Module I: Introduction

Role of Finance and Strategy in Management Process, Strategic Droop, Management Behaviour and Convergence between Strategic and Financial Analysis

### Module II: Financial Decision Making

Value Analysis – A Strategic Perspective, Advances in Working Capital Management, Arriving at an Optimal Capital Structure, Impact of Inflation on Financial Decisions, Dividends Decisions – A Strategic Perspective

### Module III: Corporate Valuation

Rationale for Shareholders' Wealth Maximization, New performance Metrics like Economic Value Added (EVA) and Market value Added (MVA), Various Approaches to Corporate Valuation, Alignment of Interest of Various Stakeholders of a Firm.

### Module IV: Corporate Restructuring

Restructuring and Merger & Acquisition, The Search Process, Valuation and Deal Structuring, Accounting and Tax Implications, Post Merger Integration and Learning, Restructuring through Privatization, Leveraged Buy-outs (LBOs) Restructuring of Sick Enterprises, Due Diligence and certification.

### Module V: Corporate Governance

Divergence of Interest, Devices for containing Agency Costs, Corporate Governance in Developed world, Corporate Governance in India, Reforming Corporate Governance, Legal Provisions and SEBI Code

### Module VI: Strategic Cost Management

Transfer Pricing, Financial Aspects of Supply Chain Management, Operations Management Perspective on Costs, Strategic Cost Analysis (Using Activity Based Costing, Target Costing and Life Cycle Costing) and Product Pricing at Different Stages of Product's Life Cycle.

### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

### Text &References:

- Chandra, P. (1997), Financial Management: Theory & Practice, Tata McGraw Hill.
- Jakhotiya, G. P. (2000), Strategic Financial Management, Vikas Publishing House.
- Grundy, T., Johnson, G and Scholes, K. (1998), Exploring Strategic Financial Management, Prentice Hall Europe.
- Shank, J. K. & Govindarajan, V. (1995), Strategic Cost Management: The New Tool for Competitive Advantage, Free Press.
- Pritchett, P; Robinson, D. and Clarkson, R. (1997), After The Merger: The Authoritative Guide for Integration Success, McGraw Hill
- Sadtler, D; Campbell, A. and Koch, R. (1997), Break Up: When Large Companies are More Worth Dead Than Alive.

- Geneen, H. and Bowers, B. (1997), *The Synergy Myth and other ailments of Business Today*, St. Martin Press New York..
- Weston, Chung & Hoag, (1996), *Mergers, Restructuring and Corporate Control*, Prentice Hall of India.
- Eccles, R. G. and Crane, D. B. (1995), *Doing Deals: Investment Banks at Work*, McGraw - Hill International.

Course Name	Course Code	LTP	Credit	Semester
<b>BEHAVIORAL FINANCE</b>	<b>MBA473</b>	2:1:0	3	4

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Identify the common errors in information processing;
<b>CLO 2</b>	Identify the main behavioural biases and heuristics and take them into account when advising a client;
<b>CLO 3</b>	Understand the limits to arbitrage;
<b>CLO 4</b>	Understand the formation and burst process of speculative bubbles; and
<b>CLO 5</b>	Allocate assets in a portfolio according to Behavioural Portfolio Theory.

### B. SYLLABUS

#### Module I: Basics of Behavioural Finance

Introduction to concepts of Traditional Finance – Rationality, Efficiency and Homo Economicus, Basic tenets of behavioural finance, Types of Behavioural Biases – Cognitive and Emotional.

#### Module II: Cognitive Biases

Overconfidence, Representtiveness, Anchoring and Adjustment, Congnitive Dissonance, Availability, Self-Attribution, Illusion of Control, Conservatism, Ambiguity Aversion, Mental Accounting, Confirmation, Hindsight, Recency, Framing.

#### Module III: Emotional Biases

Endowment Bias, Self-Control, Optimism, Loss Aversion, Regret Aversion, Status Quo

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & References:

- Forbes, W., (2011), *Behavioural Finance*, Wiley India Pvt. Ltd.
- Braun M.A., (2008), *Did The ‘Homo Economicus’ Mutate To The Concept Of Behavioural Finance and Economics?*, Grin Verlag
- Parikh, P., (2009) *Value Investing and Behavioural Finance*, TMH Education Pvt. Ltd.
- Shefrin, H., (2000), *Beyond Greed and Fear: Understanding Behavioural Finance and the Psychology of Investing* (Financial Management Association Survey & Synthesis Series), Oxford University Press
- Montier, (2002), *Behavioural Finance: Insights Into Irrational Minds and Markets*, John Wiley & Sons
- Christina, O., (2011), *Behavioural Finance*, Lap Lambert Academic Publishing

Course Name	Course Code	LTP	Credit	Semester
<b>MANAGEMENT OF FINANCIAL INSTITUTIONS</b>	<b>MBA497</b>	2:1:0	3	4

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Identify the common errors in information processing;
<b>CLO 2</b>	Identify the main behavioural biases and heuristics and take them into account when advising a client;
<b>CLO 3</b>	Understand the limits to arbitrage;
<b>CLO 4</b>	Understand the formation and burst process of speculative bubbles; and
<b>CLO 5</b>	Allocate assets in a portfolio according to Behavioural Portfolio Theory.

### B. SYLLABUS

#### Module I: Introduction

Financial institutions and economic development, Types of Money, Process of Capital Formation, Technology of financial systems- Pooling, Netting, Credit substitution & Delegation.

#### Module II: Financial intermediaries

Understanding Financial Intermediaries- Commercial Banks, Central Bank, Cooperative Banks, Banking system in USA & India, International Banking, Banking Operations, Retail and Wholesale Banking, Near Banks, Universal Banking, NBFC's

#### Module III: Norms & Practices in the Banking Industry

Principles of Lending, Study of Borrowers, Balance Sheet Analysis, Project Appraisal Criteria, Marketing of Bank Services, Prudential Norms - Narsimhan Committee Recommendations, Performance Analysis of Banks, Regulatory Institutions RBI & SEBI, Lender's Liability Act, Banking Innovations, Basle Committee Recommendations, CAR - Risk Weighted Assets and Risk Based Supervision, Asset Liability Management in Commercial Banks, Corporate Debt Restructuring, Internet Banking, Mobile Banking, E-Banking Risks, E-Finance, Electronic Money, Digital Signatures, RTGS, NEFT etc.

#### Module IV: Developmental Financial Institutions

Role of Developmental Banks in Industrial Financing, Resource Mobilization of Developmental Banks, Project Examination by Developmental Banks.

#### Module V: Insurance Institutions

Role of Insurance companies in Industrial Financing, Life insurance & General insurance, New developments in insurance as a sector in the Indian financial system, Bancassurance Models in Europe and India

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & References:

- Chandra, P. (1997), Financial Management: Theory & Practice, Tata McGraw Hill.
- Jakhotiya, G. P.(2000), Strategic Financial Management, Vikas Publishing House.
- Grundy, T., Johnson, G and Scholes, K. (1998), Exploring Strategic Financial Management, Prentice Hall Europe.
- Shank, J. K. & Govindarajan, V. (1995), Strategic Cost Management: The New Tool for Competitive Advantage, the Free Press.
- Pritchett, P; Robinson, D. and Clarkson, R. (1997), After The Merger: The Authoritative Guide for Integration Success, McGraw Hill
- Geneen, H. and Bowers, B. (1997), The Synergy Myth and other ailments of Business Today, St. Martin Press New York..

- Weston, Chung & Hoag, (1996), Mergers, Restructuring and Corporate Control, Prentice Hall of India.
- Eccles, R. G. and Crane, D. B. (1995), **Doing Deals: Investment Banks at Work**, McGraw - Hill International.

Course Name	Course Code	LTP	Credit	Semester
<b>SOCIAL AND INDUSTRIAL PSYCHOLOGY</b>	<b>MBA419</b>	2:1:0	3	4

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Students would be able to understand human behaviour in social and industrial settings
<b>CLO 2</b>	Students would be able to comprehend the causes of behaviour as well as the methods of improvement by this course.

### B. SYLLABUS

#### Module I: Social and Industrial Psychology

Definition, Nature and Background.

#### Module II: Social Perception

Non-Verbal Communication, theories of Attribution, Impression formation and impression management.

#### Module III: Social Identity

Self Concept, Self-esteem, Self-efficacy, Self-monitoring and self-focusing.

#### Module IV: Social Influence

Conformity, Compliance and Obedience.

#### Module V: Interviews, Application Blanks and References

The interview, Application blanks and biographical inventories, References and background investigations.

#### Module VI: Employment Testing

Testing abilities, Testing personality, Testing skills and achievements, Using and not using tests.

#### Module VII: Safety Psychology

Safety management and safety psychology, Differential accident liability.

### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

### Text & References:

#### Text:

- Robert A. Baron and Donn Byrne, 1995, 7<sup>th</sup>Ed “Social Psychology: Understanding Human Interactions”, New Delhi, Prentice Hall of India
- John B. Miner, 1992, “Industrial - Organizational Psychology”, Singapore, McGraw-Hill

#### References:

- S.C. Tailor, L.A. Peplau and D.O. Sears, 1995, 7<sup>th</sup> Ed., “Social Psychology”, New Jersey, Prentice Hall Inc.

Course Name	Course Code	LTP	Credit	Semester
<b>ORGANIZATIONAL STRUCTURE, DESIGN AND HR PLANNING</b>	<b>MBA420</b>	2:1:0	3	4

## A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Develop an understanding of the nature, functioning and design of organization as social collectives .
<b>CLO 2</b>	Develop theoretical & practical insights & problem solving capabilities for effectively managing the organizational processes.

## B. SYLLABUS

### Module I: Overview of Organizations

Introduction & brief overview of the course, what are organizations, why study organizations, Are organizations real? Types of organizations, Determinants of organization design, Parameters of organization design, Definition of organizational structure, complexity, formalization and centralization

### Module II: Organization & Environment

Organizational Strategy, Organization and technology

### Module III: Types of Organization

New design option, Power and conflict in organization, Paradigm shift in organization design, Organization effectiveness.

### Module IV: HR Planning

Objectives, Benefits, Advantages, Remediation, Problems.

### Module V: HR Planning

Tools, methods & Techniques- linkage of HR, Planning with other HR Functions, Recent trends in HR Planning.

### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

### Texts & References:

#### Text:

- Aswathappa, K (2005), 'Human Resource & Personnel Management' 4<sup>th</sup> ed. Tata Mcgraw Hill Company Limited, New Delhi.
- Hall, R. H. (2002), 'Organizations: structures, processes and outcomes', 8<sup>th</sup> ed. Prentice Hall of India Pvt Linted, New Delhi.
- Nadler, D.A. & Tushman, M. (1997): 'Competing by design', Oxford University Press.
- Senge, P. M. (1990), 'The Fifth Discipline': Century Business

#### References:

- Ackoff, R.L. (1999), 'Recreating the corporation: A Design of Organization for the 21<sup>st</sup> century. Oxford University Press.
- Banner, D.K. & Gague, T.E. (1995), 'Designing Effective Organizations', Sage Publications.

Course Name	Course Code	LTP	Credit	Semester
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<b>GLOBAL HUMAN RESOURCE MANAGEMENT</b>	<b>MBA422</b>	2:1:0	3	4
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### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Recognize the Importance of IHR in Conducting Global Business.
<b>CLO 2</b>	Associate the Problems Involved in Managing Cross Cultural Issues with Various International Business Practices
<b>CLO 3</b>	Compare and Appraise IHR Practices in Various Economies.
<b>CLO 4</b>	Break-down HR Business Processes/Functions to Access the Need of Various IHR and Cross Cultural Management Interventions.

### B. SYLLABUS

#### Module I: Internationalization

Evolution of International business, Stages of internationalization, Modes of entering International business Relationship between International Strategy and SIHRM- International Human Resource Management – Major Economies and their HRM practices

#### Module II: Organisation Structure, International HRP, Recruitment and Selection

Organisation Structure and HRM, Global Human Resource Planning, Issues in supply of International Human Resources, Recruitment and Selection

#### Module III: International Compensation Management

Complexities, Objectives of International Compensation Management, Component and Structure of International Compensation package, Executive rewards and compensation, Approaches to International Compensation Management,

#### Module IV: Human Resource Professional – Molester Navigation

Context for international perfect management, framework for performance management, cross-cultural issues, North America, South America, some key pointers, Northern Europe, Value based management in Nordic countries, China – the sleeping giant awakes, Japan – a culture of enfolding relationship, South East Asia regional diversity.

#### Module V: Understanding Cross Culture: Issues & Perspectives

Understanding Culture, Introduction, Key Concepts, Determinants of Cultural Identity, Frameworks for Mapping the Culture, Geert Hofstede, Clyde Cluckhohn, TE Hall Studies of National Culture, Managing Workforce diversity, Adjusting to the New Culture, Competencies for Global Manager

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text &References:

- Aswathappa K, Dash Sadhna (2008), International Human Resource Management Text &Cases, Tata McGraw Hill
- Bhatia S.K. (2005), International Human Resource Management, Deep & Deep Publications
- Evans Paul, Vladimir Pucik, Jean-Louis Barsoux (2010), The Global Challenge – Frameworks for International Human Resource Management, Mc Graw Hill
- Rao PL, International Human Resource Management (2008), Excel Books



Course Name	Course Code	LTP	Credit	Semester
<b>ORGANIZATIONAL CHANGE AND DEVELOPMENT</b>	<b>MBA496</b>	2:1:0	3	4

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Recognize the Importance of various organization development interventions in an organization.
<b>CLO 2</b>	Develop an understanding of change management and organization development.
<b>CLO 3</b>	Associate the Problems Involved in Managing Change and Organization Development.
<b>CLO 4</b>	Recognize & demonstrate the ability to apply the OD interventions facing various situations.
<b>CLO 5</b>	Identify the challenges facing change implementation

### B. SYLLABUS

#### Module I: Organizational Development: An Introduction

Nature, Assumptions, Characteristics & techniques. Historical framework of Organizational Development. The Lab training stem, The survey research and feedback stem, The Action Research stem, Steps involved in Organizational Development, Role of Managers, Factors affecting Organizational Development.

#### Module II: Typology of Organizational Development Interventions

Interventions designed at Individuals, Dyads/Triads, Team and Groups, Inter-group Relations, Total organization, Weisboard Model.

#### Module III: Action Research & Organizational Design

Introduction to Action Research, Action Research as a Process and as an Approach, Determinants of Organizational Design, Components of Organization Design, Organization - The Environment Interface, Organizational Decision Making

#### Module IV: Organizational Development Interventions

Team Interventions, Inter-group Interventions, Comprehensive Interventions, Structural Interventions, Issues in Consultant - Client Relationship; Power, Politics and Organizational Development

#### Module V: Change Management

Why Organization Change, Need for change, Factors causing change- Environmental, Technological, Legal, Political, Social, &, Cultural factors of change, Models & techniques involved in change management, Total Quality Management, Business Process Reengineering, Guidelines for Facilitating change.

#### Module VI: Future of Organizational Development

Changing values, Cultural Models & theories of planned change, organizing for the Future, Organizations as learning systems, and Implications for future managers

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & References:

- Palmer I, Dunford R, Akin G, (2010), 'Managing Organizational Change a multiple perspectives approach, Tata McGraw Hill Publication, New Delhi.
- Thomas G. Cummings and Christopher G. Worley (2002). Organizational Development and Change, Thompson learning- India, New Delhi.

- Wendell L. French and Cecil N. Bell Jr., (2008), "Organization Development and Transformation" New Delhi, Prentice Hall.

Course Name	Course Code	LTP	Credit	Semester
<b>GLOBAL OUTSOURCING: ISSUES AND PERSPECTIVES</b>	<b>MBA430</b>	2:1:0	3	4

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Make strategic decisions related to outsourcing
<b>CLO 2</b>	Apply theoretical models and frameworks to analyze various sourcing scenarios.
<b>CLO 3</b>	Relate to and analyze full outsourcing lifecycle.
<b>CLO 4</b>	understand the articulation between the benefits and risks of "outsourcing" and "insourcing"
<b>CLO 5</b>	Gain competence in critical analysis and synthesis of articles published in leading academic journals

### B. SYLLABUS

#### Module I: Historical and economic perspectives on Global Outsourcing

Origin of Globalization of Service Delivery ; Outsourcing- what & why, concept & scope of outsourcing activities ; Significance & challenges/barriers in outsourcing, Sourcing terminologies;

#### Module II: Sourcing Models

Sourcing Models; Insource vs. Outsource, Domestic vs Global; On-shore, near-shore & off-shore – why, when & how? Benefits & trade-offs. Types of outsourcing in various sectors – Manufacturing, Auto, Financial, Accounting, Insurance, Healthcare, HR, Media, Design, Retail, Entertainment, Legal etc.

#### Module III: Sourcing different services from different geographies

Types of global outsourcing services (IT, BPO, Infrastructure), the vendor landscape (local/multinational, niche players/generalists), Legal Issues: Contracts, Taxes, IP, Privacy, Compliance, Critical success factors in managing outsourcing relationships, Managing distributed work teams: overcoming distance, time, and culture.

#### Module IV: India's BPO's & IT Services Outsourcing experience

Outsourcing into India. India- A SWOT analysis ; India as a preferred destination ; Size, statistics & experiences of the Indian BPO & IT service providers

#### Module V: Developing an outsourcing strategy for Future Challenges

Implementing Outsourcing: Guidelines for choosing outsourcing partners, Contracting, Change Management, and Governance, Managing Globally Distributed Teams across Time, Space, and Culture.

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text &References:

- Alphesh Patel & Hemendra Aran (2005), Outsourcing Success: The Business Imperative, TMI-ND
- Oshri, Kotlarsky, and Willcocks, (2009), The Handbook of Global Outsourcing and Offshoring
- Sarika Kulkarni, (2006), Business Process Outsourcing, Jaico Publishing House, Mumbai

Course Name	Course Code	LTP	Credit	Semester
<b>INTERNATIONAL MARKETING</b>	<b>MBA431</b>	2:1:0	3	4

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Identify the differences between marketing at home and marketing in an international environment.
<b>CLO 2</b>	Adapt existing knowledge to satisfy international market entry requirements.
<b>CLO 3</b>	Assess and contrast cultural, economic, political and legal differences between home and global markets and across potentially viable international markets. . Adapt existing marketing strategy to comply with international market conditions.
<b>CLO 4</b>	Conduct international market segmentation, targeting and product positioning in target market. Decide on pricing, promotion, advertising, distribution, product and other relevant marketing factors that will allow for success in international markets and for stronger competitive positioning in the global marketplace.
<b>CLO 5</b>	Develop a set of criteria to continuously monitor international marketing opportunities, to measure marketing success and to determine strategic adjustments.

### B. SYLLABUS

#### Module I: Overview

Need, Scope, Tasks, Domestic vs. International marketing, International trade Theories, Importance of International Marketing, Management orientation (Ethnocentric, Polycentric, Regiocentric & Geocentric)

#### Module II: International Marketing Environment

Economic Environment (World Economy, Stages of market & economic development, Income & Purchasing Power parity, Economic Risk Analysis, Balance of payments, Trade patterns, International trade alliances, WTO, World Bank, IMF, Regional Economic groups. Social & Cultural environment – Culture, Cultural impact on Industrial & Consumer products. Political, Legal & Regulatory Environment – Political Risk, IPR, Licensing & Trade Services, Dispute Settlement & Litigation, Embargoes & Sanctions.

#### Module III: International Entry & Expansion Strategies

International Market Entry Strategies – Exporting, Sourcing, Licensing, JVs, Ownership & control, Ownership/ Investment, Merger's and Acquisitions, Stages of development models (Domestic, International, Multinational, Global, Transnational) Strategies employed by Indian companies to sustain Globally. Tariff and Non Tariff Barriers.

#### Module IV: Developing Product for International Market

The international product and its life cycle, Product positioning & Segmentation, Product design consideration, Geographic expansion, Global branding and different positioning of the same brand in different countries, New product development & testing. Dumping, Gray market, Role of Services in global economy,

#### Module V: Promotion & Pricing Strategy for International Market

Channel development & Innovation. Role of International Advertising & Branding, PR, Trade Fairs, Personal selling, Sales promotion, Exhibitions, Sponsorship promotion, Internet Marketing.. Global pricing Objectives & methods, Pricing policies – Marginal cost, cost plus, Market oriented, Export payment methods – L/C, Advance, DA/DP, FIBC, Counter trade, Transfer price.

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

## Text &References:

- Keegan Warren & Bhargava Naval (2011), Global Marketing Management, Pearson
- Cateora Philip, Graham John &Salwan Prashant (2010), International Marketing, Mc Graw Hill
- Paul Justin & Kapoor Ramneek (2010), International Marketing, Mc Graw Hill
- Joshi Rakesh Mohan (2009), International Business, Oxford Higher Education
- Vasudeva PK (2010), International Marketing, Excel Books
- Harvard Business Review, Global Business Review (Sage Publications), Global Forum – ITC Geneva

Course Name	Course Code	LTP	Credit	Semester
<b>FOREIGN TRADE POLICY</b>	<b>MBA433</b>	2:1:0	3	4

## A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Learning the direction, composition & procedures of India's Foreign Trade Policy
<b>CLO 2</b>	Learn which Assistance, Promotion Schemes and Incentives exporters enjoy; knowing Import Tariffs & Customs duties
<b>CLO 3</b>	Learning International Documentary & Govt. Regulatory compliances

## B. SYLLABUS

### Module I: World Trade & Economic integration

Why Trade, Link between Trade & Economic growth, World's leading economies, Complexities & Barriers to free trade, World's Top Trading Nations, Emerging markets. Free Trade Areas, Customs Union, Common Markets, Economic Unions; Regional Economic Blocks- EU, NAFTA, MERCOSUR, SAARC, SAFTA, APEC, ASEAN, ECOWAS, GCC, OPEC. Global integration, WTO, IMF, World Bank. Harmonized Commodity Description & Coding System, ISO Currency codes.

### Module II: Overview of India's Foreign Trade Policy

The Foreign Trade (Development & Regulation) Act, Objectives of India's Trade Policy 2009-2014, Post 1991 India's Trade Liberalization, India's Economic Indicators, Export/Import data & major Trading partner countries. How to start an Export/Import business, Import Export Code (IEC), Registration cum Membership Certificate (RCMC) with appropriate Export Promotion Council (EPC). Commercial, Financial, Transport, Title, Govt., Insurance, Export Assistance Documents & Certificates used in Exports. Licenses & Customs documents for imports.

### Module III: India's Export Policy

Fiscal, Financial, Special Schemes & General incentives provided to exporters. Status holders, Focus Market Scheme, Free Trade Zones, Deemed Exports, Duty Drawback, Export Promotion Capital Goods Scheme, Advance License, Standard input-output norms, Duty Exemption Pass Book Scheme, Special Economic Zones, Export-oriented Units, Software Technology Parks, Free Trade Zones.

### Module IV: India's Import Policy

Tariff structure and Customs Duties, Basic Duty, Additional Customs Duty, Education Cess, Anti-Dumping duty, Safeguard duty etc. Bill of Entry, Bonded Warehouses, Import of Restricted goods, second-hand goods, under Lease Finance, Replacement goods, samples, goods for Exhibitions, Fire Arms, Prototypes, Office equipment, Tourism Industry, Individuals & NRI's

### Module V: Trade Policy of Leading Trade Economies vis-a-vis Indian Trade Policy

Indo European Union, US & China Trade Policy. Expansion of trade to Latin America, Africa & Asia.

## Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

## Text &References:

- R.K. Jain (2010), Foreign Trade Policy and Handbook of Procedures (2009- 2014) (Vol 1), Jain Book Depot
- Nabhi (2011-12)(1999), How to Export, Nabhi Publications

Course Name	Course Code	LTP	Credit	Semester
<b>INTERNATIONAL BUSINESS &amp; PRACTICES</b>	<b>MBA495</b>	2:1:0	3	4

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Understand comprehensive overview of the role that international business plays in the global economy.
<b>CLO 2</b>	understand the complexities, risks and opportunities of international business and provide a global perspective on international trade, including foreign investments, impact of financial markets, international marketing, and the operation of MNC's
<b>CLO 3</b>	Learn business practices organizations adopt to tap global opportunities.

### B. SYLLABUS

#### Module I: Globalisation & Multinational Corporations

Globalisation - Meaning and implications, Globalisation of markets and production, Drivers of Globalisation, Multinational Corporations- Definition, Types, Organisation, Design & Structures, Head quarters and Subsidiary relations

#### Module II: Introduction to International Trade

Theories- Theory of Mercantilism, Absolute advantage, Comparative advantage, Hecksher-Ohlin theory, The new product life cycle theory, The new trade theory, Porter's diamond model, GATT, WTO, IPR, TRIPS, TRIMS, GATS, Ministerial Conferences, Uruguay round of negotiations; Introduction to International Supply chain management & Logistics

#### Module III: International Business Environment

Implication of environment differences: a) Economic factors – the determinants of economic development ; b) Political and Legal factors c) Cultural factors -Culture, Values, Norms, Social, Religious, Ethical, Language, Education; Regional Integrations

#### Module IV: Introduction to International Financial Systems

International Financial Markets – Equity, Debt, Foreign Exchange & Commodities; Role & funding facilities of World Bank & International Monetary System; International Financial Risks of Trade Payments, FDI's, FII's, Expatriation, Repatriation, Currency fluctuations etc.; Introduction to Foreign Exchange Market – functions, nature, trading, rate determination, currency convertibility; Introduction to Export and Import Finance – Methods of payment in International Trade

#### Module V: Introduction to International Business Practices

Country Risk Analysis – How to assess Political, Social & Economic risks; International Marketing – Potential, Barriers, Entry strategies, Market selection, localization, organizational structures in order to compete effectively globally; Decision-making and controlling practices

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & References:

- Daniels, J. D., Radebaugh L. H., Sullivan D. P., & Salwan P. (2013), International Business: Environments and Operations, Pearson Hall
- Sundaram, A. K., & Black, J. S. (2009). International Business Environment, Prentice-Hall of India
- Apte, P. G. (2010), International Financial Management, Tata McGraw Hill
- Cherulianam, F. (2010), International Business, Himalaya Publishing House

- Charles Hill, C. (2007), International Business, McGraw Hill
- Joshi, R. M., (2009), International Business, Oxford Publication

Course Name	Course Code	LTP	Credit	Semester
<b>INTERNATIONAL MARKETING</b>	<b>MBA431</b>	2:1:0	3	4

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Identify the differences between marketing at home and marketing in an international environment.
<b>CLO 2</b>	Adapt existing knowledge to satisfy international market entry requirements.
<b>CLO 3</b>	Assess and contrast cultural, economic, political and legal differences between home and global markets and across potentially viable international markets. . Adapt existing marketing strategy to comply with international market conditions.
<b>CLO 4</b>	Conduct international market segmentation, targeting and product positioning in target market. Decide on pricing, promotion, advertising, distribution, product and other relevant marketing factors that will allow for success in international markets and for stronger competitive positioning in the global marketplace.
<b>CLO 5</b>	Develop a set of criteria to continuously monitor international marketing opportunities, to measure marketing success and to determine strategic adjustments.

### B. SYLLABUS

**Course Code: MBA431**

**L:2, T:1,P/FW:0 C:03**

#### **Course Objective:**

In today's dynamic global scenario people who succeed will have to learn the art of managing functions across domestic borders. Thus the course aims at exposing the students to the international business activities. The course would develop a general perspective about managing international business both in operational as well as strategic context.

#### **Course Contents:**

##### **Module I: Overview**

Need, Scope, Tasks, Domestic vs. International marketing, International trade Theories, Importance of International Marketing, Management orientation (Ethnocentric, Polycentric, Regiocentric & Geocentric)

##### **Module II: International Marketing Environment**

Economic Environment (World Economy, Stages of market & economic development, Income & Purchasing Power parity, Economic Risk Analysis, Balance of payments, Trade patterns, International trade alliances, WTO, World Bank, IMF, Regional Economic groups. Social & Cultural environment – Culture, Cultural impact on Industrial & Consumer products. Political, Legal & Regulatory Environment – Political Risk, IPR, Licensing & Trade Services, Dispute Settlement & Litigation, Embargoes & Sanctions.

### Module III: International Entry & Expansion Strategies

International Market Entry Strategies – Exporting, Sourcing, Licensing, JVs, Ownership & control, Ownership/ Investment, Merger's and Acquisitions, Stages of development models (Domestic, International, Multinational, Global, Transnational) Strategies employed by Indian companies to sustain Globally. Tariff and Non Tariff Barriers.

### Module IV: Developing Product for International Market

The international product and its life cycle, Product positioning & Segmentation, Product design consideration, Geographic expansion, Global branding and different positioning of the same brand in different countries, New product development & testing. Dumping, Gray market, Role of Services in global economy,

### Module V: Promotion & Pricing Strategy for International Market

Channel development & Innovation. Role of International Advertising & Branding, PR, Trade Fairs, Personal selling, Sales promotion, Exhibitions, Sponsorship promotion, Internet Marketing. Global pricing Objectives & methods, Pricing policies – Marginal cost, cost plus, Market oriented, Export payment methods – L/C, Advance, DA/DP, FIBC, Counter trade, Transfer price.

### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

### Text & References:

- Keegan Warren & Bhargava Naval (2011), Global Marketing Management, Pearson
- Cateora Philip, Graham John & Salwan Prashant (2010), International Marketing, Mc Graw Hill
- Paul Justin & Kapoor Ramneek (2010), International Marketing, Mc Graw Hill
- Joshi Rakesh Mohan (2009), International Business, Oxford Higher Education
- Vasudeva PK (2010), International Marketing, Excel Books
- Harvard Business Review, Global Business Review (Sage Publications), Global Forum – ITC Geneva

<b>CUSTOMER RELATIONSHIP MANAGEMENT</b>	<b>MBA463</b>	2:1:0	3	4
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### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Compare and contrast different perspectives that characterize the study of customer retention.	
<b>CLO 2</b>	Apply theories of customer relationship management to the formulation of effective marketing strategy.	
<b>CLO 3</b>	Recognize trends based on current research related to customer relationship management	
<b>CLO 4</b>	Analyze the challenges that might influence the formulation of effective marketing strategies	

### B. SYLLABUS

#### Module I: Introduction and Significance of Customer Relationship Management

Evolution of CRM, Need for CRM, Benefits of CRM, Transaction vs. Relationship orientation, Introduction and Objectives of a CRM Process, an Insight into CRM, e-CRM and m-CRM.

## **Module II: Managing Customer Relationship**

Understanding Principles of Customer Relationship, Relationship Building Strategies, Building Customer Relationship Management by Customer Retention, Stages of Retention, Sequences in Retention Process, Understanding Strategies to Prevent Defection and Recover Customers. Market share vs. Share of customers, Life Time Value of Customers.

## **Module III: CRM Process**

The CRM cycle i.e. Assessment Phase; Planning Phase; The Executive Phase, Modules in CRM, 4C's (Elements) of CRM Process, Customer Acquisition Strategies, Customer Retention Strategies (Zero defections), Cross selling and up selling strategies, Customer Equity, Customer Metrics, Customer loyalty, Loyalty ladder, Customer Complaint Management.

## **Module IV: CRM practices in Business Economy (B 2 C and B 2 B Market)**

Growth of Service in India, Service Customer Classification, Service Marketing Mix, Service Recovery, Characteristics of Business Markets, Importance of CRM in B2B and B 2 C Markets, Key Account Management, Supplier-Channel Management, CRM practices and application in Banking Industry, Retail Industry, Aviation Industry, Hospitality Industry, Pharmaceutical Industry, Telecom Industry and Product Markets.

## **Module V: Issues and Challenges in Implementation of CRM**

CRM Implementation Road Map, CRM Roadblocks (4P's), Phased development, learning from customer defections, evaluating customer retention plan, Emerging trends in CRM.

## **Examination Scheme:**

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

## **Text & References:**

- Alok Kumar, Chhabi Sinha, Rakesh Sharma (2009), Customer Relationship Management – Concepts and Application, Biztantra Publication.
- Alok Kumar Rai (2009), Customer relationship Management Concepts and Cases, Prentice Hall of India.
- G Shainesh & Jagdish N Sheth, (2006), Customer Relationship Management-A Strategic Approach, Macmillan India, New Delhi.
- Jill Dyche (2006), The CRM Hand book, Pearson Education.
- Judith W.Kincaid (2007), Customer Relationship Management- Getting it Right, Pearson Education.
- Ronald S (2001), Accelerating Customer Relationships, Swift, Prentice Hall of India.
- S.Shajahan (2009), Relationship Marketing, Tata McGraw Hill



<b>SUPPLY CHAIN MANAGEMENT</b>	<b>MBA471</b>	2:1:0	3	4
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## A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Identify the various components of supply chain
<b>CLO 2</b>	Explain different strategic issues related with supply chain
<b>CLO 3</b>	Identify and understand the role of information and information technology in supply chain.
<b>CLO 4</b>	Analyze and Solve different managerial problems of supply chain.
<b>CLO 5</b>	Compare the supply chain in Indian and global perspectives.

## B. SYLLABUS

### Module I: Introduction of Logistics and SCM

Evolution of Logistics and Importance of Supply Chain Management in the Overall Organization Functioning, Customer Focus in Supply Chain, Developing Supply Chain as a Competitive Focus by Customer Satisfaction and Corporate Profitability, Supply Chain Logistics Operations

### Module II: Strategic Issues in Supply Chain Management

Value chain and value delivery system, Concept of multi-modal transportation and infrastructure needs; Transportation Choices and Third Party Logistics, Fourth Party Logistics Distribution Channel Design, Strategic Alliances, Communication Flow of Supply Chain, Documentation needs and liabilities; Inter-functional coordination, Inter-corporate cooperation, Outsourcing in Supply Chain; Vendor Management & Development, Strategic Lead Time Management, Warehousing

### Module III: Managing the Supply Chain Performance

SCM and Information Technology, IT Enabled Supply Chain Management, Inter-firm Integration: Implementation Issues, Application of ERP, JIT, Optimization of Supply Chain, Retailing Management, Waste Elimination and Lean Thinking in Supply Chain; Supply chain performance measurement systems; Supply Chain Balanced Score Card.

### Module IV: SCM in Indian and Global Perspective

Supply Chain Management in the Indian Environment, Motives and Development of Global Markets, Supply Chain Reconsideration- to suit the Global Environment, Risk Involved in International Markets, Benchmarking Global Supply Chains.

### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

### Text & References:

- Agarwal (2010), Supply Chain Management, Macmillan India
- Bowersox, Closs and Cooper (2008), Supply Chain Logistics Management, Tata McGraw-Hill
- Chopra, Meindl and Kalra (2008), Supply Chain Management: Strategy, Planning, and Operation, Pearson Education
- Rangaraj, et al (2009), Supply Chain Management for Competitive Advantage, Tata McGraw-Hill
- Ray (2010). Supply Chain Management for Retail, Tata McGraw-Hill
- Shah (2009), Supply Chain Management: Text and Cases, Pearson Education
- Sharma (2010), Supply Chain Management, Oxford University Press
- Simchi-Levi, et al (2008), Designing and Managing the Supply Chain, Tata McGraw-Hill
- Wisner, Leong and Tan (2005), Principles of Supply Chain Management, Cengage

<b>MARKETING OF SERVICES</b>	<b>MBA494</b>	2:1:0	3	4
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## A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	familiarizing with the basic characteristics of services, their implications on design and delivery, and the ways to achieve sustainable competitive advantage by managing critical parameters.
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## B. SYLLABUS

### Module I: Understanding Services and Consumer Behavior

Service Sector and its structure. Drivers of service sector growth. Nature of services: Tangibility Spectrum; Defining the service offering; Flower of Service. Goods vs. Services; the service marketing challenges and implications for marketers for each service characteristic. Categorizing Service Processes. Self Service Technologies. Consumer behavior in services; Search, Experience and Credence attributes. Service Encounters and the types; Moments of Truth. The expanded Services Mix.

### Module II: Focus on Customers

Customers' expectations of service. Desired and Adequate service, Zone of Tolerance. Managing customer expectations and perceptions in services. Service Quality Dimensions. Customer Satisfaction vs. Service Quality. The impact of service failure and recovery. Types of Customer Complaint Actions and Complainers. Service Guarantees. Service Recovery Strategies.

### Module III: Aligning Strategy, Design and Delivery

Service Blueprinting. Operational service product designing and adding value. Evidence of service and Servicescape. The Service Triangle. Boundary–Spanning Roles. Strategies for closing the delivery gap.

### Module IV: Delivering Services through Intermediaries, Managing Demand and Capacity. Pricing Services

Role of Distribution in Services. Channel Conflicts and other key problems. Key Intermediaries for Service Delivery. Understanding Demand and Capacity constraints. Strategies for matching Capacity and Demand. Approaches to Pricing Services

### Module V: Service Sector Study (Group Project)

Exposure to various growing Service Sectors, viz.: Banking, Insurance, Hospitality, Education, Telecom, and Health Care etc. Live-Project by each group, on any one of the growing sectors of services; Group Presentations/ Viva on assigned date.

## Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

## Text & References:

- Valarie A Zeithaml Mary Jo Bitner, Dwayne Gremler, Ajay Pandit. (2007), Services Marketing: Integrating Customer Focus Across the Firm, Tata McGraw Hill
- Christopher Lovelock. (2010), Services Marketing: People, Technology, Strategy, Pearson Education India.
- Rajendra Nargundkar, (2006), Services Marketing: Text and Cases, Tata McGraw-Hill
- Harsh V. Verma. (2010), Services Marketing: Text and Cases, Pearson Education.

<b>Social Media Marketing</b>	<b>MBA441</b>	<b>2:1:0</b>	<b>3</b>	<b>4</b>
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### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	<b>Describe and identify different concepts of Social Media Marketing</b>
<b>CLO 2</b>	<b>Recognize and identify various strategies to take advantage in market</b>
<b>CLO 3</b>	<b>Analyze and Implement the various concepts</b>
<b>CLO 4</b>	<b>Use critical thinking to analyse management challenges through learning and study, individually or in a group.</b>

### B. SYLLABUS

#### Module 1: Introduction to Social Media Marketing

Overview of Key Concepts

Understanding Social Landscape

Emerging Landscape & Trends

#### Module 2: Social Media Strategy

Social Media Marketing: Strategy & Framework

Social Media Marketing: Platforms & Execution

Managing Social Media Campaigns

#### Module 3: Cybersocial Tools

Social Media Tech Tools

Leveraging SEO for Social Media

Social Bookmarks & Social News

Blogs Podcast and Vlogs

Measuring Blogging, Podcasting and Vlogging Metrics

#### Module 4: Managing Twitter & Facebook

Twitter: Using Twitter Applications Effectively

Measuring Twitter Metrics

Facebook: Using Face Applications Effectively

Measuring Facebook Metrics

#### Module 5: Other Social Media Networking Sites

LinkedIn

Instagram

Myspace

Whatsapp

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Examination Scheme:

Components	CPA	T	Q/S/CA	A	ME	EE
Weightage (%)	5	-	5	5	15	70

#### Textbooks

A. Bhatia, P. S., (2019), Social Media & Mobile Marketing, Wiley

B. Zimmerman, J., (2017), Social Media Marketing – All in One for Dummies, Wiley

<b>CONTENT MARKETING</b>	<b>MBA442</b>	<b>2:1:0</b>	<b>3</b>	<b>4</b>
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## A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Describe and identify different concepts of Content Marketing
<b>CLO 2</b>	Recognize and identify various strategies to take advantage in market
<b>CLO 3</b>	Analyze and Implement the various concepts
<b>CLO 4</b>	Use critical thinking to analyse management challenges through learning and study, individually or in a group.

## B. SYLLABUS

### Module I: Introduction

Nature and scope of content marketing; Digital Marketing Concepts; Forming a Mission statement; Application of Content Marketing.. Selecting a Niche, Identifying your Unique propositions.

### Module II: Organizations' content niche

Selecting a Niche, Identifying your Unique propositions, Identifying a target Audience, Naming Primary & Lower- level Goals. Forming a Core Message and Secondary Messages.

### Module III: Content marketing plan

Performing a Competitive Analysis, Generation of content ideas using social media, newsjacking, brainstorming and mind mapping, and keyword search, Building Your Brand, Client Management.

### Module IV: Content editorial calendar

Creating and Using an Editorial Calendar, Establishing an Online Footprint, Starting with a Blog, Writing for the Web, Understanding the Importance of Images, Audio, and Video, Collecting Content Ideas, Setting Up Google Alerts.

### Module V: Optimizing your content

Purpose of your content, lifecycle of the content, when & why to change for your content, Creating Opportunities.

### Module VI: Strategic types of Content

Exploring the various types of strategic content, Identify and define the four types of strategic content: attraction content, affinity content, action content, and authority content.

### Examination Scheme:

Components	CPA	T	Q/S/CA	A	ME	EE
Weightage (%)	5	-	5	5	15	70

### Text & References:

- Pulizzi, Joe Epic, Content Marketing: (2014), How to tell a Different Story, Break Through the Clutter, and Win more Customers by Marketing Less, - McGraw-Hill Education.
- GeradusBlokdyk. Content Marketing (2019) Practical tools for self- assessment, Publisher- 5star cooks.
- Ramos Andreas, The Big Book of Content Marketing (2013) Kindle edition.
- Wilson Pamela, Master Content Marketing (2016) A simple strategy to cure the Blank Page Blues and Attract a Profitable Audience, Kindle edition.
- Rebecca Lieb, Content Marketing (2012) Think like a publisher- How to use Content to Market online and in Social Media, Pearson Education.
- Gupta, Seema(2019), Digital Marketing- McGraw Hill Education(India) Private Limited, India.
- Kotler, P., Keller, K. L., Koshy, A. & Jha, M. (2013), Marketing Management– A South Asian Perspective, 14<sup>th</sup> Ed, Pearson India
- Lamb, C. W., Hair, J. F., & McDaniel, C. (2015). Mktg, 8<sup>th</sup> Ed, Cengage Learning.
- Etzel, M. J., Walker, B. J., Staton, W. J., & Pandit, A. (2008). Marketing Concepts and Cases, 13<sup>th</sup> Ed, Tata McGraw Hill (Special Indian Edition).
- Czinkota, M. (2010). Marketing Management, 10<sup>th</sup> Ed, Cengage Learning.
- Kazmi, S. H. H. (2007). Marketing Management – Text and Cases, 1<sup>st</sup> Ed, Excel Books.
- Kumar, A., & Meenakshi, N. (2010). Marketing Management, 2<sup>nd</sup> Ed, Vikas Publishing House.
- Zikmund, W. G., & D'Amico, M. (1998). Marketing: Creating and Keeping Customers in an Ecommerce World, 6<sup>th</sup> Ed, South-Western College Publication

<b>Consumer Behavior in Digital World</b>	<b>MBA443</b>	<b>2:1:0</b>	<b>3</b>	<b>4</b>
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## A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Understanding Consumer Behaviour and the Emergence of Digital Native's Behavior
<b>CLO 2</b>	Understanding Individual Consumer in Digital world

## B. SYLLABUS

### Module 1: Understanding Consumer Behaviour and the Emergence of Digital Native's Behavior

Explain the meaning and emergence of consumer behavior, Consumer behavior and marketing strategy, identify with the concepts of the future of consumer behavior, How Digital Marketing is changing Consumer Behavior, understanding digital natives, Understand the difference between digital natives and physical natives.

### Module 2: Understanding Individual Consumer in Digital world

Understanding the Impact and management of Perception, Learning, Motivation, Beliefs, Values, Lifestyle, Attitude, and Personality in digital environment

### Module 3: Impact of society on Consumer behavior in a Digitally connected world

Influence of Family, Reference Groups, Cultural & cross cultural, Influence aspects on Consumer behavior in the world of intense digital media usage by consumers

### Module 4: Consumers Decision in the era of connected objects

Decision-making in new digital age. Influence of Digital, Social Media, and Mobile on consumer behavior. Social media marketing and optimization. Luxury and Consumer Behavior. Containing and Navigating Consumer Negativity in the Digital World.

### Examination Scheme:

Components	CPA	T	Q/S/CA	A	ME	EE
Weightage (%)	5	-	5	5	15	70

### Text:

Varsha Jain, Jagdish Sheth, Don E. Schultz, Consumer Behavior - A Digital Native, 1<sup>st</sup> ed, Pearson

### Reference:

Manish Grover, Dancing the Digital Tune: The 5 Principles of Competing in a Digital World, CD Press, ISBN: 978-0692358740

Doug Stephens, Reengineering Retail: The Future of Selling in a Post-Digital World, Figure 1 Publishing, ISBN: 978-1927958810

<b>DATA SCIENCE WITH R</b>	<b>MBA452</b>	<b>2:1:0</b>	<b>3</b>	<b>4</b>
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## **A. COURSE LEARNING OUTCOMES (CLO)**

<b>CLO 1</b>	understand the data science and various related techniques
<b>CLO 2</b>	Develop data science applications for solving real world problems.

## **B. SYLLABUS**

### **Course Contents**

#### **Module-I**

Analyze data, mean, mode, data types, basic data analysis functions such as str, nrow, ncol, mean, mode, class, etc., Parametric and non-parametric data, Advantages of Parametric Tests, ANOVA, T-Test, F-test, Z-test, Wilcox-Test, Importance of them, Import and export of various types of data files in R. How to read web data, social media data. Basic data plotting.

#### **Module-II**

Missing values and their effects on data, Outliers and their effects on data, Importance of identifying missing values and outliers. Classical methods to identify missing values and outliers. Conditions to replace missing values and outliers, Conditions to delete missing values and outliers.

#### **Module-III**

Linear regression, multiple linear regression, non-linear regression, When to do linear and non-linear regression, Performance evaluation of regression results. Logistic regression, Analyze the prediction results using various statistics of confusion matrix such as accuracy, sensitivity, specificity, etc. Visualize confusion regression results.

#### **Module-IV**

Supervised learning: Classification and regression using Support Vector Machine, Random Forest, Neural Networks, Naive Bayes, and Decision Tress supervised machine learning algorithms. Performance evaluation and parameter tuning to improve results.

#### **Module-V**

Unsupervised Learning: K-Means Clustering, Density-Based Spatial Clustering of Applications with Noise (DBSCAN), Expectation–Maximization (EM) Clustering etc. Principal component Analysis. Determination of the number of clusters. Performance evaluation metrics such as Root-mean-square standard deviation (RMSSTD) of the new cluster, R-squared (RS), Dunn's Index (DI).

### **Examination Scheme:**

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

### **Text and References:**

- Hadley Wickham, and Garrett Golemund. R for Data Science: Import, Tidy, Transform, Visualize, and Model Data 1st Edition. O'Rielley
- Brett Lantz. Machine Learning with R: Expert techniques for predictive modeling, 3rd Edition. Packt Publishing.
- Peter Bruce, Andrew Bruce. Practical Statistics for Data Scientists: 50+ Essential Concepts Using R and Python (2020). O'Rielley Publishing.

<b>DATA VISUALIZATION</b>	<b>MBA453</b>	<b>2:1:0</b>	<b>3</b>	<b>4</b>
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### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Understanding of the key techniques and theory used in visualization, including data models, graphical perception and techniques for visual encoding and interaction.
<b>CLO 2</b>	Learn common data domains and corresponding analysis tasks, including working on Python, R and Tableau.

### B. SYLLABUS

#### Module I: Data Types in AI

What is Data and types of data in terms of AI (Numerical, Categorical, Time series and text), How can this data be used. Different types of Data Objects

#### Module II: Understanding of data

Understanding visual metrics, mean, median, mode, measures of dispersion

#### Module III: Working with Data

Hands on experience (Azure ML, Google Cloud, AIML services through AWS anyone can be used). Loading of Data, visualization of data (Box Plot, Scatter plot and pivot Table), Data manipulation. Decision Trees, Bagging, Random Forests, Boosting

### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

<b>BLOCKCHAIN TECHNOLOGIES AND APPLICATION</b>	<b>MBA454</b>	<b>2:1:0</b>	<b>3</b>	<b>4</b>
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### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	To give students the understanding of emerging abstract models for Blockchain Technology and to familiarise with the functional/operational aspects of cryptocurrency ecosystem.
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### B. SYLLABUS

#### Module I

##### Introduction

Block chain technology - Concept, overview and advantages, Block Chain Ecosystem - Key elements-Replicated Ledger, Cryptography, Consensus, and Business Logics, Networks-Permissioned & Permission less, Public & Private;

## Module II

### Block Chain mechanism

How does block chain work?. Block Chain protocols- Proof of Work (PoW), Proof of Stake (POS and DPOS), Hybrid PoW, Hierarchical, Partitioned and Randomized. Practical Byzantine Fault Tolerance, challenges faced by Block chain technology

## Module III

### Block Chain Application in Business

Block chain usage in Financial Sector; Crypto-currency-Bitcoin, Ethereum,& Trading, Usage in Marketing-Retail, New Product Development, Operations- Supply Chain Management

## Module IV

### Block Chain Application in Public Sector

Block technology application for Government, public services- Healthcare, Education, Public Safety, Agriculture, Voting, Civil registrations and defense.

### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

### Text & References:

- Narayanan A., Bonneau J., Felten E., Miller A. and Goldfeder S. (2016), *Bitcoin and Cryptocurrency Technologies: A Comprehensive Introduction*, Princeton University Press, [https://www.lopp.net/pdf/princeton\\_bitcoin\\_book.pdf](https://www.lopp.net/pdf/princeton_bitcoin_book.pdf)
- Wattenhofer (2016), *The Science of the Blockchain*, Inverted Forest Publishing
- Vigna & Casey (2018) *The Truth Machine: The Blockchain and the Future of Everything* ISBN: 9781250114570.
- Lewis A (2019), *The Basics of Bitcoins and Blockchains: An introduction to cryptocurrencies and the technology that powers them*, Mango Media





**AMITY UNIVERSITY**  
— R A J A S T H A N —

## **Bachelor of Business Administration**

**Programme Code: BBA**

**Duration – 3 Years Full Time**

Programme Structure  
Curriculum & Evaluation &  
Choice Based Credit System (CBCS)

**2021 -2024**

*Certified that the program structure and syllabus provided in this document are approved by  
Academic Council of Amity University Rajasthan, Jaipur for B.B.A Batch 2021-24*



# AMITY UNIVERSITY

## RAJASTHAN

### PREAMBLE

Amity University aims to achieve academic excellence by providing multi-faceted education to students and encourage them to reach the pinnacle of success. The University has designed a system that would provide rigorous academic programme with necessary skills to enable them to excel in their careers.

This booklet contains the Programme Structure, the Detailed Curriculum and the Scheme of Examination. The Programme Structure includes the courses (Core courses (CC), Value Added Courses (VA), Domain Elective (DE) Open Elective (OE)), arranged semester wise. The importance of each course is defined in terms of credits attached to it. The credit units attached to each course has been further defined in terms of contact hours i.e. Lecture Hours (L), Tutorial Hours (T), Practical Hours (P). Towards earning credits in terms of contact hours, 1 Lecture and 1 Tutorial per week are rated as 1 credit each and 2 Practical hours per week are rated as 1 credit. Thus, for example, an L-T-P structure of 3-0-0 will have 3 credits, 3-1-0 will have 4 credits, and 3-1-2 will have 5 credits.

The Curriculum and Scheme of Examination of each course includes the course objectives, course contents, scheme of examination and the list of text and references. The scheme of examination explains the Weightage given to Continuous Assessment (CA), Attendance (A), Class Test (CT) and End Semester Examination (EE). The details of continuous assessment for each subject are given in their respective course profile only. The different codes used for the components of continuous assessment are as follows:

<u>Components</u>	<u>Codes</u>
Case Discussion/ Presentation/ Analysis	C
Home Assignment	H
Project	P
Seminar	S
Viva	V
Quiz	Q
Class Test	CT
Attendance	A
End Semester Examination	EE

Total credit requirements are 150 credits within six semesters in 3 years for the award of BBA Degree from AUR. The details of each semester are as follows:

Years	Semester	No. of Total credit per semester	Cumulative Credits
1	I	24	22
	II	25	47
2	III	32	79
	IV	25	104

3	V	25	129
	VI	21	150



# AMITY UNIVERSITY

## RAJASTHAN

Semester	CC	DE	VA	OE	NTCC	Aanandam	Total
1	18	0	4	0	0	2	24
2	18	0	4	3	0	2	27
3	22	3	4	3	0	2	34
4	15	3	4	3	0	2	27
5	12	6	4	3	0	2	27
6	15	6	0	0	0	0	21
<b>Total</b>	<b>100</b>	<b>18</b>	<b>20</b>	<b>12</b>	<b>0</b>	<b>10</b>	<b>160</b>

It is expected that it will help the students study in a planned and a structured manner and promote effective learning. Wishing you an intellectually stimulating stay at Amity University!

### Vision of AUR

To be a leading global university & provide value based contemporary education with thrust on innovation, research and productivity with a blend of modernity & tradition.

### Mission of AUR

To prepare future global leaders by providing an environment of excellence in academic research, technology driven learning, cross-cultural exposure, holistic development and also enabling them with a commitment to social & environmental responsibility.

### About the Program

Amity Business School offers Bachelor of Business Administration (BBA) interdisciplinary three years graduate degree programme. aligned with Amity University's vision to provide contemporary education by offering job oriented courses along with imparting necessary knowledge in emerging areas of Management. This program is instrumental in providing a head start for budding managers to develop management skills, business insights, critical thinking and decision-making skills. This program aims at equipping students with the right blend of knowledge, skills and attitude that will nurture them into seasoned professionals. We adopt innovative pedagogy in Learning and teaching. Regular inputs from Industry experts makes this course even more updated and competitive.



# AMITY UNIVERSITY

## RAJASTHAN

### **Programme Learning Outcomes (PLOs) for Bachelor of Business Administration (BBA)**

The Bachelor of Business Administration Program has a strong practical focus. It provides work integrated learning opportunities and equips the student with the skills needed to enhance employability and/or entrepreneurial acumen. The Program is designed to encourage students to learn through corporate exposure, help students to integrate cross-domain knowledge, acquire and enhance skills and innovatively handle real world problems. The program will encourage students to take responsibility for self-learning directed towards holistic development, community engagement, and to morph into a globally competent citizen.

<b>Learning Outcomes</b>	<b>On completion of this program, the student should be able to</b>
Demonstrate proficiency in management concepts	<ol style="list-style-type: none"><li>1. Demonstrate understanding of various underlying concepts and theories</li><li>2. Analyze real world management issues for problem solving through cross-functional solutions.</li></ol>
Reflect professional attitude	<ol style="list-style-type: none"><li>1. Understand and exhibit the nuances of being a professional</li><li>2. Communicate in a clear, concise and professional manner through various communication media using appropriate tools effectively.</li><li>3. Demonstrate work ethic, integrity, self-motivation and discipline</li><li>4. Exhibit Team work, leadership, and intrapreneurial abilities</li></ol>
Develop cognitive skills and encourage critical thinking	<ol style="list-style-type: none"><li>1. Acquire familiarity with analytical and reflective thinking techniques to identify and analyse problems, develop viable solutions, and be able to make effective decisions.</li><li>2. Exhibit understanding of various tools and techniques to be able to locate, organize &amp; process relevant data for deeper insights</li><li>3. Acquire appropriate levels of quantitative and numerical skills</li></ol>
Develop new understanding	<ol style="list-style-type: none"><li>1. Be sensitized and equipped to continually upgrade learning through academic research and professional collaboration.</li><li>2. Identify, study and analyse relevant global factors that influence business decision-making</li></ol>
Exhibit ethically responsible decision-making behavior	<ol style="list-style-type: none"><li>1. Understand and be sensitive to ethical, social and environmental concerns of business and its impact</li><li>2. Identify various stakeholders affected by ethical &amp; social issues and consequences thereof and identify plausible solutions</li></ol>
Fostering Entrepreneurial	<ol style="list-style-type: none"><li>1. Identify entrepreneurial tendencies necessary to implement innovative business ideas.</li></ol>

Attitude	2. Generate ideas for new business plans
Professional development	<ol style="list-style-type: none"> <li>1. Develop an ability of active and empathetic listening.</li> <li>2. Enhance existing and acquire new competencies for holistic personal development</li> <li>3. Acquire local, national &amp; global business knowledge.</li> <li>4. Demonstrate social and emotional maturity.</li> </ol>



# AMITY UNIVERSITY

— R A J A S T H A N —

## AMITY BUSINESS SCHOOL (ABS)

### Bachelor of Business Administration

#### Semester I

Code	Course	Category	L	T	P/F W	Credit Units
BBA101	Management Foundations	CC	2	1	-	3
BBA102	Business Environment	CC	2	1	-	3
BBA103	Micro Economics for Business	CC	2	1	-	3
BBA104	Computers in Management	CC	2	-	2	3
BBA105	Financial Accounting	CC	2	1	-	3
BBA108	Readings in management	CC	2	-	4	3
AND001	ANANDAM-I	NTCC	0	0	0	2
BCS101	English	VA	1	-	-	1
BSS103	Behavioral Science - I	VA	1	-	-	1
	Foreign Language - I	VA	2	0	0	2
FLN101	French					
FLG101	German					
FLS101	Spanish					
FLC101	Chinese					
<b>Total Credits</b>						<b>24</b>



## AMITY BUSINESS SCHOOL (ABS)

### Bachelor of Business Administration

Semester II						
Code	Course	Category	L	T	P/F W	Credit Units
BBA201	Macro Economics for Business	CC	2	1	-	3
BBA203	Organizational Behaviour	CC	2	1	-	3
BBA204	Analysis & Design of Business Systems	CC	2	-	2	3
BBA205	Business Statistics	CC	2	1	-	3
BBA265	Data Analytics	CC	1	-	4	3
BBA280	Management Accounting	CC	2	1	-	3
AND002	Anandam-II	NTCC	0	0	0	2
BCS201	English	VA	1	0	0	1
BSS203	Behavioral Science – II (Problem Solving and Creative Thinking)	VA	1	0	0	1
FLN201 FLG201 FLS201 FLC201	Foreign Language – II French German Spanish Chinese	VA	2	0	0	2
	Open Elective/ Minor Track -I	OE	3	0	0	3
<b>Total Credits</b>						<b>27</b>



## AMITY BUSINESS SCHOOL (ABS)

### Bachelor of Business Administration

Semester III						
Code	Course	Category	L	T	P/F W	Credit Units
BBA301	Operations Research	CC	2	1	-	3
BBA302	Financial Management – I	CC	2	1	-	3
BBA304	Marketing Management – I	CC	2	1	-	3
BBA371	Public Relations & Corporate Image	CC	2	1	-	3
BBA380	Public Finance	CC	2	1	-	3
BBA 382	Corporate Social Responsibilities	CC	-	2	4	3
EVS001	Environment Studies	CC	4	-	-	4
AND003	Anandam-III	NTCC	0	0	0	2
BCS301	Business Communication – I	VA	1	0	0	1
BSS303	Behavioral Science – III	VA	1	0	0	1
FLN301 FLG301 FLS301 FLC301	Foreign Language – III French German Spanish Chinese	VA	2	0	0	2
	Open Elective/ Minor Track-II	OE	3	0	0	3
<b>Electives: Student has to select 1 courses from the list of Domain Electives</b>						
BBA303	Management Information Systems	DE	2	-	2	3
BBA306	Business Laws	DE	2	1	-	3
BBA 383	Fintech and New Initiatives	DE	2	1	-	3
<b>Total Credits</b>						<b>34</b>



## AMITY BUSINESS SCHOOL (ABS)

### Bachelor of Business Administration

Semester IV						
Code	Course	Category	L	T	P/F W	Credit Units
BBA401	Financial Management – II	CC	2	1	-	3
BBA402	Marketing Management – II	CC	2	1	-	3
BBA403	Research Methodology & Report Preparation	CC	2	1	-	3
BBA406	Human Resource Management	CC	2	1	-	3
BBA 493	Business Modelling in Excel	CC	0	1	4	3
AND004	Anandam-IV	NTCC	0	0	0	2
BCS401	Business Communication – II	VA	1	0	0	1
BSS403	Behavioral Science-IV (Group Dynamics and Team Building)	VA	1	0	0	1
FLN401 FLG401 FLS401 FLC401	Foreign Language – IV French German Spanish Chinese	VA	2	0	0	2
	Open Elective/ Minor Track -III	OE	3	0	0	3
<b>Electives: Student has to select 1 courses from the list of Domain Electives</b>						
BBA405	E-Commerce	DE	2	-	2	3
BBA 494	Rural Marketing	DE	1	-	4	3
<b>Total Credits</b>						<b>27</b>





## AMITY BUSINESS SCHOOL (ABS)

### Bachelor of Business Administration

Semester V						
Code	Course	Category	L	T	P/F W	Credit Units
BBA501	Operations Management	CC	3	0	0	3
BBA596	Entrepreneurship Development	CC	3	0	0	3
BBA550	Summer Training (Evaluation)	NTCC	0	0	12	6
AND005	Anandam-V	NTCC	0	0	0	2
BCS501	Business Communication – III	VA	1	0	0	1
BSS503	Behavioral Science – V	VA	1	0	0	1
FLN501 FLG501 FLS501 FLC501	Foreign Language – V French German Spanish Chinese	VA	2	0	0	2
	Open Elective/ Minor Track -IV	OE	3	0	0	3
<b>Electives: Student has to select 2 courses from the list of Domain Electives</b>						
BBA502	Personal Financial Planning	DE	3	0	0	3
BBA503	Sales & Distribution Management	DE	3	0	0	3
BBA504	Consumer Behaviour	DE	3	0	0	3
BBA505	Service Marketing	DE	3	0	0	3
BBA506	International Marketing	DE	3	0	0	3
BBA507	Financial Services	DE	3	0	0	3
BBA508	Principles of Investment Management	DE	3	0	0	3
BBA509	Banking & Financial Institutions	DE	3	0	0	3
BBA510	Organizational Development & Change	DE	3	0	0	3
BBA511	Training & Development	DE	3	0	0	3
BBA512	International Human Resource Management	DE	3	0	0	3
BBA 513	Basics and Strategies of Digital Marketing	DE	3	0	0	3
BBA592	Analytical Skill Building	DE	0	2	2	3
BBA594	Management of Domestic and Foreign Exchange Market-I	DE	2	1	0	3

BBA595	Business Data Processing	DE	2	0	2	3
<b>Total Credits</b>						<b>27</b>



# AMITY UNIVERSITY

## RAJASTHAN

### AMITY BUSINESS SCHOOL (ABS)

#### Bachelor of Business Administration

Semester VI						
Code	Course	Category	L	T	P/FW	Credit Units
BBA601	Business Policy & Strategic Management	CC	3	0	0	3
BBA604	International Business Management	CC	3	0	0	3
BBA655	Dissertation	NTCC	0	0	12	9
<b>Electives: Student has to select 2 courses from the list of Domain Electives</b>						
BBA605	Brand Management	DE	3	0	0	3
BBA606	Advertising & Sales Promotion	DE	3	0	0	3
BBA607	Retail Management	DE	3	0	0	3
BBA608	Corporate Tax Planning	DE	3	0	0	3
BBA609	Financial Derivatives	DE	3	0	0	3
BBA610	Advanced Corporate Finance	DE	3	0	0	3
BBA612	Industrial Relations & Labour Law	DE	3	0	0	3
BBA613	Performance Management System	DE	3	0	0	3
BBA614	Compensation & Reward Management	DE	3	0	0	3
BBA615	Management of Domestic and Foreign Exchange Market-II	DE	2	1	0	3
BBA616	Social Media Marketing	DE	2	1	0	3
<b>Total Credits</b>						<b>21</b>

## AMITY BUSINESS SCHOOL (ABS)

Course Name	Course Code	LTP	Credit	Semester
MANAGEMENT FOUNDATIONS	BBA 101	2:1:0	3	1

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Describe the effective management skills needed to maximize individual and organizational productivity related to the internal and external environment and issues of ethics and social responsibility
<b>CLO 2</b>	Identify and evaluate social responsibility and ethical issues involved in business situations and logically articulate own position on such issue
<b>CLO 3</b>	Describe the effective management skills needed to maximize individual and organizational productivity related to the internal and external environment and issues of ethics and social responsibility

### B. SYLLABUS

#### Module I: Introduction

Concept, Nature, Scope and Functions of Management, Levels of Management, Evolution and Foundations of Management Theories - Classical and Neo - Classical Theories, Systems Approach to organization, Modern Organization Theory.

#### Module II: Management Planning Process

Planning objectives and characteristics, Planning process & Decision Making, the concept of MBO & MBE. and techniques of forecasting.

#### Module III: Organization

Meaning, Importance and Principles, Departmentalization, Span of Control, Types of Organization, Authority, Delegation of Authority, Responsibility & Accountability, Centralization Vs. Decentralization of authority & responsibility.

#### Module IV: Staffing

Meaning, Job analysis, Manpower planning, Recruitment & selection, Induction and Placement, Transfers and Promotions, Job Rotation, Compensation, Concept of Training & Management Development.

#### Module V: Directing

Co-ordination, Communication, Directing and Management Control, Motivation and Leadership

#### Module VI: Management Control

Meaning, Nature, Features, Objectives and Process of Management Control, Techniques and Behavioural Aspects of Management control. and Concept of change management

#### Evaluation:

Examination Scheme:

Components	CA	A	CT	EE
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Weightage (%)	30	5	15	50
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**Text & References:**

- Luthans, F. (2011). Organizational Behaviour – An Evidence Based Approach, 12<sup>th</sup> Ed. McGraw – Hill Irwin
- Robbins, S. P., & Judge, T. A. (2013). Organizational Behaviour, 15<sup>th</sup> Ed. Pearson
- Koontz, H., O'Donnel, C., & Weihrich, H. (1992). Management, 5<sup>th</sup> Edition, Tata Mc Graw Hill
- Newstrom, J. W. & Davis, K. (1993). Organizational Behaviour: Human Behaviour at Work, Tata McGraw Hill

Course Name	Course Code	LTP	Credit	Semester
<b>BUSINESS ENVIRONMENT</b>	BBA 102	2:1:0	3	1

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Apprehend the concept, significance and changing dimensions of Business Environment
<b>CLO 2</b>	Identify various types of Business Environment
<b>CLO 3</b>	Make you familiar with some of the practical factors which impact on international business activities in differing political, legal and cultural environments.
<b>CLO 4</b>	Alerts you to some of the practical factors which impact on international business activities in differing political, legal and cultural environments.

### B. SYLLABUS

#### Module I: Overview of Business Environment

Meaning and types of business environment, Internal and external environment, Micro and macro environment, Factors (Cultural, social, Political economic legal, demographic and technological) effecting business environment.

#### Module II: Indian Industrial and Financial environment

Industrial policy up to 1991, New industrial policy, Liberalisation, Privatisation and Globalization process in India, Disinvestment, Industrial sickness, MRTP act 1969, Competition law 2002, Foreign Exchange Regulation Act and Foreign Exchange Management Act (FERA and FEMA).

Indian money and capital markets: meaning, functions and constituents, Stock exchange- importance and functions, SEBI, Capital market reforms and development, Industrial financial institutions (IDBI, SIDBI, ICICI, IFCI etc.).

#### Module III: Labour Environment and Economic Planning

Labour legislation in India, Social security benefits, Industrial disputes- causes and preventive measures, Settlement of disputes, International Labour Organisation (ILO), Trade union- meaning and functions, Trade Union Act.

Planning in India- needs and objectives, five year plans, planning commission, 11<sup>th</sup> five year plan, Green and white revolution- achievements and failures, Second green revolution, foreign trade policy 2009, Export processing zones, Export oriented units, Special economic zones (EPZ's, EOU's, SEZ's) and trading houses in India.

#### Module IV: Global Environment

Bretton woods system, features of Uruguay round of negotiations, GATT/ WTO- role, functions and ministerial conferences, IMF, World Bank (International Bank for Reconstruction and Development), Regional economic cooperation institutions, SAARC, EU, NAFTA and ASEAN.

**Evaluation:**

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

**Text & References:**

- Francis, C. (2014). Business Environment - Text and Cases, Himalaya Publishing House
- Francis, C. (2003). International Business Environment, 1st Ed., Himalaya Publishing House Mumbai.
- Shaikh, S. (2010). Business Environment, Dorling Kindersley (India)
- Mishra S. K., & Puri V. K. (2014). Indian Economy, Himalaya Publishing House
- Datt, G., & Mahajan, A. (2014). Indian Economy, S. Chand & Co. Ltd
- Kapila, U. (2014). Indian Economy – Performance and Policies, 14<sup>th</sup> Ed, Academic Foundation.

Course Name	Course Code	LTP	Credit	Semester
<b>MICRO ECONOMICS FOR BUSINESS</b>	BBA103	2:1:0	3	1

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	The students will be able to know the various concepts of decision making (consumer & seller).
<b>CLO 2</b>	The students will be able to relate concepts to activities and decisions made in market.
<b>CLO 3</b>	Analyze the output and cost behaviour in short and long run.
<b>CLO 4</b>	Identify nature and intensity of competition in different types of market Introduction and historical information on Microorganisms and their use in different industries

### B. SYLLABUS

#### Module I: Demand Analysis and Consumer Behaviour

Nature and scope of economics, Demand Analysis: law of demand, type of demand, Determinants of demand, Movement and shift in demand. Elasticity of demand: concept, type (price elasticity, Income elasticity & cross elasticity), Measurement of elasticity of demand, determining factors. Application of the concept of elasticity of demand in business decision making, Measurements of price elasticity of demand, Consumer Behaviour: Diminishing Marginal utility theory and equi-marginal utility theory, Indifference curve theory for consumer equilibrium. Consumer's surplus

#### Module II: Theory of Production & Cost

Production function: Law of variable proportions and law of return to scale, Concept of Isoquants, Cost Concepts: Types. Short run and long run cost curve. Supply: law of supply, determinants of supply, elasticity of supply.

#### Module III: Pricing in Different Market Structure

Perfect competition: Characteristics, Price and Output decisions in short run and long run; Monopoly Market: Features. Price and Output decisions in short run and long run, Price discrimination, Market efficiency analysis in perfect competition and monopoly; Monopolistic competition: Features, Price and Output decisions in short run and long run; Features of oligopoly, kinds of oligopoly, price rigidity under oligopoly

#### Evaluation:

Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & References:

- Pindyck, Robert and Daniel Rubinfeld (2001), "Microeconomics", 7<sup>th</sup> edition, Prentice Hall.
- Ahuja, H.L. (2006) "Modern Microeconomics: Theory and Application", 14<sup>th</sup> edition, S. Chand Publication.

- Koutsoyiannis, A. (2005), “Modern Microeconomics”, 2<sup>nd</sup> edition, Macmillan Press LTD
- Parkin, M. (2008), “Microeconomics”, 8<sup>th</sup> edition, Pearson International.
- Baumol, William J. (2010), “Economic Theory and Operations Analysis”, 4<sup>th</sup> edition, Prentice Hall UK & PHI Learning Private Ltd. New Delhi.
- Varian, H.R. (2009), “Intermediate Microeconomics: A Modern Approach”, 9<sup>th</sup> edition, Affiliated East-West Press, New Delhi.



Course Name	Course Code	LTP	Credit	Semester
<b>COMPUTERS IN MANAGEMENT</b>	BBA 104	2:0:2	3	1

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Identify business situations where IT techniques can appropriately use; and Understand the fundamentals of compute& seller).
<b>CLO 2</b>	Describe and interpret the different applications of Computer.
<b>CLO 3</b>	Relate the use of DBMS, E-commerce and ERP in management.
<b>CLO 4</b>	Recognize the security and privacy issues during the E-payment.
<b>CLO 5</b>	Use critical thinking to analyse IT tools and their management challenges through learning and study, individually or in a group.

### B. SYLLABUS

#### Module I: World of Computers

Introduction to world of Computers, Computers in Home (Reference, Education & Communications, Entertainment an Digital Media Delivery, Smart Appliances, Home Computers), Computers in Education, Computers in workplace (productivity and decision making, customer services, communications), Computers on the move (Portable and Hand held computers, Self-Service kiosks, GPS Applications), Support Systems - Hardware and Software, Computer Peripherals, Memory Management.

#### Module II: Computer Networks

Introduction to Computer Networks, Networking components, Classification and types of Networks, Network Topologies – Overview with Advantages and Disadvantages, Communication Channels, Client Sever Architecture, LAN concepts.

#### Module III: Internet Technology & World Wide Web

Introduction to internet intranet and Extranet, Myths about the Internet, Basic concepts of internet, Domain Name Service, Internet Protocols and Addressing, Services of internet, Internet and support Technologies, Censorship and Privacy issues.

#### Module IV: E-commerce and Enterprise Resource Planning

Introduction, E-Commerce Vs E-Business, Advantages & Disadvantages, E-Commerce Business Models, E-Commerce Technologies, Hosting E-Commerce Site – Planning and constructing web services, E-Commerce Applications, E-Core Values – Ethical, Legal, Taxation and International issues, E-Commerce Security Issues, Internet based Payment System, Introduction, Scope and Benefit, ERP and related technologies (BPR, MIS, DSS, EIS, SCM, OLAP, etc), ERP implementation methodology – implementation life cycle, ERP and its success factors, Pitfalls and management concerns, ERP Market – renowned vendors and the packages.

#### Module V: Database Management System

Introduction, Need for DBMS, Components of DBMS, Benefits of DBMS over Tradition File System, classification and types of Database Models, Database Approach – Its benefits and Disadvantages.

#### Evaluation:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

## **Text & References:**

- Hunt and Shelly. (1994). Computers and Commonsense, 5<sup>th</sup> edition, Prentice Hall of India.
- Morley, D. (2007). Understanding Computers: Today & Tomorrow. Course Technology, 13<sup>th</sup> Edition,
- Nagpal. (1999). Computer Fundamentals, 5<sup>th</sup> Edition,. New Delhi.: Wheeler Publishing, .
- Rajaraman, V. (1998). An Introduction to Computers,5<sup>th</sup> edition, Prentice Hall of India.

Course Name	Course Code	LTP	Credit	Semester
<b>FINANCIAL ACCOUNTING</b>	BBA 105	2:1:0	3	1

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	State the uses and users of accounting information.
<b>CLO 2</b>	Explain and apply accounting concepts, principles and convention.
<b>CLO 3</b>	Record basic accounting transactions and prepare annual financial statement.
<b>CLO 4</b>	Analyse, interpret and communicate the information contained in basic financial statements and explain the limitations of such statement.

### B. SYLLABUS

#### Module I: Introduction to Accounting

Understanding the meaning, nature, functions and usefulness of accounting, branches of accounting, accounting equation, accounting concepts and Generally Accepted Accounting Principles. IFRS

#### Module II: Recording Of Transactions

Concept of double entry system, Preparation of journal, ledger and trial, subsidiary books including purchase book, sales book, purchase returns book and sales return books. Cash book, types of cash book and balancing of cashbook.

#### Module III: Financial Statements

Preparation of trading account, manufacturing account, profit and loss account and balance sheet along with adjustments and numerical on the same and non-profit making organizations an overview. AS-1, AS-21 (no numerical);

#### Module IV: Reconciliation of Bank Accounts & accounting for Depreciation

Reasons for difference in the balance as per pass book and as per cashbook, Procedure for preparation of bank reconciliation statement including favorable balance and overdraft, Meaning and objectives of providing depreciation, Causes of depreciation, Numerical on Straight Line Method Diminishing Balance Method

#### Evaluation:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & References:

- Tulsian, P. C. & Tulsian, B. (2014) Financial Accounting. 5<sup>th</sup> Ed, Sultan Chand and Sons.
- Maheshwari, S. N, Maheshwari S. K., & Maheshwari S. K. (2012) Financial Accounting, 5<sup>th</sup> Ed, Vikas Publishing
- Narayanaswamy, R. (2012). Financial Accounting – A Managerial Perspective, 5<sup>th</sup> Ed, Prentice Hall India.
- Ramachandran, N., & Kakani, R.K. (2006). Financial Accounting for Management, Tata McGraw Hill.

Course Name	Course Code	LTP	Credit	Semester
<b>READINGS IN MANAGEMENT</b>	BBA 108	2:1:0	3	1

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Describe the various concepts used to analysis.
<b>CLO 2</b>	Able to write the analysis.
<b>CLO 3</b>	Present analysis of Industries and companies in a professional, logical, clear and coherent way.

### B. SYLLABUS

#### Guidelines:

The student is expected to thoroughly go through the discipline related prescribed book/Material with the objective of critically reviewing each aspect and character of the book. The student is supposed to have a detailed insight into the following:

1. Content
2. Writing style
3. Information/learning
4. Content handling
5. Characters (if any)
6. Thematic Clarity

The report is to be submitted in about 3000 words on A4 size sheets, Font 12pt., Times New Roman, 1.5 spacing. Headings in Font Size 16

#### Evaluation:

Components	CPA	T	Q/S/CA	A	ME	EE
<b>Weightage (%)</b>	50	-	45	5	-	-

CPA: Report on the Book in 3000 words

Q/S/CA: Written Test on Understanding of Readings

Course Name	Course Code	LTP	Credit	Semester
ANANDAM	AND001	0:0:04	2	1

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

CLO 1	Awareness and empathy regarding community issues
CLO 2	Interaction with the community and impact on society
CLO 3	Interaction with mentor and development of Student teacher relationship
CLO 4	Interaction among students, enlarge social network
CLO 5	Cooperative and Communication skills and leadership qualities
CLO 6	Critical thinking, Confidence and Efficiency

### B. SYLLABUS

#### Course Contents:

**The project report should be guided by the mentor and shall contain:**

- **Synopsis:** clearly stating objectives and activities to be undertaken. Problem identifying and problem-solving projects to be taken up.
- Details of the **Mentor and the Participants are to** be given (name of mentor, name of participants, phone number/mobile no, email, and address)
- Location / community where the work was carried out
- Details of Activities performed are to be given with date
- Number of beneficiaries and impact on the society (the object should be to empower the community and make them self-reliant)
- Photographs taken for documentation of work should be submitted
- Media coverage of the projects should be attached if any
- The Group Community Service Project Report will be submitted by the Student group leader under the guidance of the mentor to the Director/HoIs of the Department.
- The Director/HoIs should get the best report (more than one if required) of the Group Community Service Project uploaded on the HTE website and on the University page
- The Director/HoIs will forward the best report of the department to the Nodal Officer of the University.
- University will forward the report to the state level committee.

#### GUIDELINES FOR GCSP (Group Community Service Project)

#### ASSIGNMENT OF ANANDAM FOR SOCIAL AWARENESS (for students)

1. Each member of the group shall write one blog about the decided topic of 500 words (minimum) along with any relevant photos/diagrams/statistical data (with reference).
2. The group member shall write his/her name at the end of the blog.

3. The blog shall be posted on Instagram and Facebook (apart from these any other website wherever the group seems necessary).
4. Print out of the blog where date of when the content is posted, number of followers, comments, name of the writer shall be visible will be taken and file will be maintained for the same.
5. In the cover page of the project mention heading “**Group Community Service Project**”, and the filled format of final project report given by Anandam Scheme.
6. For the topic chosen by the group, students are recommended to cover the following points:
  - a) Current scenario (Regional, national and international level as applicable)
  - b) Future predictions
  - c) Duty of the government
  - d) Government policies (related to the topic), if any
  - e) Duty of public
  - f) Conclusion

**Evaluation Scheme:**

Project Participation: 2 hours X 8 days (per month) X 4 months = 64 hours

- C grade =32 hrs (Below 20 marks)
- B grade >32 hrs to <=44hrs (20-30 marks)
- A grade >44 hrs to<=54hrs (30-40 marks)
- O grade >54 hrs to<=64hrs (40-50 marks)

**Evaluation Criteria:**

Respective Departmental Anandam mentors are requested to evaluate the project (out of 50) as per the following criteria:

1. Position and exceptions, if any, are clearly stated. The organization of the blog is completely and clearly outlined and implemented.
2. The body of the blog is coherently organized, original and the logic is easy to follow. There is no spelling or grammatical errors and terminology is clearly defined. Writing is clear, concise, and persuasive.
3. Conclusion is clearly stated. The underlying logic is explicit.

Course Name	Course Code	LTP	Credit	Semester
English	BCS 101	1:0:0	1	1

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	<b>Identify</b> the basic elements of grammar required for good and effective communication.
<b>CLO 2</b>	<b>Interpret and discuss</b> key ideas of grammar, diction and communication.
<b>CLO 3</b>	<b>Develop</b> Creative & Literary Sensitivity in all communication.
<b>CLO 4</b>	<b>Design</b> and create texts for a variety of purposes and audiences, evaluating and assessing the effectiveness of grammatical aspects.

### B. SYLLABUS

Topic
Vocabulary development- Root Words, Affixes, Synonyms, Antonyms, One Word Substitution
Grammar: Fluency and Expression
Tenses
Voices
Tag Questions
Sentence Formation
Communication Essentials, Basics of Communication, Communication Circle

### EXAMINATION SCHEME:

Components	CT/Mid-term	Project/Presentation	Assignment 1	Quiz	Attendance	EE
Weightage (%)	15	10	10	10	5	50

### SUGGESTED READINGS

- Martin Hewings, *Advance English Grammar*. Cambridge University Press
- J.V.Vilanilam. *More Effective Communication*. Response Books:NewDelhi
- Wren and Martin, *English Grammar & Comosition*. S.Chand & Co. Ltd.
- Dr. P.Prasad. *Communication Skills*.S.K.Kataria &Sons
- Kavita Sharma, *New Upgraded Encyclopedia of English Grammar & Composition*.  
English Edition Publishers
- Raman, Meenakshi and Sangeeta Sharma, *Technical Communication: Principles and Practice*. OUP: New Delhi, 2004.Print.
- Koneru, Aruna. *Professional Communication*. The McGraw Hill: New Delhi, 2008.  
Print
- Krishnaswamy N, *Creative English for Communication*. Delhi: Macmillan  
Publishers India Ltd. Print. 2007.



Course Name	Course Code	LTP	Credit	Semester
<b>BEHAVIOURAL SCIENCE - I (UNDERSTANDING SELF FOR EFFECTIVENESS)</b>	BSS103	1:0:0	1	1

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Develop your understanding of who you are; what your core purpose is, what your values are and what limits your success
<b>CLO 2</b>	Manage your emotions and feelings more effectively to have the impact that you need
<b>CLO 3</b>	Develop the way that you regulate and control your emotions
<b>CLO 4</b>	Learn about your behavioral preferences to become more self-awareness
<b>CLO5</b>	Develop and build your emotional intelligence

### B. SYLLABUS

#### Course Contents:

#### Module I: Self: Core Competency

Understanding of Self

Components of Self – Self identity

Self concept

Self confidence

Self image

#### Module II: Techniques of Self Awareness

Exploration through Johari Window

Mapping the key characteristics of self

Framing a charter for self

Stages – self awareness, self acceptance and self realization

#### Module III: Self Esteem & Effectiveness

Meaning & Importance

Components of self esteem

High and low self esteem

Measuring your self esteem

#### Module IV: Building Positive Attitude

Meaning and Nature of Attitude

Components and Types of Attitudes

Relevance and Importance of Attitudes

#### Module V: Building Emotional Competence

Emotional Intelligence – Meaning, Components, Importance and Relevance

Positive and Negative Emotions

Healthy and Unhealthy expression of Emotions

**Examination Scheme:**

Components	SAP	JOS	FC/MA/CS/HA	P/V/Q	A
Weightage (%)	25	15	30	25	05

**SAP-** Social Awareness Programme; **JOS-**Journal of Success; **HA-**Home Assignment; **P-** Presentation; **V-**Viva; **Q-**Quiz; **FC-** Flip class; **MA-** Movie Analysis; **CS-** Case study; **A-** Attendance

**Text & References:**

- Dressler, David and Cans, Donald: **The Study of Human Interaction**
- Lindzey, G. and Borgatta, E: **Sociometric Measurement in the Handbook of Social Psychology, Addison – Welsley, US.**
- J William Pfeiffer (ed.) Theories and Models in Applied Behavioural Science, Vol 2, Group (1996); Pfeiffer & Company

Course Name	Course Code	LTP	Credit	Semester
FRENCH – I	FLN101	2:0:0	2	1

**B. COURSE LEARNING OUTCOMES (CLO)**

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	<b>Identify and express</b> in French vocabulary and grammar norms
<b>CLO 2</b>	<b>Interpret</b> different types of texts as well as cultural ideas and themes
<b>CLO 3</b>	<b>Demonstrate</b> comprehension of nuance between script and sound in French
<b>CLO 4</b>	<b>Narrate</b> clearly ideas, themes in simple standard French

**B. SYLLABUS**

Course Contents:

Module A: pp. 01 to 37: Module 1, 2, Module 3 Objectif 1, 2  
Only grammar of Module 3: objectif 3, 4 and 5

Contenu lexical : Module 1: Découvrir la langue française : (oral et écrit)

1. se présenter, présenter quelqu'un, faire la connaissance des autres, formules de politesse, rencontres
2. dire/interroger si on comprend
3. Nommer les choses

Module 2: Faire connaissance

1. donner/demander des informations sur une personne, premiers contacts, exprimer ses goûts et ses préférences
2. Parler de soi: parler du travail, de ses activités, de son pays, de sa ville.

### Module 3 : Organiser son temps

#### 1. dire la date et l'heure

- Contenu grammatical :
1. organisation générale de la grammaire
  2. article indéfini, défini, contracté
  3. nom, adjectif, masculin, féminin, singulier et pluriel
  4. négation avec « de », "moi aussi", "moi non plus"
  5. interrogation : Inversion, est-ce que, qui, que, quoi, qu'est-ce que, où, quand, comment, quel(s), quelle(s)  
Interro-négatif : réponses : oui, si, non
  6. pronom tonique/disjoint- pour insister après une préposition
  7. futur proche

#### Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

C - Project + Presentation

I - Interaction/Conversation Practice

#### Text & References:

- le livre à suivre : Campus: Tome 1

Course Name	Course Code	LTP	Credit	Semester
GERMAN – I	FLG101	2:0:0	2	1

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

CLO 1	<b>Identify</b> and <b>express</b> in German vocabulary and grammar norms
CLO 2	<b>Interpret</b> different types of texts as well as cultural ideas and themes
CLO 3	<b>Demonstrate</b> comprehension of nuance between script and sound in German
CLO 4	<b>Narrate</b> clearly ideas, themes in simple standard German

#### Course Contents:

##### Module I: Introduction

Self introduction: heissen, kommen, wohnwn, lernen, arbeiten, trinken, etc. All personal pronouns in relation to the verbs taught so far. Greetings: Guten Morgen!, Guten Tag!, Guten Abend!, Gute Nacht!, Danke sehr!, Danke!, Vielen Dank!, (es tut mir Leid!), Hallo, wie geht's?: Danke gut!, sehr gut!, prima!, ausgezeichnet!, Es geht!, nicht so gut!, so la la!, miserabel!

##### Module II: Interviewspiel

To assimilate the vocabulary learnt so far and to apply the words and phrases in short dialogues in an interview – game for self introduction.

##### Module III: Phonetics

Sound system of the language with special stress on Diphthongs

##### Module IV: Countries, nationalities and their languages

To make the students acquainted with the most widely used country names, their nationalities and the language spoken in that country.

##### Module V: Articles

The definite and indefinite articles in masculine, feminine and neuter gender. All Vegetables, Fruits, Animals, Furniture, Eatables, modes of Transport

##### Module VI: Professions

To acquaint the students with professions in both the genders with the help of the verb "sein".

##### Module VII: Pronouns

Simple possessive pronouns, the use of my, your, etc.

The family members, family Tree with the help of the verb "to have"

##### Module VIII: Colours

All the color and color related vocabulary – colored, colorful, colorless, pale, light, dark, etc.

##### Module IX: Numbers and calculations – verb "kosten"

The counting, plural structures and simple calculation like addition, subtraction, multiplication and division to test the knowledge of numbers.

"Wie viel kostet das?"

##### Module X: Revision list of Question pronouns

W – Questions like who, what, where, when, which, how, how many, how much, etc.

#### Evaluation Scheme:

Components	CA	A	CT	EE
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Weightage (%)	30	5	15	50
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C - Project + Presentation

I - Interaction/Conversation Practice

Text & References:

- Wolfgang Hieber, Lernziel Deutsch
- Hans-Heinrich Wangler, Sprachkurs Deutsch
- Schulz Griesbach, Deutsche Sprachlehre für Ausländer
- P.L Aneja, Deutsch Interessant- 1, 2 & 3
- Rosa-Maria Dallapiazza et al, Tangram Aktuell A1/1,2
- Braun, Nieder, Schmöe, Deutsch als Fremdsprache 1A, Grundkurs

Course Name	Course Code	LTP	Credit	Semester
SPANISH - I	FLS101	2:0:0	2	1

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

CLO 1	Self introduction
CLO 2	Possessions.
CLO 3	Family/friend description with verbs like SER/ESTAR/TENER/HAY
CLO 4	Regular AR/ER/IR ending verbs conjugations
CLO5	Interrogative words

### B. SYLLABUS

#### Course Contents:

##### Module I

A brief history of Spain, Latin America, the language, the culture...and the relevance of Spanish language in today's global context.

Introduction to alphabets

##### Module II

Introduction to '*Saludos*' (How to greet each other. How to present / introduce each other).

Goodbyes (*despedidas*)

The verb *llamarse* and practice of it.

##### Module III

Concept of Gender and Number

Months of the years, days of the week, seasons. Introduction to numbers 1-100, Colors, Revision of numbers and introduction to ordinal numbers.

##### Module IV

Introduction to *SER* and *ESTAR* (both of which mean To Be).Revision of '*Saludos*' and '*Llamarse*'. Some adjectives, nationalities, professions, physical/geographical location, the fact that spanish adjectives have to agree with gender and number of their nouns. Exercises highlighting usage of *Ser* and *Estar*.

##### Module V

Time, demonstrative pronoun (*Este/esta, Aquel/aquella* etc)

##### Module VI

Introduction to some key AR /ER/IR ending regular verbs.

## Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

C - Project + Presentation

I - Interaction/Conversation Practice

## Text & References:

- Español, En Directo I A
- Español Sin Fronteras

Course Name	Course Code	LTP	Credit	Semester
CHINESE - I	FLC101	2:0:0	2	1

## A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	<b>Read, write and speak approx. 50</b> new Chinese words and understand basic grammar points
<b>CLO 2</b>	<b>Interpret</b> words, phrases and sentences of day today conversation related to greeting farewell and personal information like name age, residence, family etc
<b>CLO 3</b>	<b>Write</b> Chinese characters, simple sentence and a paragraph on Self Introduction
<b>CLO 4</b>	<b>Communicate</b> with Chinese speaking people using words, phrases and sentences related to greeting, farewell and personal information like name age, residence family etc.

## B. SYLLABUS

### Course Objective:

There are many dialects spoken in China, but the language which will help you through wherever you go is Mandarin, or Putonghua, as it is called in Chinese. The most widely spoken forms of Chinese are Mandarin, Cantonese, Gan, Hakka, Min, Wu and Xiang. The course aims at familiarizing the student with the basic aspects of speaking ability of Mandarin, the language of Mainland China. The course aims at training students in practical skills and nurturing them to interact with a Chinese person.

### Course Contents:

Module I

Show pictures, dialogue and retell.

Getting to know each other.

Practicing chart with Initials and Finals. (CHART - The Chinese Phonetic Alphabet Called "Hanyu Pinyin" in Mandarin Chinese.)

Practicing of Tones as it is a tonal language.

Changes in 3<sup>rd</sup> tone and Neutral Tone.

## Module II

Greetings

Let me Introduce

The modal particle "ne".

Use of Please 'qing" - sit, have tea ..... etc.

A brief self introduction - Ni hao ma? Zaijian!

Use of "bu" negative.

## Module III

Attributives showing possession How is your Health? Thank you Where are you from? A few Professions like - Engineer, Businessman, Doctor, Teacher, Worker. Are you busy with your work? May I know your name?

## Module IV

Use of "How many" - People in your family? Use of "zhe" and "na". Use of interrogative particle "shenme", "shui", "ma" and "nar". How to make interrogative sentences ending with "ma". Structural particle "de". Use of "Nin" when and where to use and with whom. Use of guixing. Use of verb "zuo" and how to make sentences with it.

## Module V

Family structure and Relations. Use of "you" - "mei you". Measure words Days and Weekdays. Numbers.

Maps, different languages and Countries.

Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

C - Project + Presentation

I - Interaction/Conversation Practice

Text & References:

- "Elementary Chinese Reader Part I" Lesson 1-10



Course Name	Course Code	LTP	Credit	Semester
<b>MACRO ECONOMICS FOR BUSINESS</b>	<b>BBA201</b>	2:1:0	3	2

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	1. Explain the concepts of gross domestic product, inflation and unemployment, and how they are measured.
<b>CLO 2</b>	Explain the circular flow model and use the concepts of aggregate demand and aggregate supply to analyze the response of the economy to disturbances
<b>CLO 3</b>	Describe the determinants of the demand for money, the supply of money and interest rates and the role of financial institutions in the economy.
<b>CLO 4</b>	Define fiscal and monetary policies and how these affect the economy.
<b>CLO 5</b>	Identify the causes of disequilibrium in balance of payment (BoP) and how to correct it.

### B. SYLLABUS

#### Module I:

Introduction: concepts and variables of macroeconomics. Circular Flow of Income National Income Accounting: Concepts, aggregates and measurement of National Income, Difficulties in measurement of National Income in developing countries.

#### Module II:

Say's law, Keynesian approach of income determination - Multiplier, The complete Keynesian Model: IS – LM approach. Consumption and Investment function.

Investment –determinants of business fixed investment, effect of tax, determinants of residential investment and inventory investment. Demand for Money: Portfolio and transactions theories of demand for real balances.

#### Module III:

Inflation: Concept, type and causes of rising and falling inflation. Phillips curve: the trade-off between inflation and unemployment, Concept of stagflation and supply side economics.

Monetary and Fiscal policy: objective, instruments and role in economic stability. Business cycles: Meaning and Impact.

#### Module IV:

Balance of payments: Concept, Types of disequilibrium in Balance of payments, Causes, Methods of correcting disequilibrium, Foreign exchange: Floating vs fixed exchange rate system.

#### Evaluation:

Components	CPA	T	Q/S/CA	A	ME	EE
Weightage (%)	30	-	-	5	15	50

#### Text & References

- Dornbusch, R., Fischer, S., & Startz, R. (2004). Macroeconomics, 9<sup>th</sup> edition, McGraw-Hill
- Ahuja H.L. (2006). Macro Economics, S. Chand & Company Ltd
- Agarwal, V. (2010). Macroeconomics Theory and Policy, Pearson

- Mankiw, N. G. (2007). Macroeconomics, Macmillan Worth Publishers
- Barro, R. J. (1997). Macroeconomics, MIT Press
- Salvatore, D. (2009). International Economics, John Wiley & Sons
- Branson, W. H. (1989). Macroeconomic Theory and Policy, 3<sup>rd</sup> edition, HarperCollins India
- Shapiro, E. (1982). Macro Economic Analysis, 5<sup>th</sup> edition, Tata McGraw Hill

Course Name	Course Code	LTP	Credit	Semester
<b>ORGANISATIONAL BEHAVIOUR</b>	<b>BBA203</b>	2:1:0	3	2

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Develop an understanding of key Organizational Behaviour concepts and how they apply to the world of work.
<b>CLO 2</b>	Understand and Analyse individual (self and others) and group behaviour including their respective defining elements.
<b>CLO 3</b>	Understand the concepts of power and motivation, and apply them to earn the commitment
<b>CLO 4</b>	Improve team skills and gain an appreciation of team dynamics
<b>CLO 5</b>	Analyse and interpret the impact of organizational culture on organizations.
<b>CLO 6</b>	Understand key factors in implementing change.
<b>CLO 7</b>	Understand, improve and exhibit communication and interpersonal skills

### B. SYLLABUS

#### **Module I: Understanding Human Behaviour**

The concept, Nature and Significance of Human Behaviour, Factors Effecting Human Behaviour, Levels of Human Behaviour; S-O-B-A Model of Human Behaviour.

#### **Module II: Individual Behaviour**

Personality, individual differences and theories of Personality; Perception; Learning & theories of learning.

#### **Module III: Motivation**

Concept, Significance and Theories of Motivation, Motivation and Behaviour, Motivation at Work, Behaviour Modification, Attitudes formation and change in attitudes, Job related attitudes.

#### **Module IV: Interpersonal Behaviour**

Interpersonal Dimensions of Behaviour; Transactional Analysis Implications of TA, Organizational communication, Barriers in communication making communication effective, Types of communication.

#### **Module V: Group Behaviour and Leadership**

Group Behaviour; Types, Functions, Determinants of Group Behaviour, Inter Group Problems, Leadership: Nature and Significance of Leadership, Leadership Styles, Theories of Leadership; Trait Theory, Behavioural Theory, Managerial Grid.

#### **Module VI: Change and Conflicts**

Organizational conflict, Nature and types of conflict, Management of organizational conflict, Approaches to conflict management, Organizational culture, Learning and maintaining organizational culture, Organizational change, Planned change, Resistance to change, Organization development, Definition, Need for organization development, Organization development process.

## Evaluation:

Components	CPA	T	Q/S/CA	A	ME	EE
Weightage (%)	30	-	-	5	15	50

## Text & References:

- Luthans, F. (2011). Organizational Behaviour – An Evidence Based Approach, 12th Ed. McGraw – Hill Irwin
- Robbins, S. P., & Judge, T. A. (2013). Organizational Behaviour, 15th Ed. Pearson
- Robbins, S. P. (2002). Organizational Behaviour: Concepts, Controversies, Applications, Prentice Hall
- Koontz, H., O'Donnel, C., & Weihrich, H. (1992). Management, Tata Mc Graw Hill
- Newstrom, J. W. & Davis, K. (1993). Organizational Behaviour: Human Behaviour at Work, Tata McGraw Hill
- Agarwal, R. D. (1995). Organisation and Management, Tata McGraw Hill
- Aswathappa, K., Organisational Behaviour– Text and Problem, Himalaya Publication
- Pardeshi, P. C., Organizational Behaviour & Principles & Practice Of Management, Nirali publication
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Course Name	Course Code	LTP	Credit	Semester
<b>ANALYSIS AND DESIGN OF BUSINESS SYSTEMS</b>	<b>BBA204</b>	2:0:1	3	2

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Describe the various levels of system development life cycle.
<b>CLO 2</b>	Record the current working of any organization and relate it with the different situation in any other organization.
<b>CLO 3</b>	Analyse how information is recorded and kept at different levels in the organization.
<b>CLO 4</b>	Interpret how to use Database Management System and Normalization to solve data related business problems.
<b>CLO 5</b>	Illustrate the impact of Database Management system in organization.
<b>CLO 6</b>	Demonstrate how to build a physical model of the database from the theoretical model and write database queries to answer business questions.
<b>CLO 7</b>	Describe the role of Maintenance and Auditing while developing a new system or working in an existing system.
<b>CLO 8</b>	Discuss the importance of security and what measures should be taken to ensure security of the system.

### B. SYLLABUS

#### **Module I: The systems development Environment. (Information system development life cycle)**

System & its parts, Types of Systems, Characteristics of a System, System Analyst in system Development, Developing Systems- SDLC, Approaches to System Development (Prototyping, Joint Application Design (JAD), Participatory Design (PD)), System Development Models (Waterfall model & Spiral Model), System Planning & Selection (Identifying, Selecting, Initiating & Planning System Development Project).

#### **Module II: System Planning and Selection (Graphic technology modeling tool)**

Identifying and Selecting Projects (Identifying potential development projects, classifying and ranking projects, and selecting projects for development), Methods for project identification and selection, Evaluation criteria for classifying and ranking projects, Initiating and Planning System Development Projects (Process & performed Activities, Deliverables & Outcomes), Assessing Project Feasibility (Economic, Operational, Technical, Schedule, Legal & Contractual, Political Feasibility)

#### **Module III: System & Data Analysis (Data Analyzing Modeling)**

Determining System Requirements (Traditional Methods, Modern & Radical Methods), Structuring System Requirements (Process Modeling – DFD, Logic Modeling – Structured English & Decision Tables, Conceptual Modeling – ER Model), Data Analysis & Techniques (Interpretive, Coding, Recursive Abstraction and Mechanical Technique), Types of Analysis (Descriptive, Exploratory, Confirmatory and Predictive), Modeling Methodologies (Bottom Up method & Top Down Method), Generic and Schematic Data Modeling.

#### **Module IV: System & Database Design**

System Design (Design Objectives, Phases in Designing, Purpose of System Design), System Design Goals, Type of Design, Design Strategy, System Decomposition (Modeling, Connection and Coupling of a System), System Design

Methodologies, Database Design, Database Management System – an introduction, Overview of Data Models, Relational Database Model – Well structured relations, Keys, Schema & Subschema, Structure, Facilities & Users, Constraints, Anomalies, Functional Dependency, Normalization, Roles & Duties of System Administration.

**Module V: System Implementation & Operation (System Management)**

Activities in implementing (Coding, Testing & Installation, Documentation, Training, Support, Maintenance), Types of testing, planning installation, approaches to installation, Documenting a system, Training and Supporting users, Types & Frequencies of Training Methods, Reasons of System Implementation Failures, Project Closedown, Conducting System Maintenance – Types of Maintenance (Corrective, Adaptive and Perfective Maintenance), effective maintenance, Evaluation of System’s Success, System Enhancement, Quality Assurance in System Cycle.

**Module VI: System Security and Auditing**

System Security: Data Security, Backup & Recovery during System & Database failure, Ethical Issues in System Development, Threat and Risk Analysis, Audit, System Audit, System Audit Standards (Planning, Implantation and Reporting Standards), System Analysis and Programming (Overview, Role & Duties of System Experts as Analyst and Programmer).

**Evaluation:**

Components	CPA	T	Q/S/CA	A	ME	EE
Weightage (%)	30	-	-	5	15	50

**Text & References:**

- Kroeber, D. W., & Watron, H. J. (2010). Computer Based Information Systems,. Macmillan Pub. Co.
- Senn, J. A. (2010). Analysis and Design of information systems,. McGraw-Hill.
- Valacich, G. H. (2003). Essentials of System Analysis & Design. Prentice-Hall

Course Name	Course Code	LTP	Credit	Semester
<b>BUSINESS STATISTICS</b>	<b>BBA205</b>	2:1:0	3	2

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Describe and identify different concepts of Statistics
<b>CLO 2</b>	Recognize and identify various techniques of statistics to take analyse the business data.
<b>CLO 3</b>	Assess various techniques of statistics which help in decision making
<b>CLO 4</b>	Analyze and Implement the various techniques of statistics to make decisions.
<b>CLO 5</b>	Use critical thinking to analyse management challenges through learning and study, individually or in a group.

### B. SYLLABUS

#### Module I: Introduction to Statistics

Definitions, Functions of Statistics, Statistics and Computers, Limitation of Statistics, Application of Statistics

#### Module II: Data Collection and Analysis

Methods of Data Collection, Primary And Secondary Data, Measures of Dispersion-Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation.(Absolute & Relative Measure of Dispersion), Skewness-Karl-Pearson's Coefficient of Skewness, Bowley's Coefficient of Skewness, Kurtosis.

#### Module III: Correlation Analysis and Regression Analysis

Introduction-Importance of Correlation, Types of Correlation, Scatter Diagram Method, Karl Pearson's coefficient of Correlation (Grouped and Ungrouped), Spearman's Coefficient of Rank Correlation, Rank Correlation for Tied Ranks, Regression Analysis- Concepts of Regression, Difference b/w Correlation and Regression, Regression Lines.

#### Module IV: Time Series Analysis

Meaning and Significance, Components of Time Series, Trend Measurement, Moving Average Method, Least Square Method (Fitting of Straight Line Only)

#### Module V: Probability and Probability Distribution

Introduction, Terminology used in Probability, Definitions of Probability, Mathematical, Statistical and Axiomatic Approach to Probability, Probability Rules-Addition Rule, Multiplication Rule of Probability, Conditional Probability- Bayes Theorem, Problems on Bayes Theorem; Discrete Probability Distributions-Binomial Probability Distribution, Poisson Probability Distribution, Properties, Applications, Continuous Probability Distributions-Normal Probability distribution, Properties of the Normal Curve, Applications, Relation b/w distributions.

#### Evaluation:

Components	CPA	T	Q/S/CA	A	ME	EE
Weightage (%)	30	-	-	5	15	50

#### Text & References:

- Rao, A. B. (2012) Quantitative Techniques in Business, Second Edition, Jaico Publications
- Gupta S. P. (2010). Statistical Methods, S. Chand & Co.
- Kapoor, V. K. & Sancheti, (2011). Business Statistics, Sultan Chand & Sons

- Anderson, D. R., Sweeney, D. J, & Williams, T. A. (2002), Statistics for Business and Economics, 11<sup>th</sup> Ed, South-Western Cengage Learning
- Kothari C. R. (2012). Quantitative Techniques, Third edition, Vikas Publishing House
- Hooda R. P. (2002). Introduction to Statistics, Macmillan
- Sharma, J. K. (2007), Business Statistics, Pearson Education India



Course Name	Course Code	LTP	Credit	Semester
<b>DATA ANALYTICS</b>	<b>BBA265</b>	1:0:4	3	2

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Demonstrate basic skills to work on MS Excel
<b>CLO 2</b>	Present data with the help of various charts prepared using MS Excel and SPSS
<b>CLO 3</b>	Carry out data analysis using MS Excel: data analysis tools, what if analysis and pivot table
<b>CLO 4</b>	Carrying out statistical analysis using SPSS

### B. SYLLABUS

#### Module I: Basics of MS Excel

Understanding Basics of Spreadsheet; Sorting Data; Filtering Data; Conditional Formatting; Inserting and Copying Formulas; Freeze Panes; Range Names, Paste Special Command, Text Functions, Count Functions, Text Functions

#### Module II: Data Presentations: Graphs & Charts

Bar Chart, Line Chart, Column Chart, Pie Chart, Area Chart, Stock Chart, Surface Chart, Doughnut Chart, Scatter Diagram, Bubble Diagram, Radar diagram,

#### Module III: Data Analysis using MS Excel

Basic Pivot Tables, Pivot Charts, What if Analysis: Goal Seek, Data Table, Scenario Manager; Using Data Analysis Tool for Statistical Analysis; Using Solver, NPV, IRR,

#### Module IV: Data Analysis Using SPSS

Basics of SPSS, Building Variable View; Summarizing Non Parametric Data; Descriptive Statistics, Cross Tabulation, Inferential Statistics: Chi Square Test, t-test, One Way ANOVA, Correlation & Regression Analysis

### Examination Scheme

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & Reference Books

- Winston, W. L., (2014). Microsoft Excel 2013: Data Analysis & Business Modeling
- Landau, S., & Everitt, B.S., (2004), A Handbook of Statistical Analysis Using SPSS, Chapman & Hall/CRC

Course Name	Course Code	LTP	Credit	Semester
<b>MANAGEMENT ACCOUNTING</b>	<b>BBA 280</b>		3	2

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	1. Recognise and explain the role of management accounting in the planning, control and decision making activities of organisations;
<b>CLO 2</b>	Acquire industrial skills of microbial culture, growth, and practice. Explain cost behaviour, its application to breakeven analysis and budgeting, and its importance in management decisions
<b>CLO 3</b>	Apply alternative methods of calculating the costs of products, services and other cost objects and evaluate how the method used might affect management decisions and organisational performance; and Evaluate the need for management accounting information, systems and practices to change in response to changes in the operating and business environments.

### B. SYLLABUS

#### Module I: A framework for Financial Decision Making

Financial Statements preparation, analysis and Interpretation: Comparative, common size statements, Analysis techniques- Ratio Analysis, Cash flow Statement analysis as per AS3 and Trend analysis.

#### Module II: Introduction to Management Accounting

Management Accounting: Evolution, Meaning, Objectives and Scope, Tools and Techniques of Management Accounting, Relationship of Cost Accounting, Financial Accounting, Management Accounting and Financial Management, Conflicts in Profit versus Value Maximisation Principle, Role of Management Accountant in Decision Making

#### Module III: Activity Cost Behaviour and Costing Systems

**Activity-based Product Costing:** Meaning, Importance, Characteristics, Elements and Steps involved, ABC vs. Traditional Costing, Uses and Limitations. **Job-order Costing:** Job Cost Cards, Collecting Direct Costs, Allocation of Overheads and its Applications. **Process Costing:** Features, Applications and Types of Process Costing, Process Loss, Abnormal Gains and Losses, Equivalent Units, Inter-Process Profit, Joint Products, By-Products and Accounting

#### Module IV: Budget, Budgeting and Budgetary Control

Budgetary basics; Preparing operational and financial budgets, Flexible Budgeting, Budgetary Control and Responsibility Accounting; Standard Cost and Balance Scorecard, Computation of various types of Variances (Material variance, Labour variance)

Examination Scheme:

Components	CPA	T	Q/S/CA	A	ME	EE
Weightage (%)	30	-	-	5	15	50

**Text Books:**

- ✓ Gupta SP and KL Gupta “Management Accounting”, Sahitya Bhawan Publications

***Reference Books/Journals/Other Study Material:***

- ✓ Arora, M. N. (2015) Cost and Management Accounting (Theory and Problems), 4th Edition, Himalaya Publishing House.
- ✓ Maheshwari, S.N. & Maheshwari, S.K. (2012) Cost Accounting, 10th Edition, Sultan Chand Publication.

Course Name	Course Code	LTP	Credit	Semester
ANANDAM	AND002	0:00:04	2	2

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

CLO 1	Awareness and empathy regarding community issues
CLO 2	Interaction with the community and impact on society
CLO 3	Interaction with mentor and development of Student teacher relationship
CLO 4	Interaction among students, enlarge social network
CLO 5	Cooperative and Communication skills and leadership qualities
CLO 6	Critical thinking, Confidence and Efficiency

### B. SYLLABUS

#### Course Contents:

**The project report should be guided by the mentor and shall contain:**

- **Synopsis:** clearly stating objectives and activities to be undertaken. Problem identifying and problem-solving projects to be taken up.
- Details of the **Mentor and the Participants are to** be given (name of mentor, name of participants, phone number/mobile no, email, and address)
- Location / community where the work was carried out
- Details of Activities performed are to be given with date
- Number of beneficiaries and impact on the society (the object should be to empower the community and make them self-reliant)
- Photographs taken for documentation of work should be submitted
- Media coverage of the projects should be attached if any
- The Group Community Service Project Report will be submitted by the Student group leader under the guidance of the mentor to the Director/HoIs of the Department.
- The Director/HoIs should get the best report (more than one if required) of the Group Community Service Project uploaded on the HTE website and on the University page
- The Director/HoIs will forward the best report of the department to the Nodal Officer of the University.
- University will forward the report to the state level committee.

#### GUIDELINES FOR GCSP (Group Community Service Project)

#### ASSIGNMENT OF ANANDAM FOR SOCIAL AWARENESS (for students)

1. Each member of the group shall write one blog about the decided topic of 500 words (minimum) along with any relevant photos/diagrams/statistical data (with reference).

2. The group member shall write his/her name at the end of the blog.
3. The blog shall be posted on Instagram and Facebook (apart from these any other website wherever the group seems necessary).
4. Print out of the blog where date of when the content is posted, number of followers, comments, name of the writer shall be visible will be taken and file will be maintained for the same.
5. In the cover page of the project mention heading “**Group Community Service Project**”, and the filled format of final project report given by Anandam Scheme.
6. For the topic chosen by the group, students are recommended to cover the following points:
  - a) Current scenario (Regional, national and international level as applicable)
  - b) Future predictions
  - c) Duty of the government
  - d) Government policies (related to the topic), if any
  - e) Duty of public
  - f) Conclusion

**Evaluation Scheme:**

Project Participation: 2 hours X 8 days (per month) X 4 months = 64 hours

- C grade =32 hrs (Below 20 marks)
- B grade >32 hrs to <=44hrs (20-30 marks)
- A grade >44 hrs to<=54hrs (30-40 marks)
- O grade >54 hrs to<=64hrs (40-50 marks)

**Evaluation Criteria:**

Respective Departmental Anandam mentors are requested to evaluate the project (out of 50) as per the following criteria:

1. Position and exceptions, if any, are clearly stated. The organization of the blog is completely and clearly outlined and implemented.
2. The body of the blog is coherently organized, original and the logic is easy to follow. There is no spelling or grammatical errors and terminology is clearly defined. Writing is clear, concise, and persuasive.
3. Conclusion is clearly stated. The underlying logic is explicit.

Course Name	Course Code	LTP	Credit	Semester
ENGLISH	BCS 201	1:0:0	1	1

**A. COURSE LEARNING OUTCOMES (CLO)**

<b>CLO 1</b>	Participate in conversation and in small- and whole-group discussion
<b>CLO 2</b>	Explore and use English as medium of communication in real life situation
<b>CLO 3</b>	Discuss topics and themes of a reading, using the vocabulary and grammar of the lesson

<b>CLO 4</b>	Identify features of a reading textbook and utilize them as needed
<b>CLO 5</b>	Prepare and deliver organized presentations in small groups and to whole class
<b>CLO 6</b>	Apply sentence mechanics and master spelling of high frequency words

## B. SYLLABUS

Developing Listening Skills
Developing Speaking Skills
Developing Reading Skills
Developing Writing Skills
Principles of Good Writing - L Hill
Toasted English -R. K. Narayan
On Saying Please- A G Gardiner
All the World's a Stage : Shakespeare
Where the Mind is without Fear: R N Tagore
O Captain, My Captain: W. Whitman
Psalm of Life: H. Longfellow
Go Kiss the World by Subroto Bagchi; Steve Jobs By Walter Isaacson; Rich Dad, Poor Dad by Robert Kiyosaki; The Road Ahead by Bill Gates; What You See, Is What You Get By Alan Sugar (Non detailed study; any of books)

## EXAMINATION SCHEME:

Components	CT/Mid-term	Project/Presentation/ Assignment/Viva	Book Review	Quiz	Attendance	EE
Weightage (%)	15	10	10	10	5	50

## SUGGESTED READINGS

- Bhardwaj, Ashu. *A Course Book of English & Communication Skills*. Paragon: New Delhi, 2011.
- Farhanthullah, T M. *Communication Skills for Technical Students*. Orient Black PVT: 2008.
- Jha, Madhulika. *Echoes*. Orient Blackswan: New Delhi, 2007.
- Koneru, Aruna. *Professional Communication*. The McGraw Hill: New Delhi, 2008.
- Prasad, Dr P. *The Functional Aspects of Communication Skills*. SK & Sons: New Delhi, 2003.
- Raman, Meenakshi and Sangeeta Sharma, *Technical Communication: Principles and Practice*. OUP: New Delhi, 2004.



Course Name	Course Code	LTP	Credit	Semester
<b>BEHAVIOURAL SCIENCE - II (PROBLEM SOLVING AND CREATIVE THINKING)</b>	BSS203	1:0:0	1	2

## A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Recognize the relation critical thinking with various mental processes
<b>CLO 2</b>	Identify hinderance to problem solving processes
<b>CLO 3</b>	Analyse the steps in problem-solving process
<b>CLO 4</b>	Create plan of action applying creative thinking

## B. SYLLABUS

### Course Contents:

Module I: Thinking as a tool for Problem Solving

What is thinking: The Mind/Brain/Behaviour

Thinking skills

Critical Thinking and Learning:

Making Predictions and Reasoning

Memory and Critical Thinking

Emotions and Critical Thinking

**Module II: Hindrances to Problem Solving**

Perception

Expression

Emotion

Intellect

Work environment

**Module III: Problem Solving Process**

Recognizing and Defining a problem

Analyzing the problem (potential causes)

Developing possible alternatives

Evaluating Solutions

Resolution of problem

Implementation

**Module IV: Plan of Action**

Construction of POA

Monitoring

Reviewing and analyzing the outcome

**Module V: Creative Thinking**

Definition and meaning of creativity

The nature of creative thinking

Convergent and Divergent thinking

Idea generation and evaluation (Brain Storming)



**Examination Scheme:**

Components	SAP	JOS	FC/MA/CS/HA	P/V/Q	A
Weightage (%)	25	15	30	25	05

**SAP-** Social Awareness Programme; **JOS-**Journal of Success; **HA-**Home Assignment; **P-** Presentation; **V-**Viva; **Q-**Quiz; **FC-** Flip class; **MA-** Movie Analysis; **CS-** Case study; **A-** Attendance

**Text & References:**

- Michael Steven: How to be a better problem solver, Kogan Page, New Delhi, 1999
  - Geoff Petty: How to be better at creativity; Kogan Page, New Delhi, 1999
  - Phil Lowe Koge Page: Creativity and Problem Solving, New Delhi, 1996
- Bensley, Alan D.: Critical Thinking in Psychology – A Unified Skills Approach, (1998), Brooks/Cole Publishing Company.

Course Name	Course Code	LTP	Credit	Semester
FRENCH – II	FLN201	2:0:0	2	2

**A. COURSE LEARNING OUTCOMES (CLO)**

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	<b>Identify and express</b> in French vocabulary and grammar norms
<b>CLO 2</b>	<b>Interpret</b> different types of texts as well as cultural ideas and themes
<b>CLO 3</b>	<b>Demonstrate</b> comprehension of nuance between script and sound in French
<b>CLO 4</b>	<b>Narrate</b> clearly ideas, themes in simple standard French

**B. SYLLABUS**

## Course Contents:

Module A : pp.38 – 47 : Module 3 : Objectif 3, 4, 5, 6

Module B: pp. 47 to 75 Module 4, 5

## Contenu lexical:

Module 3: Organiser son temps

1. donner/demander des informations sur un emploi du temps, un horaire  
SNCF – Imaginer un dialogue
2. rédiger un message/ une lettre pour ...

- i) prendre un rendez-vous/ accepter et confirmer/ annuler
- ii) inviter/accepter/refuser
- 3. Faire un programme d'activités  
imaginer une conversation téléphonique/un dialogue  
Propositions- interroger, répondre

Module 4: Découvrir son environnement

- 1. situer un lieu
- 2. s'orienter, s'informer sur un itinéraire.
- 3. Chercher, décrire un logement
- 4. connaître les rythmes de la vie

Module 5: s'informer

- 1. demander/donner des informations sur un emploi du temps passé.
- 2. donner une explication, exprimer le doute ou la certitude.
- 3. découvrir les relations entre les mots
- 4. savoir s'informer

Contenu grammatical:

- 1. Adjectifs démonstratifs
- 2. Adjectifs possessifs/exprimer la possession à l'aide de :  
i. « de » ii. A+nom/pronom disjoint
- 3. Conjugaison pronominale - négative, interrogative -  
construction à l'infinitif
- 4. Impératif/exprimer l'obligation/l'interdiction à l'aide de « il  
faut... »/ «il ne faut pas... »
- 5. passé composé
- 6. Questions directes/indirectes

Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

C - Project + Presentation

I - Interaction/Conversation Practice

Text & References:

- le livre à suivre : Campus: Tome 1

Course Name	Course Code	LTP	Credit	Semester
GERMAN – II	FLG201	2:0:0	2	2

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	<b>Identify and express</b> in German vocabulary and grammar norms
<b>CLO 2</b>	<b>Interpret</b> different types of texts as well as cultural ideas and themes
<b>CLO 3</b>	<b>Demonstrate</b> comprehension of nuance between script and sound in German
<b>CLO 4</b>	<b>Narrate</b> clearly ideas, themes in simple standard German

### B. SYLLABUS

#### Course Contents:

Module I: Everything about Time and Time periods

Time and times of the day., Weekdays, months, seasons. ,Adverbs of time and time related prepositions

Module II: Irregular verbs

Introduction to irregular verbs like to be, and others, to learn the conjugations of the same, (fahren, essen, lesen, schlafen, sprechen und ähnliche).

Module III: Separable verbs

To comprehend the change in meaning that the verbs undergo when used as such, Treatment of such verbs with separable prefixes

Module IV: Reading and comprehension

Reading and deciphering railway schedules/school time table , Usage of separable verbs in the above context

Module V: Accusative case

Accusative case with the relevant articles, Introduction to 2 different kinds of sentences – Nominative and Accusative

Module VI: Accusative personal pronouns

Nominative and accusative in comparison, Emphasizing on the universal applicability of the pronouns to both persons and objects

Module VII: Accusative prepositions

Accusative prepositions with their use, Both theoretical and figurative use

Module VIII: Dialogues

Dialogue reading: ‘In the market place’, ‘At the Hotel’

Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

C - Project + Presentation

I - Interaction/Conversation Practice

Text & References:

- Wolfgang Hieber, Lernziel Deutsch
- Hans-Heinrich Wangler, Sprachkurs Deutsch
- Schulz Griesbach, Deutsche Sprachlehre für Ausländer
- P.L Aneja, Deutsch Interessant- 1, 2 & 3
- Rosa-Maria Dallapiazza et al, Tangram Aktuell A1/1,2
- Braun, Nieder, Schmöe, Deutsch als Fremdsprache 1A, Grundkurs

Course Name	Course Code	LTP	Credit	Semester
SPANISH – II	FLS201	2:0:0	2	2

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	<b>Identify</b> and <b>express</b> in Spanish vocabulary and grammar norms
<b>CLO 2</b>	<b>Interpret</b> different types of texts as well as cultural ideas and themes
<b>CLO 3</b>	<b>Demonstrate</b> comprehension of nuance between script and sound in Spanish
<b>CLO 4</b>	<b>Narrate</b> clearly ideas, themes in simple standard Spanish

### B. SYLLABUS

#### Course Contents:

##### Module I

Revision of earlier modules.

##### Module II

Some more AR/ER/IR verbs. Introduction to root changing and irregular AR/ER/IR ending verbs

##### Module III

More verbal phrases (eg, Dios Mio, Que lastima etc), adverbs (*bueno/malo, muy, mucho, bastante, poco*). Simple texts based on grammar and vocabulary done in earlier modules.

##### Module IV

Possessive pronouns

##### Module V

Writing/speaking essays like my friend, my house, my school/institution, myself...descriptions of people, objects etc, computer/internet related vocabulary

#### Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

C – Project + Presentation

I – Interaction/Conversation Practice

#### Text & References:

- Español, En Directo I A
- Español Sin Fronteras

Course Name	Course Code	LTP	Credit	Semester
CHINESE – II	FLC201	2:0:0	2	2

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	<b>Read, write and speak approx. 100</b> New Chinese words and understand basic grammar points.
<b>CLO 2</b>	<b>Interpret</b> words, phrases and sentences of day today conversation related to hobbies and abilities, gratitude, apology and welcome, time, weather and directions
<b>CLO 3</b>	<b>Write</b> Chinese characters, simple sentence and a paragraph on simple topic like ‘Self Introduction’ and dialogue writing on “Conversation between two friends exchanging Personnel Information”.
<b>CLO 4</b>	<b>Communicate</b> with Chinese speaking people using words, phrases and sentences related to hobbies and abilities. Express gratitude, apology and welcome

### B. SYLLABUS

Course Contents:

Module I

**Drills**

**Practice reading aloud**

**Observe Picture and answer the question.**

**Tone practice.**

**Practice using the language both by speaking and by taking notes.**

**Introduction of basic sentence patterns.**

**Measure words.**

**Glad to meet you.**

Module II

**Where do you live?**

**Learning different colors.**

**Tones of “bu”**

**Buying things and how much it costs?**

**Dialogue on change of Money.**

**More sentence patterns on Days and Weekdays.**

**How to tell time. Saying the units of time in Chinese. Learning to say useful phrases like – 8:00, 11:25, 10:30 P.M. everyday, afternoon, evening, night, morning 3:58, one hour, to begin, to end ..... etc.**

**Morning, Afternoon, Evening, Night.**

Module III

**Use of words of location like-li, wai hang, xia**

**Furniture – table, chair, bed, bookshelf,.. etc.**

**Description of room, house or hostel room.. eg what is placed where and how many things are there in it?**

**Review Lessons – Preview Lessons.**

**Expression ‘yao’, “xiang” and “yaoshi” (if).**

**Days of week, months in a year etc.**

**I am learning Chinese. Is Chinese difficult?**

Module IV

**Counting from 1-1000**

**Use of “chang-chang”.**

**Making an Inquiry – What time is it now? Where is the Post Office?**  
**Days of the week. Months in a year.**  
**Use of Preposition – “zai”, “gen”.**  
**Use of interrogative pronoun – “duoshao” and “ji”.**  
**“Whose”??? Sweater etc is it?**  
**Different Games and going out for exercise in the morning.**

Module V

**The verb “qu”**  
**Going to the library issuing a book from the library**  
**Going to the cinema hall, buying tickets**  
**Going to the post office, buying stamps**  
**Going to the market to buy things.. etc**  
**Going to the buy clothes .... Etc.**  
**Hobby. I also like swimming.**  
**Comprehension and answer questions based on it.**

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

**C – Project +Presentation**

**I – Interaction/Conversation Practice**

Text & References:

- “Elementary Chinese Reader Part I” Lesson 11-20

Course Name	Course Code	LTP	Credit	Semester
<b>OPERATIONS RESEARCH</b>	<b>BBA 301</b>	2:1:0	3	3

## A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Identify the various techniques of Operation Research (OR).
<b>CLO 2</b>	Explain different linear Programming Techniques
<b>CLO 3</b>	Solve different managerial problems through OR techniques.
<b>CLO 4</b>	Apply different OR techniques to decision making.

## B. SYLLABUS

### Module I: Introduction

Introduction to Operations Research, Definition, scope and limitations of Operations Research

### Module II: Linear Programming

Linear Programming – Basic Concepts, Model formulation; Solution methods – Graphical Solution method, Simplex method (problems involving only upto 3 constraints and of inequality <), Application of LPP in business decision making.

### Module III: Transportation Problem

Transportation problem- Initial Basic feasible solution (North west corner rule, Vogels approximation method), Test for optimality (The Modified Distribution (MODI) method)

**Module IV: Assignment Problem**

Assignment Problem – Introduction, Approach of the Assignment model, Solution Methods (Hungarian method)

**Module V: Game Theory**

Game Theory - Concept and definition; Solution methods of Pure Strategy games (with saddle point), Significance of Game Theory.

**Module VI: Queuing & Simulation**

Introduction, Elementary queuing system, Introduction to Single – channel queuing model (with Poisson arrivals and Exponential service times), (no numerical); Introduction to Simulation, applications, advantages and drawbacks of simulation, Introduction to Monte – Carlo Simulation, Role of computers in Simulation.

**Examination Scheme:**

Components	CPA	T	Q/S/CA	A	ME	EE
Weightage (%)	30	-	-	5	15	50

**Text & References:****Text:**

- Kapoor V K, Operations Research (Techniques for Management), Seventh edition, Sultan Chand & Sons.

**References:**

- Sharma J K, Operations Research (Theory & Practices), Second edition, Macmillan India Ltd.
- Hamdy A Taha, Operations Research, Seventh edition, Prentice Hall India
- Kothari C R, An introduction to Operations Research, Third edition, Vikas Publishing House



Course Name	Course Code	LTP	Credit	Semester
<b>FINANCIAL MANAGEMENT – I</b>	<b>BBA 302</b>	3:0:0	3	3

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Recognize essential components of modern finance theory and its application in making crucial financial decisions;
<b>CLO 2</b>	Illustrate the use of various tools of financial management in selecting the best among the various choices
<b>CLO 3</b>	Demonstrate technical skills by solving specific problems helpful in evaluating different possibilities for competitive advantage
<b>CLO 4</b>	Have the opportunity to apply problem solving and analytical skills to issues in financial management
<b>CLO 5</b>	Use critical thinking to analyse management challenges through learning and study, individually or in a group.

### B. SYLLABUS

#### Module I: Introduction to Financial Management

Evolution of Financial Management , Key activities of Finance Manager Changing Role of Finance Managers, Key Decision Areas in Financial Management, Objectives of the firm.

#### Module II: Tools for financial decision making

A framework for Financial Decision Making - Financial Statement Analysis: Interpretation & Analysis of fund flow statement, cash flow statement, financial ratio, common size statement, Comparative statement, trend analysis, time series.

Concept of Time value of Money, Process of Compounding and Discounting, Future Value of a Single amount, Future Value of an Annuity, Present Value of a Single Amount, Present Value of an Annuity.

#### Module IV: Analysis of Capital budgeting

Basics of Capital Budgeting, Types of capital budgeting decisions, Preparation of capital budgeting proposal, Estimating cash flows for project appraisal, Green capital budgeting.

#### Module IV: Techniques of Capital Budgeting

Non-discounted Cash Flow Techniques: Payback Period, ARR, Discounted Cash Flow Techniques: NPV, IRR, PI. Risk Analysis of Capital Budgeting : Risk adjusted discount rate, Certainty Equivalent Approach, Real Options: An Introduction to Decision Tree Approach, Sensitivity Analysis, Scenario Analysis & Simulation including Monte Carlo Simulation.

#### Module V: Working Capital Management Decision

Sources of short term finance: Accruals, Trade credit, Working capital advance by commercial banks, Public Deposits, Inter-corporate deposits, Short term loan from financial institutions, Commercial Paper, Factoring & Forfeiting. Factors influencing working capital requirement, Estimating working capital requirement (numerical), Operating cycle analysis

#### Module VI: Management of Cash, Receivables & Inventory

Methods of inventory management: An Introduction to EOQ, ABC analysis; Receivables management: Credit Standards & Analysis, Credit Terms, Collection Policy & Procedures. Management of cash: Cash Planning, Managing the cash flows, Optimum Cash Level, Investing surplus cash.

Examination Scheme:

<b>Components</b>	<b>CPA</b>	<b>T</b>	<b>Q/S/CA</b>	<b>A</b>	<b>ME</b>	<b>EE</b>
Weightage (%)	30	-	-	5	15	50

**Text & References:**

*Text:*

- Pandey, I. M, Financial Management. Ninth Edition, Vikas Publishing House Pvt. Ltd.

*References:*

- Van Horne, J.C Financial Management & Policy Twelfth Edition, Prentice Hall
- Chandra, P. Fundamentals of Financial Management, Sixth Edition, Tata McGraw Hill.

Course Name	Course Code	LTP	Credit	Semester
<b>MARKETING MANAGEMENT – I</b>	<b>BBA 304</b>	3:0:0	3	3

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Develop understanding of core concepts of marketing and the role of marketing in business and society.
<b>CLO 2</b>	Critically analyse and apply marketing strategies based on product, price, place and promotion objectives, under ethical consideration of different market situations.
<b>CLO 3</b>	Develop the ability to analyze marketing problems and provide solutions based on a critical examination of marketing environment information
<b>CLO 4</b>	Build understanding about how to analyze consumer behavior to make informed marketing decisions
<b>CLO 5</b>	Understand the concept of Segmentation, Targeting and Positioning.

### B. SYLLABUS

#### Module I: Introduction to Marketing

Meaning of marketing, Core concepts of marketing, Evolution and its role in the changing business environment, Various marketing management philosophies, viz., the production concept, the product concept, selling concept and the marketing concept, The newer definitions of marketing- societal marketing and relationship marketing.

#### Module II: Relationship between Marketing and Strategic Planning

Introduction to Strategic Planning with marketing perspective, Marketing process and Marketing Plan.

#### Module III: Analyzing marketing opportunities

Internal and External Marketing Environment Analysis, Introduction to Marketing Information System and Marketing Research.

#### Module IV: Studying Consumer Behaviour

Buying Behaviour for Consumer Markets and Industrial Markets, Types of Buying Situations, Buying Decision Process and Factors Affecting Buyer Behaviour, Consumer Adoption Process.

#### Module V: Segmentation, Targeting and Positioning

Concept of Market Segmentation, Bases for segmenting Consumer and Business markets, Approaches for Targeting, Differentiation and Positioning.

#### Examination Scheme:

Components	CPA	T	Q/S/CA	A	ME	EE
Weightage (%)	30	-	-	5	15	50

#### Text & References:

##### Text:

- Marketing Management, Philip Kotler, Eleventh Edition

##### References:

- Principles of Marketing, Philip Kotler and Gray Armstrong
- Marketing Management, Michael R. Czinkota and Masaaki Kotabe
- Marketing, Charles W. Lamb, Joseph F. Hair, and Carl McDaniel
- Fundamentals of Marketing, Stanton, Ezel, etc.

Course Name	Course Code	LTP	Credit	Semester
<b>PUBLIC RELATIONS AND CORPORATE IMAGE</b>	<b>BBA 371</b>	3:0:0	3	3

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	<b>Differentiate between advertising and publicity</b>
<b>CLO 2</b>	<b>Develop and demonstrate strategic plans and planning methods in Advertising and Public Relation</b>
<b>CLO 3</b>	<b>Discuss the concept and tools of Public Relations</b>
<b>CLO 4</b>	<b>Discuss different aspects of brand building and its importance for an organisation</b>
<b>CLO 5</b>	<b>Plan and execute ethically sound and socially responsible advertising strategies and public relations campaign</b>

### B. SYLLABUS

#### **Module I: Corporate image**

Understanding Corporate Image, Corporate Image Building: A Marketing Exercise, an overview to Marketing, understanding the Marketing Mix – Product, Price, Place, Promotion

#### **Module II: Marketing Communications**

Role in Corporate Image Building, introduction to the tools used for marketing communication – Advertising, Visual Corporate Identity, Public Relations, Sales Promotion, Direct Marketing, Sales Management, Sponsorships, Exhibitions, Packaging, Merchandising and Point-of-Purchase Materials, E-Marketing and Customer Service

#### **Module III: Corporate Image and Society**

#### **Module IV: Public Relations**

Understanding Public Relations, Role and Scope of PR, Corporate Image and PR, PR as part of Marketing Communications

#### **Module V: Exercising PR**

In-house PR, PR Agencies, Modes of PR and Media Handling, PR Events, Crisis Management in Public Relations

#### **Module VI: PR Publications**

In-house Journals, Ghost Writing, Media Writing, Press releases, brochures.

#### **Module VII: Research in Public Relations**

Building Information Resources, Areas of PR research: Public Opinion Research, Media Tracking, Content Analysis, Campaign Examination, Benchmark Studies,

#### Examination Scheme:

Components	CPA	T	Q/S/CA	A	ME	EE
Weightage (%)	30	-	-	5	15	50

#### **Text & References:**

##### *Text:*

- Public Relations: Principles, Cases and Problems, H. Frazier Moore, Frank B. Kalupa

**References:**

- Marketing Management, Philip Kotler
- Integrated Marketing Communications, PR Smith with Jonathan Taylor
- IMC, Tom Duncan

Course Name	Course Code	LTP	Credit	Semester
<b>PUBLIC FINANCE</b>	<b>BBA 380</b>	3:0:0	3	3

**A. COURSE LEARNING OUTCOMES (CLO)**

<b>CLO 1</b>	Understand and analyse the role of Governments in the modern mixed economies.
<b>CLO 2</b>	Evaluate characteristics of a good tax system, revenue and expenditures of the Government, fiscal deficit, fiscal policy and its impact on the economy.
<b>CLO 3</b>	Appraise the impact of changes in fiscal policy on the economy, how initiatives and regulations in fiscal planning helps the economy.

**B. SYLLABUS****Module I: Introduction**

Nature, Scope and Importance, Theory of Maximum Social Advantage, Private goods, Public goods and Merit goods; Role of government in managing the economy under different economic systems – Social Welfare Function; Theory of Public goods - Market failure - Externalities - problems in allocation of resources - theoretical developments in Demand revelation for social goods -Public choice.

**Module II: Public Expenditure**

**Theories of Public Expenditure -Structure and growth of public expenditure - Criteria for public investment - Income Redistribution – Expenditure Programmes for the poor - Social Insurance: Unemployment Insurance, Health Care, and Education - Social cost-benefit analysis - benefit estimation and evaluation.**

**Module III: Taxation**

Theory of Taxation - Benefit and ability-to-pay approaches - Indian Direct and Indirect Taxes - Effects of taxation - Requirements of a sound tax system - Canons of taxation - Tax reforms - Evaluation of Tax Reforms -Taxation Incidence and alternative concepts of Incidence.

**Module IV Budgeting and Debt**

Budget - Concept of PPB - Zero-based Budgeting - Cash budgeting : Cash management and Treasury functions in Government - Deficit Budgeting - Types of Deficits - Public Debt: Trends and composition of Indian Public Debt: Instruments - Treasury bills, bonds and other securities, Debt management - Methods of debt redemption.

**Module V: Fiscal Policy**

Role of Fiscal Policy in India - Principles of Fiscal federalism in India; Finance Commissions and Planning Commission

**Examination Scheme:**

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

**Text & References:**

*Text:*

- Musgrave, R.A. and P.B. Musgrave (1976), Public Finance in Theory and Practice, 3rd edition, McGraw-Hill Kogakusha, Tokyo.
- Raghbendra Jha : (1998), Modern Public Economics
- Rosen, Harway, S. - Public Finance, IVth Edn. Irwin.

***References:***

- Mueller, D.C. (1979), Public Choice, Cambridge University Press, Cambridge
- Brown, C.V. and Jackson - Public Sector Economics
- Raja J. Chellia et al. - Trends in Federal Finance
- D.N. Dwivedi, Readings in India Public finance
- Government of India, Report of the 13th Finance Commission
- Economic Survey, Government of India (latest).
- State Finances: A Study of Budgets, Reserve Bank of India (latest).

Course Name	Course Code	LTP	Credit	Semester
<b>CORPORATE SOCIAL RESPONSIBILITY</b>	<b>BBA 382</b>	2:1:0	3	3

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Introduction and historical information on Microorganisms and their use in different industries
<b>CLO 2</b>	Acquire industrial skills of microbial culture, growth, and practices
<b>CLO 3</b>	Demonstrate the advanced application of Microbes in emerging industrial sectors

### B. SYLLABUS

#### Unit-1: Introduction to CSR

Meaning and Definition, History of CSR, Concepts of Charity, Corporate philanthropy, Corporate Citizenship, Sustainability and Stakeholder Management. Environmental aspect of CSR Chronological evolution and Models of CSR in India Carroll's model Major codes on CSR Initiatives in India.

#### Module II: CSR-Legislation in India and 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 III: The Drivers of CSR in India

Market based pressure and incentives, civil society pressure, the regulatory environment in India Counter trends, Review of current trends and opportunities in CSR, Review of successful corporate initiatives and challenges of CSR. Case Studies of Major CSR Initiatives

#### Module IV: Identifying key stakeholders of CSR

Role of Public Sector in Corporate, government programs, Nonprofit and Local Self Governance in implementing CSR, Global Compact Self-Assessment Tool, National Voluntary Guidelines by Govt. of India, Roles and responsibilities of corporate foundations.

#### Module V: Review current trends and opportunities in CSR. and Corporate Governance

CSR as a Strategic Business tool for Sustainable development. Review of successful corporate initiatives & challenges of CSR. Case Studies of Major CSR Initiatives. Corporate Governance

#### Evaluation:

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

Text & References:

William B. Werther Jr. and David Chandler, *Strategic Corporate Social Responsibility: Stakeholders in a Global Environment, Second Edition*, Sage Publications, 2011

Sanjay K Agarwal, *Corporate Social Responsibility in India*, Sage Publications, 2008

Corporate Social Responsibility: Concepts and Cases: The Indian - C. V. Baxi, Ajit Prasad

Mallin, Christine A., *Corporate Governance (Indian Edition)*, Oxford University Press, New Delhi.

Blowfield, Michael, and Alan Murray, *Corporate Responsibility*, Oxford University Press.

Francesco Perrini, Stefano, and Antonio Tencati, *Developing Corporate Social*

*Responsibility-A European Perspective*, Edward Elgar. University of Delhi.

Sharma, J.P., *Corporate Governance, Business Ethics & CSR*, Ane Books Pvt Ltd, New Delhi.



Course Name	Course Code	LTP	Credit	Semester
<b>ENVIRONMENT STUDIES</b>	<b>EVS001</b>	4:0:0	4	3

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Student learns about components of the environment
<b>CLO 2</b>	Student becomes aware of how the various components are interacting
<b>CLO 3</b>	Student is able to critically assess the harm that anthropogenic activity is doing to the environment
<b>CLO 4</b>	Student is able to apply various strategies to save the environment

### B. SYLLABUS

#### Module I: The multidisciplinary nature of environmental studies

Definition, scope and importance

Need for public awareness

#### Module II: Natural Resources

Renewable and non-renewable resources:

Natural resources and associated problems

Forest resources: Use and over-exploitation, deforestation, case studies. Timber extraction, mining, dams and their effects on forests 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.

Food resources: World food problems, changes caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problems, water logging, salinity, case studies.

Energy resources: Growing energy needs, renewable and non-renewable energy sources, use of alternate energy sources, case studies.

Land resources: Land as a resource, land degradation, man induced landslides, soil erosion and desertification.

- Role of an individual in conservation of natural resources.
- Equitable use of resources for sustainable lifestyles.

#### Module III: Ecosystems

Concept of an ecosystem

Structure and function of an ecosystem

Producers, consumers and decomposers

Energy flow in the ecosystem

Ecological succession

Food chains, food webs and ecological pyramids

Introduction, types, characteristic features, structure and function of the following ecosystem:

- a. Forest ecosystem
- b. Grassland ecosystem
- c. Desert ecosystem
- d. Aquatic ecosystems (ponds, streams, lakes, rivers, ocean estuaries)

#### Module IV: Biodiversity and its conservation

Introduction – Definition: genetic, species and ecosystem diversity

Biogeographical classification of India

Value of biodiversity: consumptive use, productive use, social, ethical aesthetic and option values

Biodiversity at global, national and local levels

India as a mega-diversity nation

Hot-spots of biodiversity

Threats to biodiversity: habitat loss, poaching of wildlife, man wildlife conflicts

Endangered and endemic species of India  
Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity

### Module V: Environmental Pollution

#### Definition

□□□ Causes, effects and control measures of:

- a. Air pollution
- b. Water pollution
- c. Soil pollution
- d. Marine pollution
- e. Noise pollution
- f. Thermal pollution
- g. Nuclear pollution

Solid waste management: Causes, effects and control measures of urban and industrial wastes.

Role of an individual in prevention of pollution.

Pollution case studies.

Disaster management: floods, earthquake, cyclone and landslides.

### Module VI: Social Issues and the Environment

From unsustainable to sustainable development

Urban problems and related to energy

Water conservation, rain water harvesting, watershed management

Resettlement and rehabilitation of people; its problems and concerns. Case studies.

Environmental ethics: Issues and possible solutions

Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust. Case studies.

Wasteland reclamation

Consumerism and waste products

Environmental Protection Act

Air (Prevention and Control of Pollution) Act

Water (Prevention and control of Pollution) Act

Wildlife Protection Act

Forest Conservation Act

Issues involved in enforcement of environmental legislation

Public awareness

### Module VII: Human Population and the Environment

Population growth, variation among nations

Population explosion – Family Welfare Programmes

Environment and human health

Human Rights

Value Education

HIV / AIDS

Women and Child Welfare

Role of Information Technology in Environment and Human Health

Case Studies

### Module VIII: Field Work

Visit to a local area to document environmental assets-river / forest/ grassland/ hill/ mountain.

Visit to a local polluted site – Urban / Rural / Industrial / Agricultural

Study of common plants, insects, birds

Study of simple ecosystems-pond, river, hill slopes, etc (Field work equal to 5 lecture hours)

### Examination Scheme:

Components	CT	HA	S/V/Q	A	EE
Weightage (%)	15	5	5	5	70

### Text & References:

- Agarwal, K.C. 2001 Environmental Biology, Nidi Publ. Ltd. Bikaner.
- Bharucha Erach, The Biodiversity of India, Mapin Publishing Pvt. Ltd., Ahmedabad 380 013, India, Email:mapin@icenet.net (R)
- Brunner R.C., 1989, Hazardous Waste Incineration, McGraw Hill Inc. 480p
- Clark R.S., Marine Pollution, Clarendon Press Oxford (TB)

- Cunningham, W.P. Cooper, T.H. Gorhani, E & Hepworth, M.T. 2001, Environmental Encyclopedia, Jaico Publ. House, Mumbai, 1196p
- De A.K., Environmental Chemistry, Wiley Eastern Ltd.
- Down to Earth, Centre for Science and Environment (R)
- Gleick, H.P. 1993. Water in Crisis, Pacific Institute for Studies in Dev., Environment & Security. Stockholm Env. Institute Oxford Univ. Press. 473p
- Hawkins R.E., Encyclopedia of Indian Natural History, Bombay Natural History Society, Bombay (R)
- Heywood, V.H & Waston, R.T. 1995. Global Biodiversity Assessment. Cambridge Univ. Press 1140p.
- Jadhav, H & Bhosale, V.M. 1995. Environmental Protection and Laws. Himalaya Pub. House, Delhi 284 p.
- Mckinney, M.L. & School, R.M. 1996. Environmental Science Systems & Solutions, Web enhanced edition. 639p.
- Mhaskar A.K., Matter Hazardous, Techno-Science Publication (TB)
- Miller T.G. Jr. Environmental Science, Wadsworth Publishing Co. (TB)
- Odum, E.P. 1971. Fundamentals of Ecology. W.B. Saunders Co. USA, 574p
- Rao M N. & Datta, A.K. 1987. Waste Water treatment. Oxford & IBH Publ. Co. Pvt. Ltd. 345p.
- Sharma B.K., 2001. Environmental Chemistry. Geol Publ. House, Meerut
- Survey of the Environment, The Hindu (M)
- Townsend C., Harper J, and Michael Begon, Essentials of Ecology, Blackwell Science
- Trivedi R.K., Handbook of Environmental Laws, Rules Guidelines, Compliances and Standards, Vol I and II, Enviro Media (R)
- Trivedi R. K. and P.K. Goel, Introduction to air pollution, Techno-Science Publication (TB)
- Wanger K.D., 1998 Environnemental Management. W.B. Saunders Co. Philadelphia, USA 499p

Course Name	Course Code	LTP	Credit	Semester
ANANDAM	AND003	0:0:04	2	3

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

CLO 1	Awareness and empathy regarding community issues	
CLO 2	Interaction with the community and impact on society	
CLO 3	Interaction with mentor and development of Student teacher relationship	
CLO 4	Interaction among students, enlarge social network	
CLO 5	Cooperative and Communication skills and leadership qualities	
CLO 6	Critical thinking, Confidence and Efficiency	

### B. SYLLABUS

#### Course Contents:

**The project report should be guided by the mentor and shall contain:**

- **Synopsis:** clearly stating objectives and activities to be undertaken. Problem identifying and problem-solving projects to be taken up.
- Details of the **Mentor and the Participants are to** be given (name of mentor, name of participants, phone number/mobile no, email, and address)
- Location / community where the work was carried out
- Details of Activities performed are to be given with date
- Number of beneficiaries and impact on the society (the object should be to empower the community and make them self-reliant)
- Photographs taken for documentation of work should be submitted
- Media coverage of the projects should be attached if any
- The Group Community Service Project Report will be submitted by the Student group leader under the guidance of the mentor to the Director/HoIs of the Department.
- The Director/HoIs should get the best report (more than one if required) of the Group Community Service Project uploaded on the HTE website and on the University page
- The Director/HoIs will forward the best report of the department to the Nodal Officer of the University.
- University will forward the report to the state level committee.

#### GUIDELINES FOR GCSP (Group Community Service Project)

#### ASSIGNMENT OF ANANDAM FOR SOCIAL AWARENESS (for students)

1. Each member of the group shall write one blog about the decided topic of 500 words (minimum) along with any relevant photos/diagrams/statistical data (with reference).
2. The group member shall write his/her name at the end of the blog.
3. The blog shall be posted on Instagram and Facebook (apart from these any other website wherever the group seems necessary).

4. Print out of the blog where date of when the content is posted, number of followers, comments, name of the writer shall be visible will be taken and file will be maintained for the same.
5. In the cover page of the project mention heading “**Group Community Service Project**”, and the filled format of final project report given by Anandam Scheme.
6. For the topic chosen by the group, students are recommended to cover the following points:
  - a) Current scenario (Regional, national and international level as applicable)
  - b) Future predictions
  - c) Duty of the government
  - d) Government policies (related to the topic), if any
  - e) Duty of public
  - f) Conclusion

**Evaluation Scheme:**

Project Participation: 2 hours X 8 days (per month) X 4 months = 64 hours

- C grade =32 hrs (Below 20 marks)
- B grade >32 hrs to <=44hrs (20-30 marks)
- A grade >44 hrs to<=54hrs (30-40 marks)
- O grade >54 hrs to<=64hrs (40-50 marks)

**Evaluation Criteria:**

Respective Departmental Anandam mentors are requested to evaluate the project (out of 50) as per the following criteria:

1. Position and exceptions, if any, are clearly stated. The organization of the blog is completely and clearly outlined and implemented.
2. The body of the blog is coherently organized, original and the logic is easy to follow. There is no spelling or grammatical errors and terminology is clearly defined. Writing is clear, concise, and persuasive.
3. Conclusion is clearly stated. The underlying logic is explicit.

Course Name	Course Code	LTP	Credit	Semester
Business Communication-I	BCS 301	1:0:0	1	1

**B. COURSE LEARNING OUTCOMES (CLO)**

<b>CLO 1</b>	Inculcating creative thinking skills
<b>CLO 2</b>	Construct and showcase their communication skills in a creative manner.
<b>CLO 3</b>	Comprehending and demonstrating ways of self-introduction
<b>CLO 4</b>	Outlining and illustrating presentation Skills

**B. SYLLABUS**

Topic
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Self-Actualization (Baseline, Self-Image Building, SWOT, Goal Setting)
Telephone Etiquette
GD-1 (Basics, Do's & Don'ts, Mannerism, Dynamics, GD Markers)
Book Review Presentation

**EXAMINATION SCHEME:**

Components	Self Introduction	GD	Book Review Presentation	Attendance
Weightage (%)	30	35	30	5

**SUGGESTED READINGS**

- Business Communication, Raman – Prakash, Oxford
- Creative English for Communication, Krishnaswamy N, Macmillan
- Textbook of Business Communication, Ramaswami S, Macmillan
- Writing Skills, Coe/Rycroft/Ernest, Cambridge

Course Name	Course Code	LTP	Credit	Semester
Business Communication-I	BCS 301	1:0:0	1	1

**C. COURSE LEARNING OUTCOMES (CLO)**

<b>CLO 1</b>	Inculcating creative thinking skills
<b>CLO 2</b>	Construct and showcase their communication skills in a creative manner.
<b>CLO 3</b>	Comprehending and demonstrating ways of self-introduction
<b>CLO 4</b>	Outlining and illustrating presentation Skills

**B. SYLLABUS**

Topic
Self-Actualization (Baseline, Self-Image Building, SWOT, Goal Setting)
Telephone Etiquette
GD-1 (Basics, Do's & Don'ts, Mannerism, Dynamics, GD Markers)
Book Review Presentation

**EXAMINATION SCHEME:**

<b>Components</b>	Self Introduction	GD	Book Review Presentation	Attendance
Weightage (%)	30	35	30	5

### **SUGGESTED READINGS**

- Business Communication, Raman – Prakash, Oxford
- Creative English for Communication, Krishnaswamy N, Macmillan
- Textbook of Business Communication, Ramaswami S, Macmillan
- Writing Skills, Coe/Rycroft/Ernest, Cambridge

Course Name	Course Code	LTP	Credit	Semester
BEHAVIOURAL SCIENCE - III	BSS 303	1:0:0	1	1

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to

<b>CLO 1</b>	<b>Demonstrate knowledge of strategies for developing a healthy interpersonal communication</b>
<b>CLO 2</b>	<b>Recognize the importance of transactional analysis, script analysis</b>
<b>CLO 3</b>	Identify the difference between healthy and unhealthy expression of emotions and develop emotional competence necessary for conflict resolution and impression management
<b>CLO 4</b>	Demonstrate knowledge of strategies for developing a healthy interpersonal relationship

### Course Contents:

**Module I: Interpersonal Communication**  
**Importance of Behavioural/ Interpersonal Communication**  
**Types – Self and Other Oriented**  
**Rapport Building – NLP, Communication Mode**  
**Steps to improve Interpersonal Communication**

**Module II: Interpersonal Styles**  
**Transactional Analysis**  
**Life Position/Script Analysis**  
**Games Analysis**  
**Interactional and Transactional Styles**  
**Bridging differences in Interpersonal Relationship through TA**  
**Communication Styles**

**Module III: Conflict Management and Negotiation**  
**Meaning and Nature of conflicts**  
**Styles and techniques of conflict management**  
Meaning of Negotiation  
Process and Strategies of Negotiation  
**Interpersonal Communication: Conflict Management and Negotiation**

**Module IV: Interpersonal Relationship Development**  
**Importance of Interpersonal Relationships**  
**Interpersonal Relationship Skills**  
**Types of Interpersonal Relationships**  
**Relevance of Interpersonal Communication in Relationship Development**

**Module V: Impression Management**  
Meaning & Components of Impression Management  
Impression Management Techniques  
**Impression Management Training-Self help and Formal approaches**

### Examination Scheme:

Components	SAP	JOS	FC/MA/CS/HA	P/V/Q	A
Weightage (%)	25	15	30	25	05



**SAP-** Social Awareness Programme; **JOS-**Journal of Success; **HA-**Home Assignment; **P-** Presentation; **V-**Viva; **Q-**Quiz; **FC-** Flip class; **MA-** Movie Analysis; **CS-** Case study; **A-** Attendance

**Text & References:**

- **Vangelist L. Anita, Mark N. Knapp, Inter Personal Communication and Human Relationships: Third Edition, Allyn and Bacon**
- **Julia T. Wood. Interpersonal Communication everyday encounter**
- **Beebe, Beebe and Redmond; Interpersonal Communication, 1996; Allyn and Bacon Publishers.**
- **Rosenfeld, P., Giacalone, R.A. and Catherine, A.R. (2003). Impression Management: Building and Enhancing Reputations at Work. Thomson Learning, Singapore.**

Course Name	Course Code	LTP	Credit	Semester
FRENCH - III	FLN301	2:0:0	2	3

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	<b>Identify</b> and express in French vocabulary and grammar norms
<b>CLO 2</b>	<b>Interpret</b> different types of texts as well as cultural ideas and themes.
<b>CLO 3</b>	<b>Demonstrate comprehension</b> of nuance between script and sound in French
<b>CLO 4</b>	<b>Narrate clearly</b> ideas, themes in simple standard French

### B. SYLLABUS

Course Contents:

Module B: pp. 76 - 88 Module 6

Module C: pp. 89 to 103 Module 7

Contenu lexical: Module 6: se faire plaisir

1. acheter : exprimer ses choix, décrire un objet (forme, dimension, poids et matières) payer
2. parler de la nourriture, deux façons d'exprimer la quantité, commander un repas au restaurant
3. parler des différentes occasions de faire la fête

Module 7: Cultiver ses relations

1. maîtriser les actes de la communication sociale courante  
(Salutations, présentations, invitations, remerciements)
2. annoncer un événement, exprimer un souhait, remercier,  
s'excuser par écrit.
3. caractériser une personne (aspect physique et caractère)

Contenu grammatical:

1. accord des adjectifs qualificatifs
2. articles partitifs
3. Négations avec de, ne...rien/personne/plus
4. Questions avec combien, quel...
5. expressions de la quantité
6. ne...plus/toujours - encore
7. pronoms compléments directs et indirects
8. accord du participe passé (auxiliaire « avoir ») avec  
l'objet direct
9. Impératif avec un pronom complément direct ou indirect
10. construction avec « que » - Je crois que/ Je pense que/ Je  
sais que

Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

C - Project + Presentation

I - Interaction/Conversation Practice

Text & References:

- le livre à suivre : Campus: Tome 1

Course Name	Course Code	LTP	Credit	Semester
GERMAN - III	FLG301	2:0:0	2	3

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

CLO 1	<b>Identify</b> and <b>express</b> in German vocabulary and grammar norms
CLO 2	<b>Interpret</b> different types of texts as well as cultural ideas and themes.
CLO 3	<b>Demonstrate</b> comprehension of nuance between script and sound in German
CLO 4	<b>Narrate</b> clearly ideas, themes in simple standard German

### B. SYLLABUS

Course Contents:

Module I: Modal verbs

Modal verbs with conjugations and usage

Imparting the finer nuances of the language

Module II: Information about Germany (ongoing)

Information about Germany in the form of presentations or "Referat"- neighbors, states and capitals, important cities and towns and characteristic features of the same, and also a few other topics related to Germany.

Module III: Dative case

Dative case, comparison with accusative case

Dative case with the relevant articles

Introduction to 3 different kinds of sentences – nominative, accusative and dative

Module IV: Dative personal pronouns

Nominative, accusative and dative pronouns in comparison

Module V: Dative prepositions

Dative preposition with their usage both theoretical and figurative use

Module VI: Dialogues

In the Restaurant,

At the Tourist Information Office,

A telephone conversation

Module VII: Directions

Names of the directions

Asking and telling the directions with the help of a roadmap

Module VIII: Conjunctions

To assimilate the knowledge of the conjunctions learnt indirectly so far

Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

C - Project + Presentation I - Interaction/Conversation Practice

#### Text & References:

- Wolfgang Hieber, Lernziel Deutsch
- Hans-Heinrich Wangler, Sprachkurs Deutsch
- Schulz Griesbach, Deutsche Sprachlehre für Ausländer
- P.L Aneja, Deutsch Interessant- 1, 2 & 3
- Rosa-Maria Dallapiazza et al, Tangram Aktuell A1/1,2
- Braun, Nieder, Schmöe, Deutsch als Fremdsprache 1A, Grundkurs

Course Name	Course Code	LTP	Credit	Semester
SPANISH – III	BLS301	2:0:0	2	3

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	To enable the students to talk about a place like, classroom, market, neighborhood and location of thing with the use of prepositions.
<b>CLO 2</b>	To talk about one's likes/dislikes, how one is feeling, to express opinions, pain and illness
<b>CLO 3</b>	Speaking about prices/currency/ market and quantity
<b>CLO 4</b>	To discuss near future plans ( Ir + a +inf. )
<b>CLO5</b>	To talk about actions in process. (Present continuous form)

### B. SYLLABUS

#### Course Contents:

#### Module I

Revision of earlier semester modules

Set expressions (idiomatic expressions) with the verb *Tener, Poner, Ir...*

Weather

#### Module II

Introduction to *Gustar...* and all its forms. Revision of *Gustar* and usage of it

#### Module III

Translation of Spanish-English; English-Spanish. Practice sentences.

How to ask for directions (using *estar*)

Introduction to IR + A + INFINITIVE FORM OF A VERB

#### Module IV

Simple conversation with help of texts and vocabulary

En el restaurante

En el instituto

En el aeropuerto

#### Module V

Reflexives

#### Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

C - Project + Presentation

I - Interaction/Conversation Practice

Text & References:

- Español, En Directo I A
- Español Sin Fronteras -Nivel Elemen

Course Name	Course Code	LTP	Credit	Semester
CHINESE – III	FLC301	02:0:0	2	3

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	<b>Read, write and speak approx. 50</b> New Chinese words and understand basic grammar points
<b>CLO 2</b>	<b>Interpret</b> words, phrases and sentences of day today conversation related to size, quantity, shopping, communication, study, work and feelings
<b>CLO 3</b>	<b>Write</b> Chinese characters, simple sentence and a paragraph on Self Introduction
<b>CLO 4</b>	<b>Communicate</b> with Chinese speaking people using words, phrases and sentences related to size, quantity, shopping, communication, study, work and feelings

### B. SYLLABUS

#### Course Contents:

##### Module I

Drills, Dialogue practice, Observe picture and answer the question., Introduction of written characters.

Practice reading aloud, Practice using the language both by speaking and by taking notes.

Character writing and stroke order

##### Module II

Measure words, Position words e.g. inside, outside, middle, in front, behind, top, bottom, side, left, right, straight., Directional words – beibian, xibian, nanbian, dongbian, zhongjian., Our school and its different building locations., What game do you like? Difference between “hui” and “neng”, “keyi”.

##### Module III

Changing affirmative sentences to negative ones and vice versa

Human body parts.

Not feeling well words e.g. ; fever, cold, stomach ache, head ache.

Use of the modal particle “le”

Making a telephone call Use of “jiu” and “cal” (Grammar portion)

Automobiles e.g. Bus, train, boat, car, bike etc.

Traveling, by train, by airplane, by bus, on the bike, by boat.. etc.

##### Module IV

The ordinal number “di”

“Mei” the demonstrative pronoun e.g. mei tian, mei nian etc.

use of to enter to exit Structural particle “de” (Compliment of degree). Going to the Park. Description about class schedule during a week in school. Grammar use of “li” and “cong”. Comprehension reading followed by questions.

##### Module V

Persuasion-Please don't smoke. Please speak slowly Praise – This pictorial is very beautiful

Opposites e.g. Clean-Dirty, Little-More, Old-New, Young-Old, Easy-Difficult, Boy-Girl, Black-White, Big-Small, Slow-Fast ... etc. Talking about studies and classmates Use of “it doesn't matter” Enquiring about a student, description about study method.

Grammar: Negation of a sentence with a verbal predicate.

Evaluation Scheme:



Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

C - Project + Presentation

I - Interaction/Conversation Practice

Text & References:

- “Elementary Chinese Reader Part I, Part-2” Lesson 21-30

Course Name	Course Code	LTP	Credit	Semester
<b>MANAGEMENT INFORMATION SYSTEMS</b>	<b>BBA 303</b>	3:0:0	3	3

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Understand the fundamentals of Information System
<b>CLO 2</b>	Describe the concept of Management Information System;
<b>CLO 3</b>	Relate the use of DBMS, Data Warehousing and Data Mining in MIS and DSS;
<b>CLO 4</b>	Recognize the security issues and challenges in the digital firm;
<b>CLO 5</b>	To analyse planning and implementation of an information system in the organization through learning and solving case studies , individually or in a group;
<b>CLO 6</b>	Use critical thinking to identify key applications for digital age.

### B. SYLLABUS

#### Module I: Organizations, Management and Information

Meaning of MIS, Components of MIS, IS in Business, Data Information and knowledge, Characteristics of Information in context, Issues with Information, System and Subsystems, Organization as a System, Different Organizational Structures: Hierarchical Structure – (Different Levels of Management, Information disposition at different levels), Matrix Structure, Business Process (Management, Operational and Support).

#### Module II: Information Technology Architecture

Managing Hardware Assets – Considerations in Procurement and installation, Managing Software Assets – Consideration in procurement and configuration, Data Resource Management (Database Management System – Types and Structure of Database, Data Warehousing – Phases in building Data Warehouses in an organization, Data Mining – Data Mining Applications, Data Banking)

#### Module III: Management and Organizational Support Systems for the Firm

Information, Decision and Management, Decision Support System (Phases in Decision Making, Problems and Decision Types, DSS components, and Analytical Models in Decision Making), Executive Information System – Characteristics and benefits, Managing Knowledge (Knowledge Engineering, Knowledge Management Activities and Knowledge Representation Methodologies), Artificial Intelligence (Domains of AI, AI in Business), Expert System (Components, Benefits and Limitations, Suitability Criteria for ES)

#### Module IV: Building Information Systems in the Digital Firm

Organizational Planning – Planning at distinct Managerial Levels, Approaches in Planning (Top Down, Bottom Up, Planning through CSF), IT and IS Planning – Prerequisites and factors, IT and IS Architecture (Centralized,

Decentralized and Distributed), Implementing IT and IS (Factors and Resistance in implementation), Change Management with BPR, System Development (System Development Life Cycle-Overview, Prototyping), Evaluating Factors for IT and IS services.

**Module V: Managing Information Systems In The Digital Firm**

Managing Security (Security Challenges of IT, Business and Technological Ethics), Computer Crime (Tools for Computer Crime, Tools for Security Management), IS Security Management Control (Information System Control, Auditing the Security), Managing World Wide Information System (Managing Multi Site IT and IS – Cultural and Technical Differences), World Wide IT and IS Strategies (Multinational, International and Global Strategies)

**Module VI: Key System Applications For The Digital Age.**

Enterprise Systems – Supply Chain Management & Customer Relationship Management Systems, Using Enterprise Applications and Achieving Operational Excellence & Customer Intimacy, E-Commerce: Digital Market & Digital Goods, M-Commerce: Services & Applications, Enterprise Applications: New Opportunities and Challenges.

**Examination Scheme:**

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

**Text & References:**

**Text:**

- Data Communication and Teleprocessing System, Trevor Housley

**References:**

- Data Communication and Distributed Networks, Uyles D. Black

Course Name	Course Code	LTP	Credit	Semester
<b>BUSINESS LAW</b>	<b>BBA 306</b>	3:0:0	3	3

#### A. COURSE LEARNING OUTCOMES (CLO)

CLO 1	Understand the fundamentals of Information System;
CLO 2	Describe the concept of Management Information System;
CLO 3	Relate the use of DBMS, Data Warehousing and Data Mining in MIS and DSS;
CLO 4	To analyse planning and implementation of an information system in the organization through learning and solving case studies , individually or in a group;
CLO 5	Use critical thinking to identify key applications for digital age.

#### B. SYLLABUS

##### Module I: Legal Environment of Business

Environment of Business, Its importance, Legal environment of business.

##### Module II: Indian Contract Act, 1872

Nature and kinds of Contracts, Concepts related to offer, Acceptance and Consideration, Principles Governing Capacity of Parties and Free Consent, Legality of Objects, Performance and Discharge of Contract, Breach of Contract and its Remedies, Basic Elements of Law Relating to Agency, Guarantee and Pledge.

##### Module III: Indian Sale of Goods Act, 1930

Sale and Agreement to Sell, Hire Purchase – Pledge – Mortgage –Hypothecation Lease. Goods – Different types of Goods, Passing of Property in Goods, Conditions and Warranties, Doctrine of Caveat emptor, Rights of an unpaid Seller.

##### Module IV: Negotiable Instruments Act, 1881

Meaning of Negotiability and Definition of Negotiable Instruments, Features, Cheques, Bill of Exchange and Promissory Note, Holder in Due Course, Crossing of Cheques, Endorsement and Dishonour of Cheques.

##### Module V: Elements of Company Law

Meaning and types of companies, Formation of a company, Memorandum and Articles of Association, Prospectus and Issue of Shares, Share Capital and Shareholders, Company Meetings and Proceedings, Powers and Liabilities of Directors ,meeting ,Managerial Remuneration and Winding up of Company.

##### Module VI: Consumer Protection Act 1986 and Torts

Need for Consumer Protection – Meaning of Consumer – Different Redressal Forums for Consumers, Rights of Consumers, Unfair Trade Practices, and Procedure for Filing Complaints. Meaning of tort, Application of Tortious Liability in Business Situations.

### **Examination Scheme:**

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

### **Text & References:**

#### ***Text:***

- Mercantile Law N.D. Kapoor
- Prof(Cmde) P.K Goel ,Business Law for managers Biztantra

#### ***References:***

- Dr S M Shukla and Dr O P Gupta Mercantile Law
- S S Gulshan Excel Book Mercantile Law
- Maheshwari & Maheshwari .Business Law

Course Name	Course Code	LTP	Credit	Semester
<b>FINTECH AND NEW INITIATIVES</b>	<b>BBA 383</b>	2:1:0	3	3

### A. COURSE LEARNING OUTCOMES (CLO)

CLO 1	Provides comprehensive overview of the FinTech space - technologies, the applications and the startup ecosystem
CLO 2	Appreciate the role of technology in financial services and how it can provide solutions to key corporate challenges.
CLO 3	3Develop an understanding of how FinTech is reconfiguring financial services business models and how they are different from the traditional business models
CLO 4	Distinguish between financial and industrial innovation and the regulatory framework, the pros and cons of financial innovation,
CLO 5	Understand the FinTech entrepreneurial landscape and the opportunities and challenges associated with startup cycle.

### B. SYLLABUS

#### Module I: Introduction to FinTech and related innovation

Introduction to digitization and mechanics and the impact on the financial system. Overview of multiple technology based financial innovation over the time. Pros and cons of FinTech.

#### Module II: Artificial intelligence & technology

Introduction to Artificial intelligence platforms: Machine learning, Application Programming Interface (API): tools and processes.

Robo Advisory: Robo-advisory Platforms and Architecture, Building a Robo Advisory Platform, Unicorns of Robo-advisory and business models, State of Robo-advisory in India

#### Module IV: Banking, Payment and Credit

BFSI Value chain, Issues with traditional banking, Introduction to BankTech, online and digital banking, KYC, Credit cards, credit scoring and alternative data, market place learning, Payment system: payment methods and trends. Financial inclusion and FinTech

#### Module IV: Investments & Digitization

Crowdfunding - Regards, Charity and Equity, asset allocation using technology, FinTech in capital market. Cryptography, Block chain technology. InsureTech: Visual computing, sensor and telematics, pricing, underwriting, claim settlement and policy administration using technology

Cryptocurrencies Primer, Bitcoin and Applications, Cryptocurrencies and Digital Crypto Wallets, Types of Cryptocurrencies, Cryptocurrencies and Applications, Initial Coin Offering (ICO), Importance of ICO in Alternative Finance.

#### Module V: Privacy & Financial Data

Encryption and information security, disruptive technology cases, Cyber security, fraud, crime, law enforcement. FinTech operational, technology and regulatory risk. Policy implication. Regulations for Cryptos and tokens.

### Examination Scheme

Components	CPA	T	Q/S/CA	A	ME	EE
Weightage (%)	30	-	-	5	15	50

### Text & References:

- Agustin Rubini, “Fintech in a Flash: Financial Technology Made Easy”, Zaccheus, 3rd Edition, 2018
- Susanne Chishti and Janos Barberis, “ The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries”, John Wiley, 1st Edition, 2016
- Theo Lynn, John G. Mooney, Pierangelo Rosati, Mark Cummins, “Disrupting Finance: FinTech and Strategy in the 21st Century”, Palgrave, 1st edition, 2018
- Abdul Rafay, “FinTech as a Disruptive Technology for Financial Institutions”, IGI Global, January, 2019
- Bernardo Nicoletti , The Future of FinTech: Integrating Finance and Technology in Financial Services, Palgrave Macmillan, August, 2018

Course Name	Course Code	LTP	Credit	Semester
<b>FINANCIAL MANAGEMENT – II</b>	<b>BBA 401</b>	3:0:0	3	4

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Comprehend both the theoretical and practical role of financial management in business corporations.
<b>CLO 2</b>	Recognise the importance of risk in context of financial decision making.
<b>CLO 3</b>	Identify of essential components of modern finance theory and its application in making financial decisions

### B. SYLLABUS

#### Module I: Introduction

Financial Environment, Indian Financial System (Meaning, importance and role).

#### Module II: Sources of finance

Sources of finance – Debt: Term Loans, Debentures. Equity: Ordinary Shares. Hybrid: Preference, Warrants, Convertible securities. International Sources: FII, FDI, PE, Euro Markets, External Commercial Borrowings, ADRs, GDRs. An Introduction to: Venture capital, leasing, Hire purchase, Micro financing, International Cash Management, Financing of imports and exports, Functions of ECGC and Exim bank

#### Module III: Cost of capital

Concept significance assumptions, Computation of cost of capital of various sources: Equity, Debt, Reserve & Surplus and Preference shares. Weighted average cost of capital. Book value weights v/s market value weights.

#### Module IV: Leverage Analysis

EBIT-EPS analysis, Leverage Analysis: Operating Leverage, Financial Leverage & Combined Leverage.

#### Module V: Capital Structure Theories

Factors affecting Capital Structure decisions, Theory of Capital Structure Decisions, MM Theory, NI, NOI and traditional theory, Pecking order theory.

#### Module VI: Dividend Decisions

Importance of dividend decisions, Theories of Dividend decisions: Irrelevance theory, optimal dividend decision, relevance theory, Issues in dividend policy: Bonus Shares, Stock Splits & Buyback of shares. Tax considerations.

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & References:

##### Text:

- Pandey, I .M. Ninth Edition, Financial Management, Vikas Publishing House Pvt. Ltd.

##### References:

- Chandra, P. Fundamentals of Financial Management, Sixth Edition, Tata McGraw Hill.
- Brearly R.A. and Myers, S.C. Eighth Edition Principles of Corporate Finance, Tata Mc-Graw Hill
- Horne.V.Tenth Edition, Financial Management and Policy, Prentice Hall of India





Course Name	Course Code	LTP	Credit	Semester
<b>MARKETING MANAGEMENT – II</b>	<b>BBA 402</b>	3:0:0	3	4

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Define marketing and describe how marketing creates value.
<b>CLO 2</b>	Describe the elements of the marketing mix.
<b>CLO 3</b>	Explain how these elements interact to create value for consumers.
<b>CLO 4</b>	Use different analytical frameworks to examine how managers solve business problems.

### B. SYLLABUS

#### Module I: Product Mix Strategy

Classification of products and strategies for different types of consumer products, New product development process. Product Life Cycle and various strategies. Product Line Decisions, Branding: Concept and Challenges. Packaging and labeling.

#### Module II: Pricing Considerations and Strategies

Introduction to various objectives of pricing, Pricing Process. Adapting the price: Concept of geographical pricing, promotional pricing, discriminatory pricing. Understanding various pricing strategies and their application.

#### Module III: Distribution and Logistics Decision

Nature of Marketing Channels, Channel Functions and Flows, Channel Design and Management Decisions, Channel Dynamics. Introduction to Wholesaling, Retailing and Logistics.

#### Module IV: Deciding on the Marketing Communications Mix

The process of deciding the Marketing communication mix, Marketing communication budget. Introduction to various elements of integrated marketing communications briefly.

#### Module V: Introduction to global market place

Challenges and opportunities of Globalization. Factors governing entry into foreign markets. Marketing Mix for Global Markets. Trends in international marketing

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & References:

##### Text:

- Kotler Philip Marketing Management, Eleventh Edition, Pearson.

##### References:

- Kotler Philip and Armstrong Gray, Principles of Marketing, Eleventh Edition, Pearson Education.
- Ramaswamy VS, Namakumari S, Marketing Management, Planning Implementation & Control, Third Edition, MacMillan.

Course Name	Course Code	LTP	Credit	Semester
<b>RESEARCH METHODOLOGY AND REPORT PREPARATION</b>	<b>BBA 403</b>	3:0:0	3	4

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Discuss the e-Commerce process.
<b>CLO 2</b>	Describe an example of system architecture for an e-Business.
<b>CLO 3</b>	List the seven major elements of web design.
<b>CLO 4</b>	Identify and explain fundamental web site tools including design tools, programming tools, and data processing tools
<b>CLO 5</b>	Identify the major electronic payment issues and options
<b>CLO 6</b>	Discuss security issues and explain procedures used to protect against security threats
<b>CLO 7</b>	Identify and discuss management issues underlying e-Commerce issues including organizational structure, strategic planning, and goal setting, and corporate social responsibility, international arena, changing market intermediaries, resource allocation and customer service.

### B. SYLLABUS

#### Module I: Introduction

Nature and scope of marketing research, Marketing research as input in decision making process, Marketing research and marketing information system. Applications of marketing research, Planning a research project, Problem identification and formulation of Research Design, introduction to Research Design, Market research on the Internet.

#### Module II: Data collection methods

Attitudes measurement and scaling techniques, Ratio, Interval, Ordinal and nominal scales, Likert's scale, Thurstone scale, Semantic differentiation method. Observation methods and questionnaire method, Questionnaire design, Steps in constructing a questionnaire, Types of questions, introduction to Projective techniques and perceptual mapping.

#### Module III: Sampling

Sampling decisions, Sampling frame, Sample selection methods - Probability and non probability, Sample size, sampling error and error in sampling. Application of sampling methods to marketing problems.

#### Module IV: Data Collection Field Force

Data collection field force, Fieldwork procedure, common sources of error in the fieldwork, minimizing fieldwork errors, Tabulation of collected data.

#### Module V: Data Analysis

Data analysis-I, Test of significance Z, t, F and chi-square, Data analysis-II, Correlation and regression techniques, Data analysis – III – Cluster Analysis, Introduction to Statistical Package

#### Module VI: Report Writing

Research presentation and research process examination; Report writing - Types of research report. Examination of the research procedure, Selected applications of marketing research, identifying market segments, Product research, Advertising research.

**Examination Scheme:**

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

**Text & References:**

*Text:*

- Luck, David J and Rubin, Ronald S., Marketing Research, Seventh edition, Prentice Hall of India

*References:*

- Aaker, David A; Kumar V and George S., Marketing Research, Sixth edition, John Wiley & Sons
- Boyd, Harper W, Westphall, Ralph & Stasch, Stanely F, Market Research – Text & Cases, Richard D. Irwin Inc. Homewood, Illinois.

Course Name	Course Code	LTP	Credit	Semester
<b>HUMAN RESOURCE MANAGEMENT</b>	<b>BBA 406</b>	3:0:0	3	4

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Introduction and historical information on Microorganisms and their use in different industries
<b>CLO 2</b>	Acquire industrial skills of microbial culture, growth, and practices
<b>CLO 3</b>	Demonstrate the advanced application of Microbes in emerging industrial sectors

### B. SYLLABUS

#### Module I: Fundamentals of HRM

Introduction, Concept and Functions, Scope and Significance of Human Resource Management, Personnel to HRM, Overview of basic HRM Model, Role and Responsibilities of the Human Resource Manager and essentials of Sound HR Policies.

#### Module II: Acquisition of Human Resources

Objectives, Policies and Process of Human Resource Planning, Job Analysis, Recruitment (process, methods: internal, external), Selection (process, tests, interviews), Induction, Placement.

#### Module III: Development of Human Resources

Training and Development(process, methods: On-the job, Off-the job), Evaluation of training( Kirkpatrick model) and Performance Appraisal(concept, significance, process, methods-Graphic rating scales, essays, confidential report, BARS,360 Degree, etc, errors during appraisal, reducing errors).

#### Module IV: Maintenance of Human Resources

Job Evaluation: concept, process, compensation: concept, components, Designing and Administering the Wage and Salary Structure, Grievance Procedure and Handling.

#### Module V: Retention and Separation Processes

Procedure of separation: Discharge, Retirement, Layoff, Retrenchment, VRS, Promotion and Transfer, exit interview, attrition and retention (concept, significance, determinants and strategies).

#### Module VI: Current Issues in HRM

Increased concern for HRM( Sound IR, dual career couples, flexi-working hours, work-from home facility), International Human Resource Management-Managing inter country differences, SHRM, talent management, Employee engagement, competency mapping, HR accounting-cases Indian organizations, HRIS, HR audit.

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & References:

##### Text:

- Garry Dessler, Human Resource Management, Pearson Publications

##### References:

- Edward, B Flippo, Personnel Management, Mc Graw hill International Ed.

- Dale Yoder, Personnel Management and Industrial Relation,
- Monappa & Sayiaddin, Personnel Management, Vikas Publishing Company
- Desimone; Human Resource Development, Thomson Learning
- VSP Rao, Human Resource Management, Excel Publications
- K Aswathappa; Human Resource and Personnel Management; McGraw- Hill Companies
- Bohlander; Managing Human Resources; Thomson Learning. Ed. 13 2004

Course Name	Course Code	LTP	Credit	Semester
<b>BUSINESS MODELING IN EXCEL</b>	<b>BBA 493</b>	3:0:0	3	4

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Demonstrate basic skills to work on MS Excel
<b>CLO 2</b>	Present data with the help of various charts prepared using MS Excel and SPSS
<b>CLO 3</b>	Carry out data analysis using MS Excel: data analysis tools, what if analysis and pivot table
	Carrying out statistical analysis using SPSS

### B. SYLLABUS

#### Module I: Basics of MS Excel

Understanding Basics of Spreadsheet; Sorting Data; Filtering Data; Conditional Formatting; Inserting and Copying Formulas; Freeze Panes; Range Names, Paste Special Command, Text Functions, Count Functions, Text Functions

#### Module II: Charts

Bar Chart, Line Chart, Column Chart, Pie Chart, Area Chart, Stock Chart, Surface Chart, Doughnut Chart, Scatter Diagram, Bubble Diagram, Radar diagram

#### Module III: Data Analysis using MS Excel

Basic Pivot Tables, Pivot Charts, What if Analysis: Goal Seek, Data Table, Scenario Manager; Using Data Analysis Tool for Statistical Analysis; Using Solver, NPV, IRR, Inferential Statistics: Chi Square Test, t-test, One Way ANOVA, Correlation & Regression Analysis

#### Module IV: Advanced functions using MS Excel

Creating and using Macros, sensitivity Analysis, creating profit and loss account, Handling balance sheets through excel

Examination Scheme

?

Components	CPA	CT	Q/S	A	CE	EE
Weightage (%)	15	30	-	5	50	0

Text & References:

1. Benninga, S. (2000), Financial Modeling, 2<sup>nd</sup> Ed, MIT Press
2. Microsoft excel 2010 All in One for Dummies by H. Greg, 2010, Willey Publishing, Inc

Course Name	Course Code	Credit	Semester
<b>ANANDAM</b>	<b>AND004</b>	2	4

**Course Learning Outcomes:**

The student should develop:

- Awareness and empathy regarding community issues
- Interaction with the community and impact on society
- Interaction with mentor and development of Student teacher relationship
- Interaction among students, enlarge social network
- Cooperative and Communication skills and leadership qualities
- Critical thinking, Confidence and Efficiency

**Course Objectives:**

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

- apply their knowledge and skills to solve specific community problem
- learn to plan, lead, and organize community events have a sense of belonging to their college campus and community and find something they are interested in doing during their free time
- make new friends, expand social network, and boost social skills and mental health.
- be useful to society as it will protect them against stress, frustration, and depression

**Course Contents:**

**The project report should be guided by the mentor and shall contain:**

- **Synopsis:** clearly stating objectives and activities to be undertaken. Problem identifying and problem-solving projects to be taken up.
- Details of the **Mentor and the Participants are to** be given (name of mentor, name of participants, phone number/mobile no, email, and address)
- Location / community where the work was carried out
- Details of Activities performed are to be given with date
- Number of beneficiaries and impact on the society (the object should be to empower the community and make them self-reliant)
- Photographs taken for documentation of work should be submitted
- Media coverage of the projects should be attached if any
- The Group Community Service Project Report will be submitted by the Student group leader under the guidance of the mentor to the Director/HoIs of the Department.
- The Director/HoIs should get the best report (more than one if required) of the Group Community Service Project uploaded on the HTE website and on the University page
- The Director/HoIs will forward the best report of the department to the Nodal Officer of the University.
- University will forward the report to the state level committee.

**GUIDELINES FOR GCSP (Group Community Service Project)  
ASSIGNMENT OF ANANDAM FOR SOCIAL AWARENESS (for students)**

1. Each member of the group shall write one blog about the decided topic of 500 words (minimum) along with any relevant photos/diagrams/statistical data (with reference).
2. The group member shall write his/her name at the end of the blog.
3. The blog shall be posted on Instagram and Facebook (apart from these any other website wherever the group seems necessary).
4. Print out of the blog where date of when the content is posted, number of followers, comments, name of the writer shall be visible will be taken and file will be maintained for the same.
5. In the cover page of the project mention heading “**Group Community Service Project**”, and the filled format of final project report given by Anandam Scheme.
6. For the topic chosen by the group, students are recommended to cover the following points:
  - a) Current scenario (Regional, national and international level as applicable)
  - b) Future predictions
  - c) Duty of the government
  - d) Government policies (related to the topic), if any
  - e) Duty of public
  - f) Conclusion

**Evaluation Scheme:**

Project Participation: 2 hours X 8 days (per month) X 4 months = 64 hours

- C grade =32 hrs (Below 20 marks)
- B grade >32 hrs to <=44hrs (20-30 marks)
- A grade >44 hrs to<=54hrs (30-40 marks)
- O grade >54 hrs to<=64hrs (40-50 marks)

**Evaluation Criteria:**

Respective Departmental Anandam mentors are requested to evaluate the project (out of 50) as per the following criteria:

1. Position and exceptions, if any, are clearly stated. The organization of the blog is completely and clearly outlined and implemented.
2. The body of the blog is coherently organized, original and the logic is easy to follow. There is no spelling or grammatical errors and terminology is clearly defined. Writing is clear, concise, and persuasive.
3. Conclusion is clearly stated. The underlying logic is explicit.



Course Name	Course Code	LTP	Credit	Semester
Business Communication-II	BCS 401	1:0:0	1	1

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Identify steps to professional communication
<b>CLO 2</b>	Identify the key components of meeting, agendas and meeting minutes
<b>CLO 3</b>	Understand the key skills and behaviors required to facilitate a group discussion/presentation
<b>CLO 4</b>	Polish current affairs & rapport building

### B. SYLLABUS

Topic
Enhancing Speaking Skills (Public Speaking)
Resume Building-1
GD-2 (Specifically: Social & Political)
Presentations-2

### EXAMINATION SCHEME:

Components	Public Speaking	GD	Poster Presentation	Attendance
Weightage (%)	30	30	35	5

### SUGGESTED READINGS

- Essential Telephoning in English, Garside/Garside, Cambridge
- Working in English, Jones, Cambridge
- Dr. P.Prasad. *Communication Skills*.S.K.Kataria & Sons
- Koneru, Aruna. *Professional Communication*. The McGraw Hill: New Delhi, 2008. Print
- Krishnaswamy N, *Creative English for Communication*. Delhi: Macmillan Publishers India Ltd. Print. 2007.

Course Name	Course Code	LTP	Credit	Semester
BEHAVIOURAL SCIENCE - III	BSS 303	1:0:0	1	1

## B. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to

<b>CLO 1</b>	<b>Demonstrate knowledge of strategies for developing a healthy interpersonal communication</b>
<b>CLO 2</b>	<b>Recognize the importance of transactional analysis, script analysis</b>
<b>CLO 3</b>	Identify the difference between healthy and unhealthy expression of emotions and develop emotional competence necessary for conflict resolution and impression management
<b>CLO 4</b>	Demonstrate knowledge of strategies for developing a healthy interpersonal relationship

### Course Contents:

**Module I: Interpersonal Communication**  
**Importance of Behavioural/ Interpersonal Communication**  
**Types – Self and Other Oriented**  
**Rapport Building – NLP, Communication Mode**  
**Steps to improve Interpersonal Communication**

**Module II: Interpersonal Styles**  
**Transactional Analysis**  
**Life Position/Script Analysis**  
**Games Analysis**  
**Interactional and Transactional Styles**  
**Bridging differences in Interpersonal Relationship through TA**  
**Communication Styles**

**Module III: Conflict Management and Negotiation**  
**Meaning and Nature of conflicts**  
**Styles and techniques of conflict management**  
Meaning of Negotiation  
Process and Strategies of Negotiation  
**Interpersonal Communication: Conflict Management and Negotiation**

**Module IV: Interpersonal Relationship Development**  
**Importance of Interpersonal Relationships**  
**Interpersonal Relationship Skills**  
**Types of Interpersonal Relationships**  
**Relevance of Interpersonal Communication in Relationship Development**

**Module V: Impression Management**  
Meaning & Components of Impression Management  
Impression Management Techniques  
**Impression Management Training-Self help and Formal approaches**

### Examination Scheme:

<b>Components</b>	<b>SAP</b>	<b>JOS</b>	<b>FC/MA/CS/HA</b>	<b>P/V/Q</b>	<b>A</b>
<b>Weightage (%)</b>	25	15	30	25	05

**SAP-** Social Awareness Programme; **JOS-**Journal of Success; **HA-**Home Assignment; **P-** Presentation; **V-**Viva; **Q-**Quiz; **FC-** Flip class; **MA-** Movie Analysis; **CS-** Case study; **A-** Attendance

**Text & References:**

- Vangelist L. Anita, Mark N. Knapp, Inter Personal Communication and Human Relationships: Third Edition, Allyn and Bacon
- Julia T. Wood. Interpersonal Communication everyday encounter
- Beebe, Beebe and Redmond; Interpersonal Communication, 1996; Allyn and Bacon Publishers.
- Rosenfeld, P., Giacalone, R.A. and Catherine, A.R. (2003). Impression Management: Building and Enhancing Reputations at Work. Thomson Learning, Singapore.



# BEHAVIOURAL SCIENCE - IV (RELATIONSHIP MANAGEMENT)

**Course Code: BSS 404**

**Credit Units: 01**

## **Course Objective:**

To understand the basis of interpersonal relationship

To understand various communication style

**To learn the strategies for effective interpersonal relationship**

## **Course Learning Outcomes (CLOs)**

At the successful completion of this course you (the student) would be able to:

1. Identify the basis of interpersonal relationship.
2. Describe the importance of interpersonal relationship and bridging individual differences.
3. Recognize the development and strategies for effective interpersonal relationship.
4. Explain and apply the theories of relationship concepts of impression management.

## **Course Contents:**

### **Module I: Understanding Relationships**

Importance of relationships

Role and relationships

Maintaining healthy relationships

### **Module II: Bridging Individual Differences**

Understanding individual differences

**Bridging differences in Interpersonal Relationship – TA**

Communication Styles

### **Module III: Interpersonal Relationship Development**

Importance of Interpersonal Relationships

Interpersonal Relationships Skills

Types of Interpersonal Relationships

### **Module IV: Theories of Interpersonal Relationships**

Theories: Social Exchange, Uncertainty Reduction Theory

Factors Affecting Interpersonal Relationships

Improving Interpersonal Relationships

### **Module V: Impression Management**

Meaning & Components of Impression Management

**Impression Management Techniques (Influencing Skills)**

**Impression Management Training-Self help and Formal approaches**

## **Examination Scheme:**

Components	SAP	JOS	FC/MA/CS/HA	P/V/Q	A
Weightage (%)	25	15	30	25	05

**SAP-** Social Awareness Programme; **JOS-**Journal of Success; **HA-**Home Assignment; **P-** Presentation; **V-**Viva; **Q-**Quiz; **FC-** Flip class; **MA-** Movie Analysis; **CS-** Case study; **A-** Attendance

## **Text & References:**

- Vangelist L. Anita, Mark N. Knapp, **Inter Personal Communication and Human Relationships: Third Edition, Allyn and Bacon**
  - Julia T. Wood. **Interpersonal Communication everyday encounter**
  - Simons, Christine, Naylor, Belinda: **Effective Communication for Managers, 1997 1<sup>st</sup> Edition Cassell**
  - Goddard, Ken: **Informative Writing, 1995 1<sup>st</sup> Edition, Cassell**
  - Harvard Business School, **Effective Communication: United States of America**
  - Foster John, **Effective Writing Skills: Volume-7, First Edition 2000, Institute of Public Relations (IPR)**
- Beebe, Beebe and Redmond; *Interpersonal Communication*, 1996; Allyn and Bacon Publishers

Course Name	Course Code	LTP	Credit	Semester
FRENCH - III	FLN301	2:0:0	2	3

## B. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	<b>Identify</b> and express in French vocabulary and grammar norms
<b>CLO 2</b>	<b>Interpret</b> different types of texts as well as cultural ideas and themes.
<b>CLO 3</b>	<b>Demonstrate comprehension</b> of nuance between script and sound in French
<b>CLO 4</b>	<b>Narrate clearly</b> ideas, themes in simple standard French

## B. SYLLABUS

Course Contents:

Module B: pp. 76 - 88 Module 6

Module C: pp. 89 to 103 Module 7

Contenu lexical: Module 6: se faire plaisir

3. acheter : exprimer ses choix, décrire un objet (forme, dimension, poids et matières) payer
4. parler de la nourriture, deux façons d'exprimer la quantité, commander un repas au restaurant
  3. parler des différentes occasions de faire la fête

Module 7: Cultiver ses relations

3. maîtriser les actes de la communication sociale courante  
(Salutations, présentations, invitations, remerciements)
4. annoncer un événement, exprimer un souhait, remercier,  
s'excuser par écrit.
  3. caractériser une personne (aspect physique et caractère)

Contenu grammatical:

1. accord des adjectifs qualificatifs
2. articles partitifs
3. Négations avec de, ne...rien/personne/plus
4. Questions avec combien, quel...
5. expressions de la quantité
6. ne...plus/toujours - encore
7. pronoms compléments directs et indirects
8. accord du participe passé (auxiliaire « avoir ») avec  
l'objet direct
9. Impératif avec un pronom complément direct ou indirect
10. construction avec « que » - Je crois que/ Je pense que/ Je  
sais que

Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

C - Project + Presentation

I - Interaction/Conversation Practice

Text & References:

- le livre à suivre : Campus: Tome 1

Course Name	Course Code	LTP	Credit	Semester
GERMAN - III	FLG301	2:0:0	2	3

## B. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

CLO 1	<b>Identify</b> and <b>express</b> in German vocabulary and grammar norms
CLO 2	<b>Interpret</b> different types of texts as well as cultural ideas and themes.
CLO 3	<b>Demonstrate</b> comprehension of nuance between script and sound in German
CLO 4	<b>Narrate</b> clearly ideas, themes in simple standard German

## B. SYLLABUS

### Course Contents:

#### Module I: Modal verbs

Modal verbs with conjugations and usage

Imparting the finer nuances of the language

#### Module II: Information about Germany (ongoing)

Information about Germany in the form of presentations or "Referat"- neighbors, states and capitals, important cities and towns and characteristic features of the same, and also a few other topics related to Germany.

#### Module III: Dative case

Dative case, comparison with accusative case

Dative case with the relevant articles

Introduction to 3 different kinds of sentences – nominative, accusative and dative

#### Module IV: Dative personal pronouns

Nominative, accusative and dative pronouns in comparison

#### Module V: Dative prepositions

Dative preposition with their usage both theoretical and figurative use

#### Module VI: Dialogues

In the Restaurant,

At the Tourist Information Office,

A telephone conversation

#### Module VII: Directions

Names of the directions

Asking and telling the directions with the help of a roadmap

#### Module VIII: Conjunctions

To assimilate the knowledge of the conjunctions learnt indirectly so far

Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

C - Project + Presentation I - Interaction/Conversation Practice

#### Text & References:

- Wolfgang Hieber, Lernziel Deutsch
- Hans-Heinrich Wangler, Sprachkurs Deutsch
- Schulz Griesbach, Deutsche Sprachlehre für Ausländer
- P.L Aneja, Deutsch Interessant- 1, 2 & 3
- Rosa-Maria Dallapiazza et al, Tangram Aktuell A1/1,2
- Braun, Nieder, Schmöe, Deutsch als Fremdsprache 1A, Grundkurs



Course Name	Course Code	LTP	Credit	Semester
SPANISH – III	BLS301	2:0:0	2	3

## B. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	To enable the students to talk about a place like, classroom, market, neighborhood and location of thing with the use of prepositions.
<b>CLO 2</b>	To talk about one's likes/dislikes, how one is feeling, to express opinions, pain and illness
<b>CLO 3</b>	Speaking about prices/currency/ market and quantity
<b>CLO 4</b>	To discuss near future plans ( Ir + a +inf. )
<b>CLO5</b>	To talk about actions in process. (Present continuous form)

## B. SYLLABUS

### Course Contents:

#### Module I

Revision of earlier semester modules

Set expressions (idiomatic expressions) with the verb *Tener, Poner, Ir...*

Weather

#### Module II

Introduction to *Gustar...* and all its forms. Revision of *Gustar* and usage of it

#### Module III

Translation of Spanish-English; English-Spanish. Practice sentences.

How to ask for directions (using *estar*)

Introduction to IR + A + INFINITIVE FORM OF A VERB

#### Module IV

Simple conversation with help of texts and vocabulary

En el restaurante

En el instituto

En el aeropuerto

#### Module V

Reflexives

### Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

C - Project + Presentation

I - Interaction/Conversation Practice

Text & References:

- Español, En Directo I A
- Español Sin Fronteras -Nivel Elemen

Course Name	Course Code	LTP	Credit	Semester
CHINESE - III	FLC301	02:0:0	2	3

### C. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	<b>Read, write and speak approx. 50</b> New Chinese words and understand basic grammar points
<b>CLO 2</b>	<b>Interpret</b> words, phrases and sentences of day today conversation related to size, quantity, shopping, communication, study, work and feelings
<b>CLO 3</b>	<b>Write</b> Chinese characters, simple sentence and a paragraph on Self Introduction
<b>CLO 4</b>	<b>Communicate</b> with Chinese speaking people using words, phrases and sentences related to size, quantity, shopping, communication, study, work and feelings

### D. SYLLABUS

#### Course Contents:

##### Module I

Drills, Dialogue practice, Observe picture and answer the question., Introduction of written characters.

Practice reading aloud, Practice using the language both by speaking and by taking notes.

Character writing and stroke order

##### Module II

Measure words, Position words e.g. inside, outside, middle, in front, behind, top, bottom, side, left, right, straight., Directional words - beibian, xibian, nanbian, dongbian, zhongjian., Our school and its different building locations., What game do you like? Difference between "hui" and "neng", "keyi".

##### Module III

Changing affirmative sentences to negative ones and vice versa

Human body parts.

Not feeling well words e.g. ; fever, cold, stomach ache, head ache.

Use of the modal particle "le"

Making a telephone call Use of "jiu" and "cal" (Grammar portion)

Automobiles e.g. Bus, train, boat, car, bike etc.

Traveling, by train, by airplane, by bus, on the bike, by boat.. etc.

##### Module IV

The ordinal number "di"

"Mei" the demonstrative pronoun e.g. mei tian, mei nian etc.

use of to enter to exit Structural particle "de" (Compliment of degree). Going to the Park. Description about class schedule during a week in school. Grammar use of "li" and "cong". Comprehension reading followed by questions.

##### Module V

Persuasion-Please don't smoke. Please speak slowly Praise - This pictorial is very beautiful

Opposites e.g. Clean-Dirty, Little-More, Old-New, Young-Old, Easy-Difficult, Boy-Girl, Black-White, Big-Small, Slow-Fast ... etc. Talking about studies and classmates Use of "it doesn't matter" Enquiring about a student, description about study method.

Grammar: Negation of a sentence with a verbal predicate.

Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

C - Project + Presentation

I - Interaction/Conversation Practice

Text & References:

- “Elementary Chinese Reader Part I, Part-2” Lesson 21-30

Course Name	Course Code	LTP	Credit	Semester
<b>E-COMMERCE</b>	<b>BBA 405</b>	2:1:0	3	4

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Discuss the e-Commerce process, models, importance, role and impact on business.
<b>CLO 2</b>	Identify the major electronic payment issues and options.
<b>CLO 3</b>	Discuss security issues and explain procedures used to protect against security threats.
<b>CLO 4</b>	Identify and discuss management issues underlying e-Commerce issues including organizational structure, strategic planning, and goal setting, and corporate social responsibility, international arena, changing market intermediaries, resource allocation and customer service.

### B. SYLLABUS

#### Module I: Understanding E-commerce

Electronic Commerce (Overview, Definitions, Advantages, Issues & Constraints), Myths allied with E-Commerce, E-Commerce Vs E-Business, Role of E-Strategy, Value Chain in E-Commerce, E-Commerce Business Models, Managerial Prospective in E-Commerce, E-Governance.

#### Module II: Technology - The driving force behind E-Commerce

Hardware & Software consideration and implementation, Network resource & internet architecture: Network Client-Server Architecture, Types of Networks, Information Transfer – Packets and protocols, Network Hardware, Network design planning & consideration, Technology & Management Implications, hosting the web site, Wireless technology and Mobile-Commerce, Electronic Data Interchange.

#### Module III: E-Strategies and Tactics

Building E-Presence, Building life cycle – a website, Web site evaluation and usability testing, Web Portals & Web Services, Internet marketing (pros and cons, techniques, E-Cycle of Internet), E-Commerce Transaction Models (B2B, B2C, C2B, C2C), Integrating E-Commerce & Business Activities (SCM, ERP), E-Core values (Ethical, Legal, Taxation & International Issues).

#### Module IV: E-Commerce and Payment Systems

Real world Cash, Electronic Money, Analyzing Cash, Cheques and Credit Cards, Internet based payment system (requirement and models), payments methods & its types, B2B & E-Payment, M-commerce and M-Payment, Guidelines to E-Payments, Issues and Implications of E-Payment.

#### Module V: E-Commerce and Business Applications

E-Commerce Banking (Changing dynamics in banking industry, Home banking implementation approach), Retailing (Online retailing dynamics, Mercantile Models from the consumer's prospective and management challenges), Online Publishing (Edutainment, Advertising), Supply chain Management, Customer Asset Management, Sales force automation, Service and support, Logistics Management.

#### Module VI: Security Threats with E-Commerce

Security in Cyber Space, Kinds of thefts and Crime, Security protection and recovery, Designing the security, Online Money Laundering, Managerial Implications, Encryption and Basic Algorithms, Authentication and Trust (Digital Signatures & Certificates), Managing Cryptography, Internet Security Protocols and Standards (SSL, HTTPS), Government regulation and security issues.

**Examination Scheme:**

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

**Text & References:*****Text:***

- Electronic Commerce from Vision to fulfilment, Third Edition, Elias M Awad, Pearson Education

***References:***

- Electronic Commerce – A manager’s Guide, Ravi Kalakota & Andrew B. Shinston, Pearson Education.
- Electronic Commerce - Technologies & Applications, Bhaskar Bharat, Tata McGraw Hill.
- Global E-Commerce, University Press, J. Christopher & T.H.K. Clerk.

Course Name	Course Code	LTP	Credit	Semester
<b>RURAL MARKETING</b>	<b>BBA 494</b>	2:1:0	3	4

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	To introduce rural market dynamics to the students
<b>CLO 2</b>	Learn about rural behaviour and factor that differs from urban market

### B. SYLLABUS

#### UNIT – I : RURAL ECONOMY & DEVELOPMENT :

Rural Economy – Rural – Urban disparities – policy interventions required – Rural face to Reforms – The Development in the last few decades.

#### UNIT – II : RURAL MARKETING & RURAL BUYING DECISION PROCESS :

Rural Marketing – Concept and Scope – Nature of Rural Markets – Attractiveness of Rural Markets – Rural Vs Urban Marketing - Characteristics of Rural Consumers – Buying Decision Process – Potential and Size of the Rural Markets.

#### UNIT – III : PRODUCT MIX DECISIONS :

Product Strategy – Product Mix Decisions – Decisions Involved in Product, Branding, Packaging, Product Line and Product Mix Decisions. New Product Development, Product Life Cycle, Competitive product strategies for Rural Markets.

#### UNIT – IV : PRICING & PROMOTION STRATEGY :

Pricing Strategy – Pricing Policies – Innovative pricing methods for Rural Markets – Promotion Strategy – Appropriate Media – Designing Right Promotion Mix – Promotional Campaigns.

#### UNIT – V : RURAL DISTRIBUTION :

Distribution – Problems encountered – Selection of appropriate channels – New approaches to reach out rural markets – Electronic applications. Rural Marketing Information System.

#### Evaluation:

Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & References:

1. Balaam Dogra & Karminder Ghuman, Rural Marketing: Concept & Cases, Tata McGraw Hill Publishing Company, New Delhi.
2. CSG Krishnamachary & Lalitha Ramakrishna, Rural Marketing, Pearson Education, Asia
3. A K Singh & S Pandey, Rural Marketing, Indian Perspective, New Age International Publishers
4. Philip Kotler, Marketing Management, Prentice –Hall India Ltd, New Delhi
5. Ruddar Dust Sundaram, Indian Economy, Tata McGraw Hill Publishers, New Delhi



Course Name	Course Code	LTP	Credit	Semester
<b>OPERATIONS MANAGEMENT</b>	<b>BBA 501</b>	2:1:0	3	5

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Understand the basics of Production and Operations Management.
<b>CLO 2</b>	Describe and interpret the difference between Production and Operations management.
<b>CLO 3</b>	Describe and interpret the different methods and techniques of plant layout and plant
<b>CLO 4</b>	Understand and analyse Demand Forecasting & Capacity Planning and Inventory management.
<b>CLO 5</b>	Understand the importance and role of TQM, , BPR and ERP in operations management.

### B. SYLLABUS

#### **Module I: Overview of Production and Operation Management**

Brief history of Production and Operation Management, The Service Revolution, Definition, Factors Affecting Operations Management, Role- Scope and Function of Production and Operation Management, Criteria of Performance for the Production and Operation Management, Operation Strategies, Effect of Growth of Service Sector on Operations Management.

#### **Module II: Demand Forecasting & Capacity Planning**

Qualitative Forecasting Methods (Educated Guess, Consensus, Delphi Method, Historical Analogy, Market Research), Quantitative Forecasting (Linear Regression, Moving Average, Weighted Moving Average, Exponential Smoothing with Numerical), Definition of Production Capacity.

#### **Module III: Facility Location and Facility Layout**

Factors Affecting Location Decisions, Quantitative Techniques in Facility Location (Factor Rating Method, Centre of Gravity Method, Load Distance Method, Break Even Analysis Method – Numerical for each method), Utilization of GIS in Plant Location.

Principles of Facility Layout, Types of Layout (Process Layout, Product or Line Layout, Fixed Position Layout), Basics of Line Balancing -No Numerical), Merits and Demerits of Product and Process Layout.

#### **Module IV: Production Planning and Control**

Capacity Planning, Aggregate Planning, Master Production Scheduling.

Production Planning and Control Systems (Push System, Pull System).

Job Shop Scheduling and its Criteria (Mean Flow Time, Mean Tardiness, Number of Tardy Jobs - Numerical), Single Processor Job Shop Scheduling (Due Date Method, Shortest Processing Time Method - Numerical).

Two Machines Scheduling – Johnson’s Rule – Numerical,.

General Job Shop Scheduling – Earliest Due Date Method – Numerical.

**Module V: Inventory Management, Supply Chain Management & Logistics Management**

Basic Concepts of Inventory Management, Lead time, Safety Stock, Elements of Inventory Costs.

Inventory Models – EOQ –Derivation and Numerical, EOQ with Quantity Discount – Numerical, Fixed Order Quantity Model - No Numerical, Fixed Order Period Model - No Numerical.

Basic Concepts, Objectives of Supply Chain Management, Decision Phases in Supply Chain Management.

Basic Concepts of Logistics Management, Warehousing, Material Handling Equipments.

**Module VI: Foundations of Quality, Quality Control, TQM**

Concept of Quality - Gurus of quality a Comparative Discussion on Edward Deeming, David Juran and Philip Crosby - their Philosophy contribution and limitations.

Statistical Quality Control (Mean and Range Charts, c Chart, p Chart – Numerical), Basic Concepts of Acceptance Sampling, OC Curves – No Numerical.

Basic Concepts of TQM, 5 –S and Kaizen, 6-Sigma.

ISO Standards, and ISO Certification.

**Examination Scheme:**

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

**Text & References:*****Text:***

- Buffa, E.S, Sarin RK,2008, Modern Production/ Operations Management, John Wiley & Sons

***References:***

- Chary SN, 2008, Production and Operations Management, McGraw Hill.
- Gaither N, Greg F, 2002, Operations Management, Thompson South Western.
- Everett E., Adam Jr. & Ronald J Ebert, Production and Operation Management, Fifth edition, Prentice Hall of India.
- Monden Y, 1993, Toyota Production System, Industrial Engineering and Management Press – Institute of Industrial Engineering, Norcross, Georgia.

Course Name	Course Code	LTP	Credit	Semester
<b>ENTREPRENEURSHIP DEVELOPMENT</b>	<b>BBA 596</b>	3:0:0	3	5

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Have the ability to discern distinct entrepreneurial traits.
<b>CLO 2</b>	Know the parameters to assess opportunities and constraints for new business ideas.
<b>CLO 3</b>	Understand the systematic process to select and screen a business idea.
<b>CLO 4</b>	Explore entrepreneurial leadership and management style.

### B. SYLLABUS

#### Module I: Basic Concepts

Qualities, Characteristics of an entrepreneur, Venture idea generation, Ideas and the entrepreneurship, Women entrepreneurs, Preliminary Screening, Drawbacks or Problems of entrepreneurship, Reasons of failure, Overview of setting up an enterprise.

#### Module II: Project Appraisal

Pre-feasibility Report, Project Report, Comparative Rating of Product ideas, Cash Flow, Financial Analysis and Planning, Sources of Finance. Stages of Project Feasibility Analysis-Market, Technical, Financial, Social Analysis, Project Implementation Stages

#### Module III: Financial Analysis

Financing the project, Sources of finance, Venture Capital Sources, What Investor looks in the Investment Proposal, Outline for a Venture Capital Proposal. Sources of finance from different banks, Proposal with IDBI etc.

#### Module IV: Market and Materials Management Analysis

Vendor development, vendor selection decision factors, methods of price determination, direct and hidden cost in material management, market development, market feasibility, activities and decisions in materials management

#### Module V: Project Management

Steps and procedure for setting up small scale, Role of Banks and Financial Institutions in Development, E-Commerce, E-Business, E-Auction. Project management problems.

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & References:

##### Text:

- Developing Entrepreneurship, Udai Pareek Sanjeev & Rao T.V, Printers, Ahmedabad
- Issues and Problems: Small: 1, Sharma, S.V.S., Industry Extension Training Institute, Hyderabad

##### References:

- A Practical Guide to Industrial Entrepreneurs; Srivastave, S.B., Sultan Chand & Sons

- Entrepreneurship Development; Bhanussali, Himalaya Publishing, Bombay

Course Name	Course Code	LTP	Credit	Semester
<b>SUMMER TRAINING (EVALUATION)</b>	<b>BBA 550</b>		6	5

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Introducing students to real-life situations
<b>CLO 2</b>	Encouraging to take up time bound multi-disciplinary and goal-oriented assignment
<b>CLO 3</b>	Increasing participant's analytical thinking
<b>CLO 4</b>	Equip participants to take decisions in critical and uncertain situations with limited data parameters

### B. SYLLABUS

#### GUIDELINES FOR INTERNSHIP FILE

There are certain phases of every Intern's professional development that cannot be effectively taught in the academic environment. These facets can only be learned through direct, on-the-job experience working with successful professionals and experts in the field. The internship program can best be described as an attempt to institutionalise efforts to bridge the gap between the professional world and the academic institutions. Entire effort in internship is in terms of extending the program of education and evaluation beyond the classroom of a university or institution. The educational process in the internship course seeks out and focuses attention on many latent attributes, which do not surface in the normal class room situations. These attributes are intellectual ability, professional judgment and decision making ability, inter-disciplinary approach, skills for data handling, ability in written and oral presentation, sense of responsibility etc.

In order to achieve these objectives, each student will maintain a file (Internship File). The Internship File aims to encourage students to keep a personal record of their learning and achievement throughout the Programme. It can be used as the basis for lifelong learning and for job applications. Items can be drawn from activities completed in the course modules and from the workplace to demonstrate learning and personal development.

The File will assess the student's analytical skills and ability to present supportive evidence, whilst demonstrating understanding of their organization, its needs and their own personal contribution to the organization.

#### The layout guidelines for the Internship File

- A4 size Paper
  - font: Arial (10 points) or Times New Roman (12 points)
  - line spacing: 1.5
  - top and bottom margins: 1 inch/ 2.5 cm; left and right margins: 1.25 inches/ 3 cm

The File will include *five sections* in the order described below. The content and comprehensiveness of the main body and appendices of the report should include the following:

1. **The Title Page**--Title - An Internship Experience Report For (Your Name), name of internship organization, name of the Supervisor/Guide and his/her designation, date started and completed, and number of credits for which the report is submitted.
2. **Table of Content**--an outline of the contents by topics and subtopics with the page number and location of each section.
3. **Introduction**--short, but should include how and why you obtained the internship experience position and the relationship it has to your professional and career goals.

4. **Main Body**--should include but not be limited to daily tasks performed. Major projects contributed to, dates, hours on task, observations and feelings, meetings attended and their purposes, listing of tools and materials and their suppliers, and photographs if possible of projects, buildings and co-workers.

5. **Appendices**--include pamphlets, forms, charts, brochures, technical and descriptive literature, graphs and other information related to your Internship experience.

The Main Body will have three sections and will include the following items which will be evaluated for the final assessment:-

1. An analysis of the company/organization in which the student is working
2. A personal review of the student's management skills and how they have been developed through the programme.
3. The research report that the student has prepared on the project assigned to him by the organization. (Incase a student is not assigned a specific research project in the organization, he has to select any one aspect of the organization and prepare a research report on it).

### ASSESSMENT OF THE INTERNSHIP FILE

The student will be provided with the Student Assessment Record (SAR) to be placed in front of the Internship File. Each item in the SAR is ticked off when it is completed successfully. The faculty will also assess each item as it is completed. The SAR will be signed by the student and by the faculty to indicate that the File is the student's own work. It will also ensure regularity and meeting the deadlines.

### STUDENT ASSESSMENT RECORD (SAR)

Management File Item	Criteria for successful completion of the item
1. Analysis of organization (1500-2000 words)	<ul style="list-style-type: none"> <li>• Clear presentation of ideas and analysis</li> <li>• Provides an organizational diagram, following organization presentation conventions</li> <li>• Analysis covers the organization's:               <ul style="list-style-type: none"> <li>➤ Business strategy and mission</li> <li>➤ Structure</li> <li>➤ Resources and assets</li> <li>➤ Current financial performance</li> <li>➤ Leadership/decision-making style</li> <li>➤ Staffing and skill base</li> <li>➤ Products/services and customers</li> </ul> </li> </ul>
2. Personal review of Management skills development (1000-1500 words)	<ul style="list-style-type: none"> <li>• Clear presentation of ideas and analysis</li> <li>• Demonstrate awareness of own management skills</li> <li>• Presents critical analysis of own management effectiveness, supported with examples</li> <li>• Provides evidence of development of specific management skills e.g. strategic, financial, leadership</li> <li>• Explains how new skills and learning have benefited the organization and self</li> </ul>
3. Design of Research Project (1500- 2000 words)	<ul style="list-style-type: none"> <li>• Clear presentation of ideas and analysis</li> <li>• Justifies the choice of subject for the research project and why this might be beneficial to the organization</li> <li>• Selects and justifies appropriate research methods for the project</li> <li>• Demonstrate understanding of the key stages in undertaking a research project</li> <li>• Indicates which analytical/statistical tools would be most appropriate and why</li> <li>• The design plan takes account of the resourcing implications of carrying out the research e.g. staffing and other costs</li> </ul>

### Examination Scheme:

#### Report by Student (Internship File)

- a. Organization & Presentation/Language and clarity /substance

of Contents covered and Comprehensiveness	20%
b. Research Report	30%
Industry Feedback (continuous)	20%
Presentation & Viva (At the end)	30%
<b>Total</b>	<b>100%</b>

**Course Title: Anandam**

**Type: Compulsory**

**Semester V**

**Course Code: AND005**

**Credit Units: 02**

**Course Learning Outcomes:**

The student should develop:

- Awareness and empathy regarding community issues
- Interaction with the community and impact on society
- Interaction with mentor and development of Student teacher relationship
- Interaction among students, enlarge social network
- Cooperative and Communication skills and leadership qualities
- Critical thinking, Confidence and Efficiency

**Course Objectives:**

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

- apply their knowledge and skills to solve specific community problem
- learn to plan, lead, and organize community events have a sense of belonging to their college campus and community and find something they are interested in doing during their free time
- make new friends, expand social network, and boost social skills and mental health.
- be useful to society as it will protect them against stress, frustration, and depression

**Course Contents:**

**The project report should be guided by the mentor and shall contain:**

- **Synopsis:** clearly stating objectives and activities to be undertaken. Problem identifying and problem-solving projects to be taken up.
- Details of the **Mentor and the Participants are to** be given (name of mentor, name of participants, phone number/mobile no, email, and address)
- Location / community where the work was carried out
- Details of Activities performed are to be given with date
- Number of beneficiaries and impact on the society (the object should be to empower the community and make them self-reliant)
- Photographs taken for documentation of work should be submitted
- Media coverage of the projects should be attached if any
- The Group Community Service Project Report will be submitted by the Student group leader under the guidance of the mentor to the Director/HoIs of the Department.
- The Director/HoIs should get the best report (more than one if required) of the Group Community Service Project uploaded on the HTE website and on the University page
- The Director/HoIs will forward the best report of the department to the Nodal Officer of the University.
- University will forward the report to the state level committee.

**GUIDELINES FOR GCSP (Group Community Service Project)**

**ASSIGNMENT OF ANANDAM FOR SOCIAL AWARENESS (for students)**

1. Each member of the group shall write one blog about the decided topic of 500 words (minimum) along with any relevant photos/diagrams/statistical data (with reference).
2. The group member shall write his/her name at the end of the blog.



3. The blog shall be posted on Instagram and Facebook (apart from these any other website wherever the group seems necessary).
4. Print out of the blog where date of when the content is posted, number of followers, comments, name of the writer shall be visible will be taken and file will be maintained for the same.
5. In the cover page of the project mention heading “**Group Community Service Project**”, and the filled format of final project report given by Anandam Scheme.
6. For the topic chosen by the group, students are recommended to cover the following points:
  - a) Current scenario (Regional, national and international level as applicable)
  - b) Future predictions
  - c) Duty of the government
  - d) Government policies (related to the topic), if any
  - e) Duty of public
  - f) Conclusion

**Evaluation Scheme:**

Project Participation: 2 hours X 8 days (per month) X 4 months = 64 hours

- C grade =32 hrs (Below 20 marks)
- B grade >32 hrs to <=44hrs (20-30 marks)
- A grade >44 hrs to<=54hrs (30-40 marks)
- O grade >54 hrs to<=64hrs (40-50 marks)

**Evaluation Criteria:**

Respective Departmental Anandam mentors are requested to evaluate the project (out of 50) as per the following criteria:

1. Position and exceptions, if any, are clearly stated. The organization of the blog is completely and clearly outlined and implemented.
2. The body of the blog is coherently organized, original and the logic is easy to follow. There is no spelling or grammatical errors and terminology is clearly defined. Writing is clear, concise, and persuasive.
3. Conclusion is clearly stated. The underlying logic is explicit.

Course Name	Course Code	LTP	Credit	Semester
Professional Communication Skills	BCS501	1:0:0	1	1

### B. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Create right selection of words and ideas while also choosing the appropriate channel of formal communication.
<b>CLO 2</b>	Demonstrate the ability to analyse a problem and devise a solution in a group.
<b>CLO 3</b>	Demonstrate proficiency in the use of written communication.
<b>CLO 4</b>	Recognize the mannerisms and methodology of Interview and GD to become more expressive in their body language and verbal performance.

### B. SYLLABUS

Topic
Email Writing (Briefing, Do's & Don'ts & Practice)
Corporate Dressing & Body Language (Verbal & Non-Verbal Cues & its role in Interview Selection)
Interview-1 (Briefing, Do's & Don'ts, Questions, Mock Sessions)
GD-3(Practice Sessions)

### EXAMINATION SCHEME:

Components	Email Writing	GD	Personal Interview	Attendance
Weightage (%)	30	30	35	5

### SUGGESTED READINGS

- Essential Telephoning in English, Garside/Garside, Cambridge
- Working in English, Jones, Cambridge
- Dr. P.Prasad. *Communication Skills*.S.K.Kataria&Sons
- Koneru, Aruna. *Professional Communication*. The McGraw Hill: New Delhi, 2008. Print

- Krishnaswamy N, *Creative English for Communication*. Delhi: Macmillan Publishers India Ltd. Print. 2007.

**BEHAVIOURAL SCIENCE - V  
(INDIVIDUAL, SOCIETY AND NATION)**

**Course Code: BSS503**

**Credit Units: 01**

**Course learning outcomes (CLOs)**

At the successful completion of this course you (the student) should be able to:

1. Recognize their personality and individual differences and identify its importance of diversity at workplace and ways to enhance it.
2. Recognize effective socialization strategies and importance of patriotism and taking accountability of integrity.
3. Recognize different types of human rights and its importance.
4. Identify Indian values taught by different religions.
5. Identify long term goals and recognize their talent, strengths and styles to achieve them.

**Course Objective:**

This course aims at enabling students towards:

- Understand the importance of individual differences
- Better understanding of self in relation to society and nation
- Facilitation for a meaningful existence and adjustment in society
- To inculcate patriotism and National pride.
- To enhance personal and professional excellence

**Course Contents:**

**Module I: Individual differences & Personality**

Personality: Definition & Relevance

Importance of nature & nurture in Personality Development

Importance and Recognition of Individual differences in Personality

Accepting and Managing Individual differences (Adjustment Mechanisms)

Intuition, Judgment, Perception & Sensation (MBTI)

BIG5 Factors

**Module II: Socialization**

Nature of Socialization

Social Interaction

Interaction of Socialization Process

Contributions to Society & Nation

**Module III: Patriotism and National Pride**

Sense of Pride and Patriotism

Importance of Discipline and hard work

Integrity and accountability

**Module IV: Human Rights, Values and Ethics**

Meaning of Human Rights

Human Rights Awareness

Importance of human rights

Values and Ethics- Learning based on project work on Scriptures like Ramayana, Mahabharata, Gita etc

**Module V: Personal and Professional Excellence**

- Personal excellence:
  - Identifying Long-term choices and goals
  - Uncovering talent, strength and style

Alan P. Rossiter's eight aspects of Professional Excellence

Resilience during challenge and loss

Continued Reflection (Placements, Events, Seminars, Conferences, Projects, Extracurricular Activities, etc.)

**Examination Scheme:**

Components	SAP	JOS	FC/MA/CS/HA	P/V/Q	A
Weightage (%)	25	15	30	25	05

**SAP-** Social Awareness Programme; **JOS-**Journal of Success; **HA-**Home Assignment; **P-** Presentation; **V-**Viva; **Q-**Quiz; **FC-** Flip class; **MA-** Movie Analysis; **CS-** Case study; **A-** Attendance

**Text & References:**

- **Bates, A. P. and Julian, J.: Sociology - Understanding Social Behaviour**
- **Dressler, David and Cans, Donald: The Study of Human Interaction**
- **Lapiere, Richard. T – Social Change**
- **Rose, G.: Oxford Textbook of Public Health, Vol.4, 1985.**
- **Robbins O.B.Stephen;. Organizational Behavior**

## FRENCH - V

Course Code: FLN501 L:2, T:0, P/FW:0 C:02

## Course Objective:

To furnish some basic knowledge of French culture and civilization for understanding an authentic document and information relating to political and administrative life

## Course Contents:

Module D: pp. 131 – 156 Module 10,11

Contenu lexical : Module 10: Prendre des décisions  
 1. Faire des comparaisons  
 2. décrire un lieu, le temps, les gens, l'ambiance  
 3. rédiger une carte postale

Module 11: faire face aux problèmes  
 1. Exposer un problème.  
 2. parler de la santé, de la maladie  
 3. interdire/demander/donner une autorisation  
 4. connaître la vie politique française

## Contenu grammatical:

1. comparatif - comparer des qualités/ quantités/ actions
2. supposition : Si + présent, futur
3. adverbe - caractériser une action
4. pronom "Y"

## 5. Evaluation Scheme:

6.

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

- le livre à suivre : Campus: Tome 1

# GERMAN - V

Course Code:

FLG501

L:2, T:0, P/FW:0 C:02

## Course Objective:

To enable the students to converse, read and write in the language with the help of the basic rules of grammar, which will later help them to strengthen their language.

To give the students an insight into the culture, geography, political situation and economic opportunities available in Germany

Introduction to Advanced Grammar and Business Language and Professional Jargon

## Course Contents:

### Module I: Genitive case

Genitive case – Explain the concept of possession in genitive

Mentioning the structure of weak nouns

### Module II: Genitive prepositions

Discuss the genitive prepositions and their usage: (während, wegen, statt, trotz)

### Module III: Reflexive verbs

Verbs with accusative case

Verbs with dative case

Difference in usage in the two cases

### Module IV: Verbs with fixed prepositions

Verbs with accusative case

Verbs with dative case

Difference in the usage of the two cases

### Module V: Texts

A poem 'Maxi'

A text Rocko

### Module VI: Picture Description

Firstly recognize the persons or things in the picture and identify the situation depicted in the picture;

Secondly answer questions of general meaning in context to the picture and also talk about the personal experiences which come to your mind upon seeing the picture.

## Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

- Wolfgang Hieber, Lernziel Deutsch
- Hans-Heinrich Wangler, Sprachkurs Deutsch
- Schulz Griesbach, Deutsche Sprachlehre für Ausländer
- P.L Aneja, Deutsch Interessant- 1, 2 & 3
- Rosa-Maria Dallapiazza et al, Tangram Aktuell A1/1,2
- Braun, Nieder, Schmöe, Deutsch als Fremdsprache 1A, Grundkurs

Course Name	Course Code	LTP	Credit	Semester
SPANISH – V	FLS501	20:0	2	5

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Introduction & Usage of stem changing irregular verbs in Future tense
<b>CLO 2</b>	Introduction & Usage of stem changing irregular verbs in Gerundio tense
<b>CLO 3</b>	Telephone Conversation
<b>CLO 4</b>	Proposing a plan, rescheduling a plan and/or cancelling a plan
<b>CLO5</b>	Comparatives
<b>CLO6</b>	Introduction of Direct and Indirect Object Pronouns.
<b>CLO7</b>	Usage and Familiarity with Preterito Perfecto

#### Course Contents:

##### Module I

Revision of earlier semester modules

##### Module II

Future Tense

##### Module III

Presentations in English on  
Spanish speaking countries'  
Culture  
Sports  
Food  
People  
Politics  
Society  
Geography

##### Module IV

Situations:  
En el hospital  
En la comisaria  
En la estacion de autobus/tren  
En el banco/cambio

##### Module V



General revision of Spanish language learnt so far.

Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

C - Project + Presentation

I - Interaction/Conversation Practice

Text & References:

- Español Sin Fronteras, Greenfield

# CHINESE – V

Course Code:

FLC501

L:2, T:0, P/FW:0 C:02

## Course Objective:

What English words come from Chinese? Some of the more common English words with Chinese roots are ginseng, silk, dim sum, fengshui, typhoon, yin and yang, Tai chi, kung-fu. The course aims at familiarizing the student with the basic aspects of speaking ability of Mandarin, the language of Mainland China. The course aims at training students in practical skills and nurturing them to interact with a Chinese person.

## Course Contents:

### Module I

Drills

Dialogue practice

Observe picture and answer the question.

Pronunciation and intonation.

Character writing and stroke order

### Module II

Intonation

Chinese foods and tastes – tofu, chowmian, noodle, Beijing duck, rice, sweet, sour....etc. Learning to say phrases like – Chinese food, Western food, delicious, hot and spicy, sour, salty, tasteless, tender, nutritious, good for health, fish, shrimps, vegetables, cholesterol is not high, pizza, milk, vitamins, to be able to cook, to be used to, cook well, once a week, once a month, once a year, twice a week.....; Repetition of the grammar and verbs taught in the previous module and making dialogues using it.; Compliment of degree “de”.

### Module III

Grammar the complex sentence “suiran ... danshi...”; Comparison – It is colder today than it was yesterday.....etc.; The Expression “chule....yiwai”. (Besides); Names of different animals.

Talking about Great Wall of China; Short stories

### Module IV

Use of “huozhe” and “haishi”

Is he/she married?; Going for a film with a friend.; Having a meal at the restaurant and ordering a meal.

### Module V

Shopping – Talking about a thing you have bought, how much money you spent on it? How many kinds were there? What did you think of others?; Talking about a day in your life using compliment of degree “de”. When you get up? When do you go for class? Do you sleep early or late? How is Chinese? Do you enjoy your life in the hostel?

Making up a dialogue by asking question on the year, month, day and the days of the week and answer them.

## Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

- “Elementary Chinese Reader ” Part-II Lesson 39-46

Course Name	Course Code	LTP	Credit	Semester
<b>PERSONAL FINANCIAL PLANNING</b>	<b>BBA 502</b>	3:0:0	3	5

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Demonstrate knowledge, understanding and competence with all areas of the strategic investment planning process.
<b>CLO 2</b>	Understand fundamental and technical analysis.
<b>CLO 3</b>	Discuss basic personal and corporate tax issues and planning opportunities with an understanding of personal vs. corporate tax rates.
<b>CLO 4</b>	Discuss the difference between taxation of interest/dividends/capital property, deductions vs. expenses, and the general structure of a T1 tax return.
<b>CLO 5</b>	Demonstrate employability skills and a commitment to professionalism

### B. SYLLABUS

#### **Module I: Introduction to personal financial planning and personal accounting**

Concept of Personal Financial Planning: Need, Significance, Scope; Ethical issues in Personal Financial Planning; Changing per capita investors. Need to maintain Accounts, Methods: Traditional & Using Electronic Media. Applying for PAN & filing of Income Tax returns.

#### **Module II: Investment Avenues**

**Real Assets:** Investment in Real Assets: Real Estate, Precious Metals, Other Fixed assets. Their relative merits & demerits. Change in their returns over the past few years.

**Financial Assets:** Investments in securities: Through IPO, Secondary Market. Investment in G-sec; Debt instruments, Post Office instruments, Insurance Policies, Mutual Funds, Certificate of Deposits, Foreign Market.

#### **Module III: Introduction to Income tax and Income from salary**

Introduction to Income tax act 1961 and Finance Act. Previous year, Assessment year, Income, Total Income, Gross Total Income, Capital and Revenue Receipts / Expenditures, Exempted Incomes, Residential Status and incidence of Tax.

Salary, Exemption:- Leave encashment, Gratuity, Pension, Annuity, Pension fund, Allowance (HRA, Entertainment, Special allowance – dependent of expense ad not dependent on expenae, perquisites – rent free accommodation, Leave travel concession, medical facility), Deductions 80c to 80u. ). Sections (2(9), 2(31), 2(7), 2(24), 3, 6, 14, 288A, 288B, 2(17), 4, 9, 45, 9(1)(ii), 9(1)(iv), 9(1)(v), 10, 11, 12, 17(1), 22,

#### **Module IV: Income from house property, capital gains and other sources**

Income from House Property (Types of house property, Exempted house property income, Computation of GAV and NAV, Treatment of unrealized, recovered and arrears of rent), Capital Gains and other Sources (Short term & Long term capital gain, Cost of acquisition, Cost of improvement, Index cost, Income that are taxed under other sources, Deduction under other sources, Tax treatment of lotteries, puzzles. Sections 23, 24, 2528, 30, 31, 32.

#### **Module V: Tax planning**

Concept, significance and problems of tax planning, Tax evasion and tax avoidance, Individual Taxation Slabs, Wealth Tax, Gift Tax, Capital Gains Tax, Service tax, Recent Tax saving schemes

#### **Module VI: Retirement & Goal Planning**

Concept of risk assessment of individual, Introduction to portfolio management, Retirement planning & investment: Income generation after retirement, liability management, anticipation of expenses. Investment for major goals: House, Family, Education, Medical, Wealth Management/ Financial Advisory companies. Their role, significance & growth.

**Examination Scheme:**

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

**Text & References:*****Text:***

- Chandra P, Investment analysis and Portfolio Management, 3rd edition, Tata McGraw Hill
- Lal & Vashisht, Direct Taxes, 29<sup>th</sup> Edition, Tata McGraw Hill.

***References:***

- V.K.Bhalla, Security analysis and Portfolio Management, 16th edition, S.Chand

Course Name	Course Code	LTP	Credit	Semester
<b>SALES AND DISTRIBUTION MANAGEMENT</b>	<b>BBA 503</b>	3:0:0	3	5

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Course participants should be able to understand & appreciate the diverse variables affecting the sales & distribution function
<b>CLO 2</b>	Course participants should be able to develop sales and distribution plans
<b>CLO 3</b>	Course participants should be able to link distribution with other marketing variables

### B. SYLLABUS

#### Module I: Introduction

Sales management- Concept, Objectives and functions. Evolution of sales management. Nature and role of Sales Manager's job. Sales management as a career. Emerging trends in sales management.

#### Module II: Sales Organization

Purpose of sales organization. Setting sales organization. Types of sales organization. Coordination of selling functions with other marketing activities. Sales forecasting.

#### Module III: Controlling sales effort

Sales Budget: Purpose and budgetary procedure. Quotas: Concept, Objectives and Types. Sales Territory: Concept and procedure of devising sales territories, Routing and Scheduling of Sales force. Sales Audit.

#### Module IV: Managing Sales Force

Concept of sales force management. Recruitment and Selection of sales personnel (domestic and international perspective). Cross Cultural challenges. Sales training. Compensating and motivating sales personnel. Controlling and evaluating sales personnel.

#### Module V: Distribution Management and channel control

Distribution channels: Concept and need. Distribution Channel Strategy. Managing distribution channel. Features of effective channel design. Channel Conflict: Concept and stages. Conflict management.

#### Module VI: Logistics Management

Objectives of logistics. Concept of logistics planning: inventory management decisions, transportation decisions, Location decisions.

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & References:

##### Text:

- Still Cundiff, Sales Management Decision Strategies, Fifth Edition, Printice Hall.
- Panda Tapan K., Sahadev Sunil, Sales and Distribution Management, 2005, Oxford University Press.

##### References:

- Kapoor Ramneek, Fundamentals of Sales Management, 2005, McMillan.

- Sudha GS, Sales & Advertising Management, 2005, Indus Valley Publications.
- Walker, Churchill Ford, Management of Sales Force

Course Name	Course Code	LTP	Credit	Semester
<b>CONSUMER BEHAVIOUR</b>	<b>BBA 504</b>	3:0:0	3	5

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Understand, explain, and apply the key terms, definitions, and concepts used in the study of consumer behaviour.
<b>CLO 2</b>	Demonstrate how as a marketer you can use your knowledge of consumer behaviour concepts to develop better marketing programs and strategies to influence those behaviours.
<b>CLO 3</b>	Critically evaluate the effectiveness of various advertisement and promotions and their attempts to influence the behaviours of individuals
<b>CLO 4</b>	Explore the trends in the field of consumer behaviour and apply them to the marketing of an actual product or service.

### B. SYLLABUS

#### Module I: Introduction

Consumer Behaviour: Definition and significance. Understanding consumer and market. Difference in individual buyer behaviour and organizational buyer behaviour. Market segmentation: lifestyle and demographic segmentation, usage segmentation, benefit segmentation. Product positioning.

#### Module II: Environmental influences

Culture: Meaning and Characteristics. Cross Cultural understanding of Consumer Behaviour. Subculture. Social Groups: Meaning and formation of a group. Reference groups. Influence of reference groups on consumer behaviour. Family: Lifecycle and it's significance on consumer behaviour. Family purchase decision process.

#### Module III: Personal influence and Diffusion of Innovation

Concept, nature and significance of personal influence. Opinion leadership and its role in consumer behaviour. Concept of product adoption and adoption process. Diffusion of innovation and process of diffusion.

#### Module IV: Individual determinants of Consumer Behaviour

Personality and self concept and it's relevance in consumer behaviour. Motivation: Nature and role of motives and their significance in marketing. Information processing: Concept and Process. Attitudes: Characteristics, functions and it's importance in buyer behaviour.

#### Module V: Consumer Decision process

Consumer decision process model. Problem Recognition, Search and Evaluation, Purchasing Process. Post-purchase Behaviour: Post Purchase evaluation and Product disposition.

#### Module VI: Organizational buyer behaviour

Nature of Organizational Buying. Factors influencing organizational buyer behaviour. Types of decision situations. Organizational buyers decision process.

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

## **Text & References:**

### ***Text:***

- Loudon David L. & Della Bitta Albert J. Consumer Behaviour, Fourth Edition, Tata McGraw Hill.

### ***References:***

- Schiffman and Kanuk, Consumer Behaviour, Eighth Edition, Printice Hall.
- Hawkins, Best, Coney, Consumer Behaviour, Building Marketing Strategy, Ninth Edition, Tata McGraw Hill.

Course Name	Course Code	LTP	Credit	Semester
<b>SERVICE MARKETING</b>	<b>BBA 505</b>	3:0:0	3	5

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Understand the Concept of Services and intangible products
<b>CLO 2</b>	Discuss the relevance of the services Industry to Industry
<b>CLO 3</b>	Examine the characteristics of the services industry and the modus operandi
<b>CLO 4</b>	Analyse the role and relevance of Quality in Services
<b>CLO 5</b>	Visualise future changes in the Services Industry

### B. SYLLABUS

#### Module I: Services an Overview

Services: concept, characteristics. Marketing of goods v/s marketing of services. Significance of services marketing. Role of services sector in economy. Growth of service sector. Services- Global and Indian Scenario. Introduction to service marketing mix.

#### Module II: Consumer Behaviour in Services

Consumer decision-making process. Consumer Expectations: Concept. Factors influencing customer expectation of services. Service encounter and moments of truths. Managing Customer Satisfaction. Service failure and recovery.

#### Module III: Service Quality & Productivity

Concept of service quality. GAP Model of service quality. Measuring and improving service quality. Managing service operations and operational design for services. Concept of productivity in service context. Approaches to improve productivity. Managing service demand and capacity: Understanding capacity constraints, understanding demand patterns. Strategies for matching demand and supply.

#### Module IV: Service Environment

Importance of service environment. Designing service environment and marketing strategies.

#### Module V: Managing service personnel

Role of service personnel and developing customer-focused personnel. Job characteristics. Dealing with conflict and stress. Internal marketing.

#### Module VI: Pricing and Distribution for services

Price determinants, pricing modifications. Approaches to pricing services. Pricing strategies linking to value definitions. Customer-focused pricing. Channel structures, distribution-growth options.

#### Module VII: Integrated Marketing Communications for services

Role of communications, communication options, integrative communications program.

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & References:

##### Text:

- Clow Kenneth E. and Kurtz David L. , Services marketing operations, management and strategy, biztantra innovations in management, John Willey & Sons



***References:***

- Valarie A Zeithaml and mary J Bitner , Services Marketing, Third Edition, Tata McGraw Hill Companies
- Christopher Lovelock , Service Marketing (people, technology and strategy), 2001, Fifth Edition, Pearson Education.
- Rampal M.K., Gupta S.L., Service Marketing, 2006 Galgotia Publishing Company.

Course Name	Course Code	LTP	Credit	Semester
<b>INTERNATIONAL MARKETING</b>	<b>BBA 506</b>	3:0:0	3	5

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Develop an understanding regarding concept of IHRM and application of different functions of Human Resource Management from International aspect.
<b>CLO 2</b>	Understand the concept of strategic HRM and implementation of strategies in IHRM
<b>CLO 3</b>	Evaluate and analyse best practices of IHRM in different countries and developing role and emerging trends of HRM in global arena

### B. SYLLABUS

#### Module I: Introduction

Meaning, scope and challenges of international marketing. International dimensions of marketing, international marketing v/s domestic marketing. Benefits of International Marketing.

#### Module II: Global Business Environment

WTO and its impact on international business operations. Tariff and non-tariff barriers. Regional economic groupings and their significance.

#### Module III: International Marketing Environment

International marketing environment- Geographical, demographic, economic, political, legal, socio cultural environment- Elements of culture. Cultural challenges Business customs and practices. Emerging markets and marketing challenges.

#### Module IV: Planning for International Marketing

International Marketing Research and Information System. Modes of entering into foreign markets. International Product Life Cycle. International market segmentation, targeting and positioning.

#### Module V: International Marketing Decisions

International pricing strategy- Factors influencing price, pricing methods. Global Branding Decisions. International distribution – Types and functions of foreign distribution channels; distribution logistics. Promotion Decisions- International advertising, selection of media, challenges of international advertising, personal selling publicity and sales promotion.

#### Module VI: The Indian Scenario

The Export Import Scene in India. EXIM Policy. Export Documentation, Export Procedure

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & References:

##### Text:

- Onkvist Sak Onkvist, Shaw John J. International Marketing Analysis & Strategy, Third Edition, Prentice Hall.

***References:***

- Graham Cateora, International Marketing, Twelfth Edition, Tata McGraw Hill.
- Keegan Warren J. Global Marketing Management, Seventh Edition, Prentice Hall.

Course Name	Course Code	LTP	Credit	Semester
<b>FINANCIAL SERVICES</b>	<b>BBA 507</b>	3:0:0	3	5

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Understand the various services offered and various risks faced by banks
<b>CLO 2</b>	Understand the dynamic changes of the banking industry and the policy responses because of the recent crisis
<b>CLO 3</b>	Have a practical understanding of the various distribution channels of insurance products for effective marketing.
<b>CLO 4</b>	Have a practical understanding of regulations and be able to understand insurance operations both in life as well as general insurance.

### B. SYLLABUS

#### Module I: Financial Services

Role of Financial Services in economic development. Evolution of Financial Services Sector in India. Marketing of Financial Services (Introduction)

#### Module II: Venture Capital

Venture Capital Financing, International Experiences in Venture Capital Financing, Venture Capital Financing in India, Pitfalls to be avoided. Preparation & evaluation of Business Plan

#### Module III: Factoring & Forfaiting

Factoring Services - Features Merits and Demerits, Cost Benefit Analysis. Forfaiting: Features, merits & Limitations

#### Module IV: Leasing and Hire Purchase

Development of Leasing and Hire Purchase, Types of Leasing, Pricing Methodology and Financial analysis, Taxation, Legal Framework for Leasing and Hire Purchase Companies

#### Module V: Mutual funds

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 VI: Credit rating & other financial services

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

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & References:

##### Text:

- Khan, M. Y. Indian Financial System, Tata McGraw Hill

- Khan, M.Y. Financial Services, Tata McGraw Hill

**References:**

- Bhole L.M, Financial Institutions and Markets: Structure, Growth & Innovations, Tata McGraw Hill
- Pnadey,I.M. Ninth Edition, Financial Management, Vikas Publishing House Pvt. Ltd.

Course Name	Course Code	LTP	Credit	Semester
<b>PRINCIPLES OF INVESTMENT MANAGEMENT</b>	<b>BBA 508</b>	3:0:0	3	5

**A. COURSE LEARNING OUTCOMES (CLO)**

<b>CLO 1</b>	Understand different investment alternatives in the market and how securities are traded in the market
<b>CLO 2</b>	Understand the general structure of various financial markets
<b>CLO 3</b>	Measure risk and return and find the relationship between risk and return
<b>CLO 4</b>	Understand the fundamental and technical analysis, portfolio and mutual funds.

**B. SYLLABUS**

**Module I: Introduction to Investments**

Investments: Introduction, Avenues for Investment including introduction to derivatives, Investments and Speculation, Features of a Good Investment programme, Process of Investment Decision Making, Risks involved in Investments including the concept of beta, Principle of Dominance.

**Module II: The Stock Markets in India**

Nature and Functions of the Stock Market, OTCEI & BSE, NSE & Role of Depositories, Market Indices, The Brokerage Business

**Module III: Valuation of Securities**

Bond Valuation and Analysis, Preference share Valuation and Analysis, Equity Share Valuation

**Module IV: Security Analysis**

Fundamental Security Analysis, Technical Security Analysis

**Module V: Portfolio Analysis and Management**

Portfolio Analysis: Risk and Return, Portfolio Choice: Utility Theory and Indifference Curves, Markowitz: Portfolio Selection Model, Capital Asset Pricing Model, Sharpe's Single Index Model

**Examination Scheme:**

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

**Text & References:**

***Text:***

- Sharpe, William F. Alexander and Bailey, Investments, Sixth Edition Prentice - Hall, India

***References:***

- Fisher, Donald E & Jordan, Ronald., Securities Analysis & Portfolio Management., Sixth Edition, Prentice Hall
- Haugen, Robert. Modern Investment Theory, Fifth Edition, Prentice Hall
- Bhalla, V. K. Investment Management, S. Chand & Co.

Course Name	Course Code	LTP	Credit	Semester
<b>BANKING &amp; FINANCIAL INSTITUTIONS</b>	<b>BBA 509</b>	3:0:0	3	5

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Determine the need of financial system and describe how and why financial system works.
<b>CLO 2</b>	Have a practical understanding of various financial institutions and their functioning
<b>CLO 3</b>	Understand money market, its different types and its functioning.

### B. SYLLABUS

#### Module I: Introduction to financial derivatives

Introduction to derivative trading, Characteristics of derivatives, Underlying assets (Equity Bonds/loans, Foreign Currency, and Commodity), Importance of derivatives as an investment option, introduction to types of derivatives, Participants in derivatives market (Hedgers, Speculators, Arbitrageurs). Evolution of Derivative markets in India.

#### Module II: Forwards & Futures

Forward contracts: Limitations of forward markets, Differences between forwards and futures, Futures terminology, pricing of futures contract, Introduction to currency futures, Interest rate futures, Treasury bond futures, Eurodollar futures, commodity futures, Index futures & Stock Futures (Hedging, speculation and arbitrage).

#### Module III: Options: Fundamentals

Terminology - call, put, writer, buyer, premium, intrinsic value, time value, expiry date, settlement date, strike price, ATM, OTM & ITM, Options positions (payoff graphs), Types of Stock options, futures options vs spot options, Options on stock Indices, currencies & futures, Warrants & executive stock options, Exotic options

#### Module IV: Principles of trading & Hedging with Options

Option Valuation: The BS-Merton Model (Solving for BS model, assumption application and criticism), Trading strategies - Option trading using bull and bear spreads (payoff graphs)

#### Module V: Swaps

Terminology:- LIBOR, MIBOR, Swap basis, Interest rate swaps, Determining LIBOR/MIBOR swap zero rates, Currency swaps: Various types of swaps & features, Introduction to Swaptions.

#### Module VI: Recent Developments

New Derivative contracts including Credit Derivatives, Weather Derivatives, Energy Derivatives, etc. Role of derivatives in the economic meltdown of 2007 - 2008, Major Derivative mishaps in the world including The Barrings Bank disaster, The Sumitomo corporation scandal, the Swiss Bank scam

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & References:

##### Text:

- Hull, John C, An introduction to futures and options markets, Second Edition Prentice Hall of India

**References:**

- Gupta, S .L., ,Financial Derivatives Theory, Concepts and Problem 2005, Prentice - Hall, India

Course Name	Course Code	LTP	Credit	Semester
<b>ORGANISATIONAL DEVELOPMENT AND CHANGE</b>	<b>BBA 510</b>	3:0:0	3	5

**A. COURSE LEARNING OUTCOMES (CLO)**

<b>CLO 1</b>	To understand the nature of the developmental process in organizations.
<b>CLO 2</b>	To comprehend the main derives and approaches of the change.
<b>CLO 3</b>	To realize and apply the stages of the organizational development process.
<b>CLO 4</b>	To equip students with knowledge & skills required for effective change and organizational development.
<b>CLO 5</b>	To Provide students with knowledge of resistance to change and techniques of handing it.

**B. SYLLABUS****Module I: Organizational Development**

Nature, basic assumptions, characteristics and techniques.

**Module II: Models of organizational Development**

Steps involved in OD, Role of managers, Factors affecting OD.

**Module III: Action Research**

Model of OD Steps, Methodology and competencies required in O.D. through Action Research technology.

**Module IV: Structural & Comprehensive Organizational Development**

Changing values, Models and Theories of Planned Change, fundamental Strengths of OD

**Module V: Change Management**

Need for the change, Factors causing change, environmental, Technological, Leagal, Political, Social and cultural factors of change, Models and Techniques involved in change management, Total Quality Management, Business Process Reengineering, Learning Organization.

**Examination Scheme:**

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

**Text & References:****Text:**

- French W L & Bell, Organizational Development, Prentice Hall of India
- Ravishankar S & Mishra R.K., Organizational Development, Visison Books Pvt. Ltd.

**References:**



- Perek U & Rao T V , Designing & Managing HR System, Oxford & IBH Publishing company
- Perek U & Rao T V Making Organization Roles Effective, , TATA McGraw Hill

Course Name	Course Code	LTP	Credit	Semester
<b>TRAINING AND DEVELOPMENT</b>	<b>BBA 511</b>	3:0:0	3	5

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Identify skills which are transferable from teaching to training
<b>CLO 2</b>	identify and describe learning styles
<b>CLO 3</b>	relate learning styles to activity types and tasks
<b>CLO 4</b>	define motivation and relate it to training contexts

### B. SYLLABUS

#### Module I: Introduction

Meaning and definition of training, Training vs education, Culture and Context, Introduction to training Strategy.

#### Module II: Process of Training

Establishing objectives, training need assessment, designing the programs, training methods, trainers and training styles, Introduction to Management Development program.

#### Module III: Evaluation of Training & Development

Training Evaluation – Need for evaluation, Measuring Training Effectiveness, Concept of Return on Investment, Cost – Benefit Analysis, Models of Training Evaluation.

#### Module IV: Training Systems

Systems Goals and Approaches, Training Centers, Action Research for better Training

#### Module V: Changes in Training Needs for Modern Organizations

Concept and Need for Learning Organizations, Training for Trainers, Leadership, Team Playing and Group Dynamics, Basics of Sensitivity Training, Computer Based Training.

#### Module VI: Development

Executive Development – significance & nature, identifying development needs and setting objectives. Techniques of development and advantages. Role of HRD in 21<sup>st</sup> Century.

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & References:

##### Text:

- Lynton R.P and Pareek U (1990). Training for Development. Vistaar Publications, New Delhi

##### References:

- Goldstein , Training in Organizations, Thomson Learning
- Pareek Udai, Training and Development, Tata McGraw Hill.
- Srivastava, S., Recruitment, Selection & Retention, ABS Course pack, 1999.
- Wexley, K & Lathan Gary, Developing & Training HR in Organization. P. Hall, 2002.



Course Name	Course Code	LTP	Credit	Semester
<b>INTERNATIONAL HUMAN RESOURCE MANAGEMENT</b>	<b>BBA 512</b>	3:0:0	3	5

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Develop an understanding regarding concept of IHRM and application of different functions of Human Resource Management from International aspect.
<b>CLO 2</b>	Understand the concept of strategic HRM and implementation of strategies in IHRM
<b>CLO 3</b>	Evaluate and analyse best practices of IHRM in different countries and developing role and emerging trends of HRM in global arena

### B. SYLLABUS

#### Module I: Internationalization

The strategic business context – A strategic business imperative localization of the talent port folio, Broad overview of International Human Resource Management features, elements, benefits and limitations.

#### Module II: Strategic Human Resource Management

Strategic HRM, Aims of SHRM, Integrating the business and HR strategies, Formulating HR strategy, Content of HR strategies, Relationship between International Strategy and SIHRM.

#### Module III: Cross-Cultural Management

Cultural diversity in consortia formation, Developing cognitive framework to appreciate the impact of culture on managerial behaviour, Introduction, Understanding Culture, Key Concepts, Determinants of Cultural Identity, Frameworks for Mapping the Culture, Concept of Geert Hofstede

#### Module IV: International Recruitment, Training and Rewards

Recruiting from Host country, Reward strategies for international execution, the expatriate approach, international values and reward policy, designing rewards for the international business unit, Training Global executives.

#### Module V: Performance Management and Compensation in International Business

Context for international performance management, framework for performance management, Compensation, issue of double taxation.

#### Module VI: Best HR Practices

Emerging Trends, North America, South America, some key pointers, Northern Europe, Value based management in Nordic countries, China emerging economy,, Japan – a culture of enfolding relationship, Trends and Future of HR in high performing Co., Essay on Dream Organisationa..

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & References:

##### Text:

- Dowling, Peter; Title: International human resource management - Managing people in a multinational context; Publisher: Thompson.

***References:***

- By Monir H. Tayeb International Human Resource Management: A Multinational Company Perspective, Oxford University Press.
- By Paul Sparrow, Chris Brewster, Hilary Harris; Pub. Taylor and Francis, Globalizing Human Resource Management; Oxford University Press.

Course Name	Course Code	LTP	Credit	Semester
<b>BASICS AND STRATEGIES OF DIGITAL MARKETING</b>	<b>BBA 513</b>	2:1:0	3	5

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	translate some of the key marketing and business models that will help to shape your digital marketing strategy
<b>CLO 2</b>	describe online market presence, segmentation and the 4 Ps of marketing and their implications for digital marketing
<b>CLO 3</b>	discuss the opportunities and risks of integrated digital marketing outline an approach to developing a digital marketing plan
<b>CLO 4</b>	explain the key digital marketing activities needed for competitive success

### B. SYLLABUS

#### Module I: Introduction

Introduction to Digital Marketing; Objectives of Digital Marketing; Marketing in Digital Economy; Influential Digital Subcultures

#### Module II: Search Marketing & Search Advertising

Search Engine Optimization; Organic & Paid Search Results; Overview of Google AdWords; Keyword Research and analysis; Tracking the success of SEM; Search Engine Optimization techniques; On-page & Off-page optimization; Search Advertising: Basic Concepts; Elements of Search Ad; Managing Pay Per Click Process

#### Module III: Social Media Marketing & Digital Display Advertising (DDA)

Different Social Media Channels; Social Media Marketing (SMM) Process; Managing and Analyzing SMM Process; Key Stakeholders in Digital Display; Managing DDA Process

#### Module IV: Email & Mobile Marketing

Email Strategy & Planning; Advantages & Challenges of Email Marketing; Managing Email Marketing Process; Understanding Mobile Marketing; Mobile Messaging Channels; Mobile Commerce; Managing Mobile Marketing Process

#### Module V: Affiliate & Video Marketing

Affiliate Marketing: Basic Concepts, Building Blocks of Affiliate Marketing; Video Marketing: Basic Concepts, Video Production & Promotion; Content Marketing: Basic Concepts, Strategic Building Blocks of content Marketing

#### Module VI: Digital Marketing Strategy

Basic Elements of Digital Campaigns Management, Implementing Intent Based Campaigns, Implementing Brand Based Campaigns, Managing Digital Implementation Challenges

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Suggested Readings:

- Bhatia, P. S., (2019), Social Media & Mobile Marketing, Wiley
- Zimmerman, J., (2017), Social Media Marketing – All in One for Dummies, Wiley
- **Digital Marketing: Cases from India** by Rajendra Nargundkar and Romi Sainy, Notion Press, Inc (2018)
- **Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation** by Damian Ryan, Kogan Page Publisher (Nov.2016)
- **Marketing 4.0: Moving from Traditional to Digital** by Philip Kotler, Kartajaya, H., & Setiawan, I.,(2017), 1<sup>st</sup> Edition Publisher Wiley(Dec. 2016)
- **Digital Marketing** by Seema Gupta, McGraw Hill Education (Nov, 2017)
- **Fundamentals of Digital Marketing** by Punit Singh Bhatia, Pearson (June 2019)
- **The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns** by Ian Dodson, Wiley Publisher (2016)
- Ian Dodson (2016), The Art of Digital Marketing, 1st Edition, Wiley
- Stokes, B., (2013), E-marketing: The essential guide to marketing in a digital world, 5Edition, Quirt E-marketing Pvt Ltd.
- Chaffey, D., & Smith, PR., (2008), E-marketing Excellence, 3<sup>rd</sup> Edition, Elsevier
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Course Name	Course Code	LTP	Credit	Semester
<b>ANALYTICAL SKILL BUILDING</b>	<b>BBA 592</b>	3:0:0	3	5

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Recognising the importance of critical thinking in analysis
<b>CLO 2</b>	Understanding the concept of analysis
<b>CLO 3</b>	Identifying the different aspects of analysis
<b>CLO 4</b>	Using the analytical process to arrive at a decision

### B. SYLLABUS

#### Module I: Quantitative Reasoning

Number System & Number Theory, Percentage method, Profit & Loss, Speed, Time & Distance

#### Module II: Quantitative Reasoning

Ratio, Proportion, Mixtures & Alligations, Set Theory, Co-ordinate Geometry (2-D only), Mensuration

#### Module III: Data Interpretation

Bar Graph / Line Graph / Pie Chart / Table / Table Three Dimensional or Triangular Bar Diagram / Misc. (Radar, Area, Network) / Caselets.

#### Module IV: Data Sufficiency & Logical reasoning

Mathematical / reasoning based. Data Decoding: Analytical: Assumption, Courses of Action, Argument, Weak / Strong, Pictorial Analysis

#### Module V: Verbal Ability & Reasoning

Vocabulary based questions, English Usage, Grammar Types of statements and their relationship / Reversibility of idea, Re-arranging sentences of a paragraph, Paraphrasing, Fact, Inference, Judgment & deductions.

#### Module VI: Reading comprehension

Four types of Passages: The social science passage, The Science passage, the business passage & the entertainment passage

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & References:

- This course is aimed at enhancing students' skills in the area of English, General knowledge and Quantitative aptitude. No textbooks or reference books are required as the course is carried out in the form of classroom exercises, which are circulated by the faculty himself.



Course Name	Course Code	LTP	Credit	Semester
<b>MANAGEMENT OF DOMESTIC AND FOREIGN EXCHANGE MARKET-I</b>	<b>BBA594</b>	3:0:0	3	5

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Analyzing the nature and functioning of foreign exchange markets, determination of exchange rates and their forecasting Explaining the foreign exchange risks and to identify risk management strategies
<b>CLO 2</b>	Exploring the international sources of long term finance
<b>CLO 3</b>	Understanding foreign exchange markets, international financial markets and their functions & needs
<b>CLO 4</b>	Analyzing foreign exchange risks and risk management strategies

### B. SYLLABUS

#### Module I: Regulation of Domestic Markets

Basic functions of government; Market efficiency; Market failure; the meaning & cause; public policy towards monopoly and competition.

#### Module II: Foreign Exchange Markets and Dealings

Meaning –Def of Forex, Features, Advantages Evolution of foreign exchange ,Market and Foreign Exchange System-, Details about major traded currencies. Market Participants: Banks and Financial Institutions, Merchants, other customers, speculators and hedgers, Central Bank, Forex dealers and market makers and brokers, FOREX trading.

#### Module III Foreign Exchange Markets & Regulatory Compliances

FOREX market in India: A historical perspective FERA Vs. FEMA, Preliberalization Exchange Rate Regime in India and Hawala market. Using benchmark rates LIBOR/MIBOR. Reserve Bank of India's remittance guidelines for individuals & Corporates.

#### Module IV: Foreign Exchange Exposure and Risk Management

Floating Rate, Currency Boards & Currency Basket Systems, Brief review on various exchange rate regime, Advantages of free and Fixed Exchange Rate regime, Pros & Cons of managed floating exchange rate regime.

Exchange Rate Determination Theories – The theory of Purchasing Power Parity, The Fischer effect, The International Fischer Effect and The Theory of Interest Rate Parity. Foreign Exchange Risk - Introduction, Types of Exposures and Strategies for Exposure Management.

#### Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

#### Text & References:

- Eiteman, David K. Stonehill, Arthur I., and Moffett, Michael H. (2021). *Multinational Business Finance* (15th ed.). Pearson
- Cheol E., Bruce R and Tuugi C (2021) *International Financial Management*, Tata McGraw-Hill
- Shapiro, Allen C. (2016). *Multinational Financial Management*, Prentice Hall India.
- Levi, Maurice (2009), *International Finance*, McGraw Hill Inc., (4th ed.). New York, New Delhi.
- Paul R. Krugman, Maurice Obstfeld, et al.(2017) *International Finance: Theory and Policy*, 10<sup>th</sup> edition, Pearson
- Apte P.G. (2006), *International Financial Management*, Tata McGraw-Hill Publication

Course Name	Course Code	LTP	Credit	Semester
<b>BUSINESS DATA PROCESSING</b>	<b>BBA 595</b>	3:0:0	3	5

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Demonstrate data fetch from online data sharing WEB apis Compare the standard data formats for data sharing across software platforms
<b>CLO 2</b>	Reflect on different data storage possibilities available for business data
<b>CLO 3</b>	Explain and demonstrate knowledge of data processing, data storage and data retrieval using relational database structure and structured query language
<b>CLO 4</b>	Demonstrate understanding for NoSQL databases
<b>CLO 5</b>	Describe an understanding of complete end to end business data analysis process
<b>CLO 6</b>	Apply analytical skills for implementation of business data processing using Business Intelligence and Reporting tools

### B. SYLLABUS

#### Module I: Introduction to DBMS

Basics of Business Data Processing, Concept of Database, Table, (Relation), Attributes, Primary Key, Foreign Key, Concept of RDBMS. Introduction to ORACLE Features, DSS, Data warehouse, Data Mart, Web Server, Role & responsibilities of ORACLE DBA.

#### Module II: Introduction to SQL

Features of SQL, SQL statements ,i.e. DDL - CREATE, ALTER - ADD, MODIFY, DELETE clauses , DML - INSERT, UPDATE, DELETE SELECT statement with WHERE, ORDER BY, GROUP BY, HAVING Clauses, Set operations in SQL, Nested queries, GRANT and REVOKE

#### Module III: Functions

MAX, MIN SORT, COUNT, AVERAGE Numeric, String Functions, Conversion Functions like TO\_CHAR, TO\_DATE, Date Functions.

#### Module IV: Introduction to PL/SQL

Difference between SQL AND PL/SQL, Block definition structure, Block Functions - %Type, %RowType, IF.....ELSE ...END IF Statement, FOR....LOOP.. END LOOP, WHILE...LOOP... END LOOP,

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & References:

- An introduction to database:- Date C.J.
- Structured Query Languages (SQL) By Osborne.
- SQL – Scott Urman

Course Name	Course Code	LTP	Credit	Semester
<b>BUSINESS POLICY AND STRATEGIC MANAGEMENT</b>	BBA 601	3:0:0	3	6

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Develop an understanding of Performance management System and how it applies in the organisations.
<b>CLO 2</b>	Understand and analyse the process of performance appraisal.
<b>CLO 3</b>	Evaluate and analyse best practices of Performance management System in different organisations

### B. SYLLABUS

#### Module I: Introduction

Planning, Evolution of strategic management, Concept of Corporate Strategy: Intended & Emergent, Patterns of Strategy Development, Levels of strategy.

#### Module II: Mission & Vision

Concept of Strategic Intent, Vision and Mission, Formulation of Vision and Mission Statements, Different Perspectives on Vision and Mission, Business Definition and concept of a Business Model.

#### Module III: Strategic Analysis

Industry Analysis, Competitor Analysis using Porter's 5-Forces model, Market Analysis, Environmental Threat and Opportunity Profile (ETOP), Internal Analysis: Building Organization Capability Profile and Strategic Advantage Profile (SAP), Building competencies using Value chain Analysis, Environmental Analysis and dealing with uncertainty, Scenario Analysis, SWOT Analysis.

#### Module IV: Strategic Choice

Strategic alternatives at corporate level: expansion, stability, retrenchment and combination, Strategic choice models for dominant single-business companies- Strickland's Grand Strategy Selection Matrix, Model of Grand Strategy Clusters, Strategic choice models for multi-business companies- BCG, GE Nine Cell Matrix, Hofer's Model. Coevolving, Patching, Strategy as simple rules. Strategic alternatives at business level: Michael Porter's Generic competitive strategies. Building Sustainable Competitive Advantage.

#### Module V: Strategic Implementation

Operationalizing strategy and Institutionalizing strategy- developing short-term objectives and policies, functional tactics, and rewards. Structural Implementation, Strategic Control, Mc Kinsey 7-S Framework.

#### Module VI: Recent Developments

Recent Developments in the Field of Strategy: Use of Balanced Scorecard approach, Corporate Governance and Corporate Social Responsibility, Corporate sustainability.

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & References:

*Text:*

- Business Policy and Strategic Management, Jauch & Glueck
- Strategic Management, Formulation, Implementation & Control, Pearce & Robinson (McGraw Hill), (9<sup>th</sup> Edition)

*References:*

- Corporate Strategy, Lynch (Pearson),(4<sup>th</sup> Edition)
- Strategic Planning, Ramaswamy & Namakumari
- Competitive Advantage, Michael E. Porter
- Crafting & Executing Strategy, The Quest for Competitive Advantage, Thomson, Strickland, Gamble & Jain (McGraw Hill, (12th Ed.)

Course Name	Course Code	LTP	Credit	Semester
<b>INTERNATIONAL BUSINESS MANAGEMENT</b>	BBA 604	3:0:0	3	6

## A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Develop a clear understanding of the conceptual frameworks and definitions of specific terms that are integral to the international management literature.
<b>CLO 2</b>	Attain a clear understanding of the various factors that help determine the appropriateness of different management strategies for different types of international ventures
<b>CLO 3</b>	Analysis of various strategies required for entering different markets globally.
<b>CLO 4</b>	Explore and evaluate different career opportunities, specific regional locations, and organizations where the students may seek to pursue an international business management career.

## B. SYLLABUS

### Module I: Introduction to International Business

Nature and scope of international business. International business environment.

Classical theory of international trade: Absolute cost advantage theory, comparative cost theory, and Modern theory of international trade. Michael Porter model of competitive advantage of nations.

Globalization – forces, Meaning, dimensions and stages in Globalization.

### Module II: International Business Environment

Tariff and non-tariff barriers. General Agreement on Trade and Tariffs (GATT), World Trade Organization. Important Ministerial Conferences & their outcomes. Dispute settlement mechanism under WTO. Regional Integrations, Trade Blocks – nature and levels of integration – arguments for and against regional integration.

### Module III: Modes of International Entry

International Business – Entry modes - Franchising, Exporting, Licensing, International Agents, International Distributors, Cross Border Mergers & Acquisitions, Strategic Alliances, Joint Ventures, Overseas Manufacture and International Sales Subsidiaries, Outsourcing, FDI, FII, PN

### Module IV: International Financial Management

Introduction to International Financial Management –International Monetary System, exchange rate system (floating and fixed) Financial Markets and Instruments- Introduction to Export and Import Finance – ECGC & EXIM Bank, Methods of payment in International Trade: Letter of Credit, Banker's Acceptance, Draft.

### Module V: Forex Exposure

Country Risk Analysis – Political, Social and Economic. Types of Forex Exposure: Accounting, Operating & Transaction – their management. An introduction to interest rate exposure

### Module VI: Foreign Trade Procedure

An Introduction to Foreign trade Policy and its impact on different sectors of the Economy. Documentation Framework: Types, and Characteristics of Document, Export Contract - INCO Terms - Processing of an Export Order.

### **Examination Scheme:**

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

### **Text & References:**

#### ***Text:***

- Charles W L Hill. And Arun Kumar Jain. International Business: competing in the global market place, Mc Graw-Hill, 2007.

#### ***References:***

- John D. Daniels Lee H Radebaugh, International Business: Environments and Operations. Addison Wesley, 2007.
- Cherulinam, Francis, International Business, 3<sup>rd</sup> edition, Prentice Hall India

Course Name	Course Code	LTP	Credit	Semester
<b>DISSERTATION</b>	<b>BBA 655</b>	9	9	6

## A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	In-depth understanding of academic theory and the preparation of high-quality research pertinent to the field of study
<b>CLO 2</b>	Ability to select appropriate research methods and techniques suitable for the candidate's research field
<b>CLO 3</b>	In-depth understanding the current state of the art in the individual research area, and the ability to appropriately employ methods and existing research results in the development of new knowledge, theories and presentation of research in the individual research area

## B. SYLLABUS

### The Dissertation Topic

It is usual to give you some discretion in the choice of topic for the dissertation and the approach to be adopted. You will need to ensure that your dissertation is related to your field of specialisation.

Deciding this is often the most difficult part of the dissertation process, and perhaps, you have been thinking of a topic for some time.

It is important to distinguish here between 'dissertation topic' and 'dissertation title'. The topic is the specific area that you wish to investigate. The title may not be decided until the dissertation has been written so as to reflect its content properly.

Few restrictions are placed on the choice of the topic. Normally we would expect it to be:  
 relevant to business, defined broadly;  
 related to one or more of the subjects or areas of study within the core program and specialisation stream;  
 clearly focused so as to facilitate an in-depth approach, subject to the availability of adequate sources of information and to your own knowledge;  
 of value and interest to you and your personal and professional development.

### Planning your dissertation

This will entail following:

- Selecting a topic for investigation.
- Establishing the precise focus of your study by deciding on the aims and objectives of the dissertation, or formulating questions to be investigated. Consider very carefully what is worth investigating and its feasibility.
- Drawing up initial dissertation outlines considering the aims and objectives of the dissertation. Work out various stages of dissertation
- Devising a timetable to ensure that all stages of dissertation are completed in time. The timetable should include writing of the dissertation and regular meetings with your dissertation guide.

The dissertation plan or outline

It is recommended that you should have a dissertation plan to guide you right from the outset. Essentially, the dissertation plan is an outline of what you intend to do, chapter wise and therefore should reflect the aims and objectives of your dissertation.

There are several reasons for having a dissertation plan

- It provides a focus to your thoughts.



- It provides your faculty-guide with an opportunity, at an early stage of your work, to make constructive comments and help guide the direction of your research.
- The writing of a plan is the first formal stage of the writing process, and therefore helps build up your confidence.
- In many ways, the plan encourages you to come to terms with the reading, thinking and writing in a systematic and integrated way, with plenty of time left for changes.
- Finally, the dissertation plan generally provides a revision point in the development of your dissertation report in order to allow appropriate changes in the scope and even direction of your work as it progresses.

## **Keeping records**

This includes the following:

- Making a note of everything you read; including those discarded.
- Ensuring that when recording sources, author's name and initials, date of publication, title, place of publication and publisher are included. (You may consider starting a card index or database from the outset). Making an accurate note of all quotations at the time you read them.
- Make clear what is a direct a direct quotation and what is your paraphrase.

## **Dissertation format**

All students must follow the following rules in submitting their dissertation.

- Front page should provide title, author, Name of degree/diploma and the date of submission.
- Second page should be the table of contents giving page references for each chapter and section.
- The next page should be the table of appendices, graphs and tables giving titles and page references.
- Next to follow should be a synopsis or abstract of the dissertation (approximately 500 words) titled: Executive Summary.
- Next is the 'acknowledgements'.
- Chapter I should be a general introduction, giving the background to the dissertation, the objectives of the dissertation, the rationale for the dissertation, the plan, methodological issues and problems. The limitations of the dissertation should also be hinted in this chapter.
- Other chapters will constitute the body of the dissertation. The number of chapters and their sequence will usually vary depending on, among others, on a critical review of the previous relevant work relating to your major findings, a discussion of their implications, and conclusions, possibly with a suggestion of the direction of future research on the area.
- After this concluding chapter, you should give a list of all the references you have used. These should be cross - references with your text. For articles from journals, the following details are required e.g.

Draper P and Pandyal K. 1991, The Investment Trust Discount Revisited, Journal of Business Finance and Accounting, Vol18, No6, Nov, pp 791-832.

For books, the following details are required:

Levi, M. 1996, International Financial Management, Prentice Hall, New York, 3rd Ed, 1996

- Finally, you should give any appendices. These should only include relevant statistical data or material that cannot be fitted into the above categories.

## **Guidelines for the assessment of the dissertation**

While evaluating the dissertation, faculty guide will consider the following aspects:

Has the student made a clear statement of the objective or objective(s).

If there is more than one objective, do these constitute parts of a whole?

Has the student developed an appropriate analytical framework for addressing the problem at hand.

Is this based on up-to-date developments in the topic area?

Has the student collected information / data suitable to the frameworks?

Are the techniques employed by the student to analyse the data / information appropriate and relevant?

Has the student succeeded in drawing conclusion form the analysis?

Do the conclusions relate well to the objectives of the project?

Has the student been regular in his work?

Layout of the written report.

## **Examination Scheme:**

Conceptual Framework	10
Objectives & Methodology	15
Implications & Conclusions	15
Viva/ Presentations	30
<b>Total</b>	<b>100</b>

Course Name	Course Code	LTP	Credit	Semester
<b>BRAND MANAGEMENT</b>	<b>BBA 605</b>	3:0:0	3	6

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Comprehend the key components of brand and related concepts involved in formulating both competitive and corporate strategies to enhance brand equity.
<b>CLO 2</b>	Apply branding strategies, tools and techniques to business opportunities and problems
<b>CLO 3</b>	Think strategically and confidently in making branding decisions.
<b>CLO 4</b>	Critically apply practical skills in designing branding strategies, brand portfolio, brand elements, communications etc.
<b>CLO 5</b>	Analyze different conditions that a firm should pursue a global branding strategy against portfolio of local brands.

### B. SYLLABUS

#### Module I: Introduction

Meaning and importance of brands. Brands v/s products. Challenges and opportunities of branding. Concept of Brand Equity. Brand management process. Role of CRM in building brands.

#### Module II: Brand Positioning and value

Sources of brand equity. Brand Building. Implications of brand building. Brand positioning: Brand value. Internal branding.

#### Module III: Brand Marketing

Criteria for choosing Brand elements. Building brand equity: Product strategy, pricing strategy. Integrated marketing communication. Celebrity endorsements. Concept of co-branding

#### Module IV: Brand Performance and Branding strategies

Brand value chain, Brand equity management system. Brand hierarchy. Designing branding strategy. Brand extension: Concept, Advantages and disadvantages. Evaluating opportunities of brand extension. Branding strategy over PLC.

#### Module V: Managing Brands

Reinforcing Brands. Brands revitalization Managing brands internationally, advantages and disadvantages of global marketing. Standardization v/s customization. Global Brand strategy.

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & References:

*Text:*

- Keller Kevin Lane, Strategic Brand Management: Building, Measuring and Managing Brand Equity, Second Edition, Prentice Hall.

*References:*

- Jean Noel Kampferer, Kogan Page, Strategic Brand Management, Second Edition
- Understanding Brands, Cowley D.

Course Name	Course Code	LTP	Credit	Semester
<b>ADVERTISING AND SALES PROMOTION</b>	<b>BBA 606</b>	3:0:0	3	6

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Identify and relate the problems to the field of advertising and sales promotion if any.
<b>CLO 2</b>	Investigate the root cause for the ineffectiveness of the campaign.
<b>CLO 3</b>	Develop efficient and effective plans to run the campaigns
<b>CLO 4</b>	Evaluate the steps taken and be in a position to provide recommendations.

### B. SYLLABUS

#### Module I: Introduction

Role of Promotion in Marketing Mix. Components of promotion mix viz Advertising Publicity, Personal selling, Public relations and Sales promotion. Concept of integrated marketing communication.

#### Module II: Advertising

Need, scope objectives and importance of advertising, Strengths and Weaknesses of Advertising as a Promotion Tool, role of advertising in current market, advertising and society- latest trends in advertisements different types of advertisements.

#### Module III: Advertising Campaign Planning

Setting advertising goals and objectives- The DAGMAR Approach. Message strategies and tactics- Creative approaches, Copywriting and testing. Advertising copy design. Copy layout, Advertising appeals and themes, Classification of advertisement copies-Essentials of a good copy Ethics in advertising.

#### Module IV: Advertising Media and Agencies

Types of media, media planning and scheduling. Advertising budgets. Approaches to advertising budgeting. Measuring advertising effectiveness. Advertising business in India. Rural advertising. Legal and ethical aspects of advertising, Advertising and society. Advertising in international perspective.

#### Module V: Sales Promotion

Need, scope objectives and importance of sales promotion. Management of sales Promotion at the consumer, trade and sales force levels. Strengths and weaknesses of Sales Promotion.

#### Module VI: Sales Promotion Strategy

Planning and designing sales promotion programme with specific reference to sales contest, trade in discount coupons etc. sales display and merchandising. Latest trends in sales promotion.

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & References:

##### Text:

- Belch and Belch, Advertising and Promotion, Sixth Edition, Tata McGraw Hill

***References:***

- Batra Rajeev, Aaker, David A and Myere John G. Advertising Management, Fifth Edition, Pearson Education
- Advertising Management – Chunawalla

Course Name	Course Code	LTP	Credit	Semester
<b>RETAIL MANAGEMENT</b>	BBA 607	3:0:0	3	6

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Understand the impact of retailing on the economy.
<b>CLO 2</b>	Comprehend retailing's role in society and, conversely, society's impact on retailing
<b>CLO 3</b>	See how retailing fits within the broader disciplines of business and marketing.
<b>CLO 4</b>	Recognize and understand the operations-oriented policies, methods, and procedures used by successful retailers in today's global economy.
<b>CLO 5</b>	Know the responsibilities of retail personnel in the numerous career positions available in the retail field.

### B. SYLLABUS

#### Module I: Introduction

Nature, scope and importance of retailing, retail competition theories, Retail management process, Influence of changing environment on retailing viz demographic changes, lifestyle changes, technology changes (e-business), Retail Environment.

#### Module II: Consumer Behavior in Retailing

Consumer Behavior in retailing, Buying decision process in retailing, Types of buying decision, market segmentation for retailing, generational cohorts.

#### Module III: Retail Marketing Strategy & Customer Service

Types of retailers, multichannel retailing, Retail strategy concept & its elements, Strategic retail planning process, Retail Pricing, Retail Promotion tool, Customer Loyalty Programme, global retailing growth strategies & international market entry strategies, Advantages through customer service, Customer evaluation of service quality, GAP model for improving service.

#### Module IV: Merchandise management

Retail Information system & supply chain management, Concept of merchandise management. Planning Merchandise – organizing buying process, developing an assortment plan, allocating merchandise to stores meeting vendors and establishing strategic relations with them, branding strategies for retail (e.g., private labels).

#### Module V: Store management & visual merchandising

Store layout & space planning, atmospherics, Choosing store location, visual merchandising, Recruitment, selection, Training, motivation, Compensation and Control of store employees.

#### Module VI: Rural Retailing

Introduction to rural retailing, Relevance, Importance and the Emerging Scenario of Rural markets, Major problem areas in rural retailing, Strategies for Rural Retailing, Social and sustainability aspects of rural retailing.

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

## **Text & References:**

### *Text:*

- Levy & Weitz , Retailing Management, Fifth edition , Tata McGraw Hill,
- Kashyap Pradeep, Raut Siddhartha, The Rural Marketing Book, 2006, Biztantra.

### *References:*

- Retailing management, Swapna Pradhan,, 3<sup>rd</sup> edition Tata McGrawhill.
- Retail Marketing Management, David Gilbert.
- Barry Berman & Joel R. Evans, Retail Management, A Strategic Approach, Ninth Edition, Pearson Education.



Course Name	Course Code	LTP	Credit	Semester
<b>CORPORATE TAX PLANNING</b>	BBA 608	3:0:0	3	6

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	identify the rules imposed upon employers in relation to employee taxation;
<b>CLO 2</b>	explain and apply the system of corporation tax self assessment, capital gains and VAT
<b>CLO 3</b>	identify and evaluate the impact of international aspects on a company's taxation;
<b>CLO 4</b>	identify and evaluate the impact of different tax planning scenarios.

### B. SYLLABUS

#### Module I: Introduction to Tax Management

Concept of tax planning, Tax avoidance and tax evasions, Corporate taxation.

#### Module II Income from business

Residential Status of companies, Taxable income under Business and Profession, Computation of Profit and Gains from business profession, Deemed business profits, Assessment of Retail Business, Deemed incomes (cash credit, unexplained investments, unexplained money and other assets, unexplained expenditures, investments and valuable articles not fully disclosed in books of accounts).

#### Module III: Deductions allowed under business and profession

Deduction Expressly allowed section 30-35, Depreciation deduction calculation, Setoff and carry forward of unabsorbed depreciation section 32(2). Determining Actual Cost<sup>43</sup>(1), Set-off and Carry Forward Losses, Bonus or commission to employees section, Interest on borrowed capital, Insurance premium 36(1(i)), Employees contribution to provident fund, Bad debts 36, Revenue expenditure incurred by statutory corporation, Banking transaction tax, Security transaction tax, Commodity transaction tax, provision for admissibility of general deduction 37(1),

#### Module IV: International accounting and Taxation

Analysis of foreign financial statement, Accounting standard: US GAAP, Indian GAAP, IAS, IFRS. Transfer Pricing – Meaning, measurement, strategic considerations Norms & Practices, tax havens, Double taxation agreement among countries, Tax implication of activities of foreign enterprise in India: Mode of entry and taxation respectively.

#### Module V: Indirect tax - concepts and general principles

Service tax - Charge of service tax and taxable services, Valuation of taxable services, Payment of service tax and filing of returns.

VAT – Introduction, Calculation of VAT Liability including input Tax Credits, Small Dealers and Composition Scheme, VAT Procedures, Central Sales Tax.

#### Module VI: Tax Planning And Financial Management Decisions

Tax planning relating to capital structure decision, Dividend policy, Inter – corporate, dividends and bonus shares, Tax provisions relating to free trade zones, Infrastructure sector and backward areas, Tax incentives for exports. Tax deductions and collection at source, Advance payment of tax.

### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

### Text & Reference:

#### Text:

- Lal & Vashisht, Direct Taxes, 29<sup>th</sup> Edition, Pearson

*References:*

- Singhanian & Singhanian, Income Tax, 39<sup>th</sup> Edition, Taxmann

Course Name	Course Code	LTP	Credit	Semester
<b>FINANCIAL DERIVATIVES</b>	BBA 609	3:0:0	3	6

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Comprehend both the theoretical concepts and practical mechanism of financial derivatives..
<b>CLO 2</b>	Identify and analyse the financial risk and tools to mitigate it
<b>CLO 3</b>	Understand and apply the risk management strategies using derivatives
<b>CLO 4</b>	Understand and analyse the price mechanism and determinants for derivatives

### B. SYLLABUS

#### Module I: Introduction to financial derivatives

Introduction to derivative trading, Characteristics of derivatives, Underlying assets (Equity Bonds/loans, Foreign Currency, and Commodity), Importance of derivatives as an investment option, introduction to types of derivatives, Participants in derivatives market (Hedgers, Speculators, Arbitrageurs). Evolution of Derivative markets in India.

#### Module II: Forwards & Futures

Forward contracts: Limitations of forward markets, Differences between forwards and futures, Futures terminology, pricing of futures contract , Introduction to currency futures, Interest rate futures, Treasury bond futures, Eurodollar futures, commodity futures, Index futures & Stock Futures (Hedging, speculation and arbitrage).

#### Module III: Options: Fundamentals

Terminology - call, put, writer, buyer, premium, intrinsic value, time value, expiry date, settlement date, strike price, ATM, OTM & ITM, Options positions (payoff graphs), Types of Stock options, futures options vs spot options , Options on stock Indices, currencies & futures, Warrants & executive stock options, Exotic options

#### Module IV: Principles of trading & Hedging with Options

Option Valuation: The BS-Merton Model (Solving for BS model, assumption application and criticism), Trading strategies - Option trading using bull and bear spreads (payoff graphs)

#### Module V: Swaps

Terminology:- LIBOR, MIBOR, Swap basis, Interest rate swaps, Determining LIBOR/MIBOR swap zero rates, Currency swaps: Various types of swaps & features, Introduction to Swaptions.

#### Module VI: Recent Developments

New Derivative contracts including Credit Derivatives, Weather Derivatives, Energy Derivatives, etc. Role of derivatives in the economic meltdown of 2007 - 2008, Major Derivative mishaps in the world including The Barrings Bank disaster, The Sumitomo corporation scandal, the Swiss Bank scam

### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

### Text & References:

#### Text:

- Hull, John C, An introduction to futures and options markets, Second Edition Prentice Hall of India

#### References:

- Gupta, S .L., ,Financial Derivatives Theory, Concepts and Problem 2005, Prentice - Hall, India

Course Name	Course Code	LTP	Credit	Semester
<b>ADVANCED CORPORATE FINANCE</b>	<b>BBA 610</b>	3:0:0	3	6

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Taking charge of financial decisions with value-creating strategies Grounding operations in robust financial criteria and new business model
<b>CLO 2</b>	Leading firms through growth and globalisation by tackling issues and building alliances
<b>CLO 3</b>	Transforming digital finance to gain insight, boost productivity, and spot trends Maximising value by knowing and influencing key business drivers Mitigating risk by skillfully navigating capital markets

### B. SYLLABUS

#### Module I: Introduction

Objectives of Corporate finance. Shareholder wealth maximization. Agency Problems, Management Compensation & measurement of Performance

#### Module II: Valuation Concepts

Valuation Models, Application of Valuation Model, EVA/MVA, Balanced scorecard and other methods/measures of financial performance.

#### Module III: Corporate restructuring

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, Tax Planning relating to mergers and Amalgamation

#### Module IV: Corporate Governance & Business Ethics

Implementation of Corporate Governance, Ethics and finance, Ethical practices in market place, corporate responsibility, social audit and ethical investing.

#### Module V: Behavioural Finance

Introduction and Expected Utility, Non-Expected Utility Preferences, A review of classical probability theory, Beliefs, Biases and Heuristics, Preferences and Anomalies in the Financial markets

#### Module VI: Strategic Cost management

Financial aspects of supply chain management, Operations management perspective on Costs, Strategic cost analysis (using activity based costing, target costing and life cycle costing) and product pricing at Different stages of product's life cycle

### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

### Text & References:

#### Text:

- Brealey and Myers, Principles of Corporate Finance, Eighth Edition, Tata McGraw Hill Publishing Company Limited.

#### References:

- Ross, Westerfield and Jaffe, Seventeenth Edition, Tata McGraw Hill.
- Quiry, P., Dallochio, M., YannLE Fur., Antonio Salvi, Seventh Edition, John Wiley and Sons



Course Name	Course Code	LTP	Credit	Semester
<b>INDUSTRIAL RELATIONS AND LABOUR LAW</b>	<b>BB BBA 612</b>	3:0:0	3	6

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Industrial Relations & Labour Laws Course Outcomes Students should able to elaborate the concept of Industrial Relations.
<b>CLO 2</b>	The students should able to illustrate the role of trade union in the industrial setup.
<b>CLO 3</b>	Students should able to outline the important causes & impact of industrial disputes.
<b>CLO 4</b>	Students should able to elaborate Industrial Dispute settlement procedures.

### B. SYLLABUS

#### Module I: Basic Concepts

Industrial Relations, Industrial Peace, Industrial unrest and Industrial Discipline

#### Module II: Laws Relating to Industry

The factories Act, 1948 - Definition - Approval licencing and registration of factories - Notice by occupier, Health, and welfare measures - weekly holidays. Leave with wages, Employment of women and young person - Penalties and returns. The Industrial Disputes Act, 1947 - Definition - Persuasive, conciliation and voluntary process for the settlement of industrial disputes - power of the Govt. under ID Act - Instrument of economic coercion - Strike & lock out, Lay off Retrenchment, Transfer and closures - Discharge and Dismissal - Managements prerogative during pendency of proceeding

#### Module III: Laws Relating to Remuneration

The Payment of Wages Act, 1936 - Definition - Rules for payment of wages and deductions from wage. The Minimum Wages Act 1948 - Fixing of minimum wages, Procedure for raising minimum wage - Concept of living wages, Fair wage and minimum wage. The Employees State Insurance Act 1948 - Definition - Applicability of the Act - Insurable workmen - Contribution Benefit - Penalties. The Employees Provident Fund and Miscellaneous Provisions Act, 1952 and Employees family pension scheme - definition - Coverage of the organization and employees under the Act - Employees Provident Fund and pension fund scheme - Calculation of contribution withdrawal of Provident Fund amount - Penalties for offence. The Payment of Gratuity Act, 1972 - Definition - Scope and Coverage of the Act - Eligibility criteria - Calculation of Gratuity Nomination. The Payment of Bonus Act 1965 - Applicability of Act - Coverage of employee - Calculation of bonus Rate of Payable bonus - available surplus - allocable surplus.

#### Module IV: Laws Relating to Trade Union

The Trade Union Act 1926. Statutory Definition - Registration of TU Immoduley granted to Registered Trade Union - Recognition of TU.

#### Module V: Compensation and Insurance

The workmen's compensation Act 1923 - Definition - Rules regarding workmen's compensation - Defense available to employer and employees, E.S.I.C. Act, 1948, The Maternity Benefit Act 1961.

#### Module VI: Misc Acts

The Industrial Employment (standing order) Act 1946 - Scope and coverage of the Act - Concept of standing order - its certification process - Modification - interpretation and enforcement of standing orders.

## Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

## Text & References:

### *Text:*

- P L Malik, Handbook of Labour and Industrial Law Eastern Book Publication **9th Edition 2005**

### *References:*

- R. C. Chawla and K.C. Garg, "Industrial Law", Ludhiana, Kalyani Publishers, 1993.
- P.L. Malik, "Industrial Law", Lucknow, Eastern Book Co., 1995. 19<sup>th</sup> edition reprinted 2006
- J.K. Bareja, "Industrial Law", New Delhi, Galgotia Publishing Co., 2001.
- M.Y. Pylee and George Simon, "Industrial Relations and Personnel Management", New Delhi, Vikas Publishing House, 1996.
- P. Subba Rao, "Essentials of Human Resource Management and Industrial Relations: Text, Cases and Games", Mumbai, Himalaya, 2000.
- S.C. Shrivastava, "Industrial Relations and Labour Laws", New Delhi, Vikas Publishing House, 2000 Fourth revised Edition. Reprinted 2006

Course Name	Course Code	LTP	Credit	Semester
<b>PERFORMANCE MANAGEMENT SYSTEM</b>	<b>BBA 613</b>	3:0:0	3	6

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Develop an understanding of Performance management System and how it applies in the organisations.
<b>CLO 2</b>	Understand and analyse the process of performance appraisal
<b>CLO 3</b>	Evaluate and analyse best practices of Performance management System in different organisations.

### B. SYLLABUS

#### Module I: Overview of Performance Management

Employee Motivation & Needs (Vroom's & Adam's Theory of Motivation), Performance Appraisal: The past & the future, Human Resource Development & Performance Appraisal, Planning Performance & Role Clarity, Accountability and Effectiveness.

#### Module II: Process of Performance Appraisal

Measuring Performance Appraisal – Objectives & Indicators, Methods of Appraisal – Contemporary & Modern methods, Performance feedback & counseling.

#### Module III: 360 degree Feedback

Definition, methodology, advantages/disadvantages of Feedback, RSDQ Model, and Criteria for success, Experiences in 360 appraisals.

#### Module IV: Potential Appraisal

Concept, difference between performance appraisal and potential appraisal, Competency mapping & potential appraisal –case studies

#### Module V: Performance Management in application

Performance Management and development, Performance Management and Pay, Creating High Performance organization.

#### Module VI: Emerging Concerns & Performance Management

Appraisal for future – going beyond tangible performance, HR Scorecard, live projects.

### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

### Text & References:

#### Text:

- T.V. Rao; Performance Management and Appraisal; Jaico Publication
- Dinesh K. Srivastava, "Strategies for Performance Management", New Delhi, 2005, Excel Books,

#### References:

- K Aswathappa; Human Resource and Personnel Management; McGraw- Hill Companies
- Desimone; Human Resource Development Thomson Learning



Course Name	Course Code	LTP	Credit	Semester
<b>COMPENSATION AND REWARD MANAGEMENT</b>	<b>BBA 614</b>	3:0:0	3	6

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Relate compensation management to behavioral theories and concepts and within the wider context of human resources management
<b>CLO 2</b>	Describe the process and evaluate the implications of job evaluation
<b>CLO 3</b>	Identify the internal and external environmental factors that have an impact on the pay structure of an organization
<b>CLO 3</b>	Demonstrate an understanding of the process of designing a pay structure taking account of the company environment

### B. SYLLABUS

#### Module I: Introduction

Overview of Compensation Management, Wage and Salary Administration – Nature, Importance, Philosophy, Objectives, Definition, Goals Role of various parties – Employees, Employers, Unions & Government and Legislations for compensation.

#### Module II: Developing Compensation Programs

Job Evaluation, Basic systems Time wage, Piece wage, Incentives, Wage payments and Total Salary Structure, Compensation Surveys, Hay Plan, Developing Competitive Compensation Programs, Developing Salary Structures

#### Module III: Derivatives of Compensation

Pay for Performance, Merit pay and Performance Appraisal, Performance based rewards, Performance Criteria Choices, and Competency Mapping & Developing Performance Matrix, Performance based Compensation Schemes.

#### Module IV: Incentive Plans

Incentive Plans: individual and group incentive plans, Productivity Gain sharing plans, Profit Sharing Plans, Non - Financial and Financial incentives, Measuring Cost- to – Company (CTC).

#### Module V: Employee Benefits

Employee Benefits: Supplemented Pay benefits (pay for time not worked) insurance benefits, Retirement benefits, Employees' service benefits, Introduction to ESOPs, Flexible benefits and Benefit Surveys.

#### Module VI: Current Trends

Current Trends in Compensation and Reward Management

#### Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & References:

***Text:***

- Garry Dressler, “Personnel / Human Resource Management”, London, Prentice Hall, 1994.
- William B. Werther Jr. and Keith Davis “Human Resource Management”. New Jersey: McGraw Hill. (1993)
- Milkovich & Newman, Compensation, Irwin/McGraw-Hill 8<sup>th</sup> Ed.

***References:***

- Frans Poets, The Art of HRD – Job Evaluation & Remuneration, Crest Publishing, Volume7 1<sup>st</sup> Edition
- Michael Armstrong, Helen Murlis, The Art of HRD – Reward Management, Crest Publishing
- Michael Armstrong, Employee Reward, (University Press)
- P. Zingheim, The New Pay, Linking Employee & Organization Performance, Schuster, (Jossey-Bass)
- Sara Rynes, Compensation in Organization, Gerhart (Jossey BASS)
- Wendell L French, “Human Resource Management”, USA, Houghton Mifflin Company, 1994.

David D. Decenzo and Stephen P. Robbins, “Human Resource Management”, New Delhi, Prentice Hall, 3<sup>rd</sup> Edn., 1988.

Course Name	Course Code	LTP	Credit	Semester
<b>MANAGEMENT OF DOMESTIC AND FOREIGN EXCHANGE MARKETS -II</b>	<i>BBA615</i>	3:0:0	3	6

#### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Introduce the environment of international finance
<b>CLO 2</b>	analyze the nature and functioning of foreign exchange markets
<b>CLO 3</b>	determination of exchange rates and their forecasting

#### B. SYLLABUS

##### Module I: Regulation of Domestic Markets

Basic functions of government; Market efficiency; Market failure; the meaning & cause; public policy towards monopoly and competition.

##### Module II: Foreign Exchange Markets and Dealings

Introduction – The Foreign Exchange Markets: Introduction, types:, Participants of Foreign Exchange Markets, Characteristics of Foreign Exchange Market, Major Foreign Currencies that Trade Worldwide, Foreign Currency Accounts – Nostro, Vostro and Loro (Cash Position and Currency position). Terms in Forex Market – Direct Quote and Indirect Quote, Bid, Ask and Spread, American terms, European terms, Spot, Tom, Cash and Forward Rates, Appreciation and Depreciation of currency, Premium and Discount, Swap Points, and Cross Rates.

##### Module III Foreign Exchange Markets & Regulatory Compliances

The Foreign Exchange Management Act, 1999, Trading Terminologies & Mechanism, Currency Convertibility, Major/Minor currencies. ISO Currency codes, linkages to other Global Markets & Events, Using benchmark rates LIBOR/MIBOR. Reserve Bank of India's remittance guidelines for individuals & Corporates.

##### Module IV: Foreign Exchange Exposure and Risk Management

Exchange Rate Determination Theories – The theory of Purchasing Power Parity, The Fischer effect, The International Fischer Effect and The Theory of Interest Rate Parity. Calculation of Forward Rate and Future Spot Rate. Arbitrage in Foreign Exchange Market – Covered and Uncovered Interest Arbitrage. Foreign Exchange Risk - Introduction, Types of Exposures and Strategies for Exposure Management. Hedging Transaction Exposure, Hedging Techniques, Money Market Hedge, Forward Hedge and Hedging of Futures & Options

##### Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
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<b>Weightage (%)</b>	5	5	5	5	10	70
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**Text & References:**

- Eiteman, David K. Stonehill, Arthur I., and Moffett, Michael H. (2021). Multinational Business Finance (15th ed.). Pearson
- Cheol E., Bruce R and Tuugi C (2021)International Financial Management, Tata McGraw-Hill
- Shapiro, Allen C. (2016). Multinational Financial Management, Prentice Hall India.
- Levi, Maurice (2009), International Finance, McGraw Hill Inc., (4th ed.). New York, New Delhi.
- Paul R. Krugman, Maurice Obstfeld, et al.(2017) International Finance: Theory and Policy, 10<sup>th</sup> edition, Pearson
- Apte P.G. (2006), International Financial Management, Tata McGraw-Hill Publication

Course Name	Course Code	LTP	Credit	Semester
<b>SOCIAL MEDIA MARKETING</b>	<b>BBA 616</b>	3:0:0	3	6

### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Understand fundamental concepts and principles of Social Media Marketing. .
<b>CLO 2</b>	Develop Social Media Marketing mix
<b>CLO 3</b>	Decide appropriate Social Media Marketing Channels/Platforms
<b>CLO 4</b>	Develop and Execute Social Media Marketing Campaigns.
<b>CLO 5</b>	Evaluate Effectiveness of Social Media Marketing by applying relevant Social Media Analytics tools.

### B. SYLLABUS

#### **Module 1: Introduction to Social Media Marketing**

The Role of Social Media Marketing, Understanding Social Landscape, Emerging, Landscape & Trends, Social Media Platforms and Social Network Sites, Microblogging

#### **Module 2: Social Media Strategy**

Social Media Marketing: Strategy & Framework Identifying Target Audiences, Rules of Engagement for SMM, Content Creation and Sharing: Blogging, Streaming Video, Podcasts, and Webinars

#### **Module 3: Social Media Monitoring**

Tools for Managing the Social Media Marketing Effort, Leveraging SEO for Social Media, Measuring Blogging, Podcasting and Vlogging Metrics

#### **Module 4: Managing Other Social Media**

Video Marketing, Marketing with Photos Sharing Sites, Discussion, News, Social Bookmarking, and Q&A Sites, Content Marketing: Publishing Articles, White Papers, and E Books

#### **Suggested Readings:**

- Bhatia, P. S., (2019), Social Media & Mobile Marketing, Wiley
- Zimmerman, J., (2017), Social Media Marketing – All in One for Dummies, Wiley
- **Digital Marketing: Cases from India** by Rajendra Nargundkar and Romi Sainy, Notion Press, Inc (2018)
- **Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation** by Damian Ryan, Kogan Page Publisher (Nov.2016)
- **Marketing 4.0: Moving from Traditional to Digital** by Philip Kotler, Publisher Wiley(Dec. 2016)
- **Digital Marketing** by Seema Gupta, McGraw Hill Education (Nov, 2017)
- **Fundamentals of Digital Marketing** by Punit Singh Bhatia, Pearson (June 2019)

- **The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns** by Ian Dodson, Wiley Publisher (2016)



**AMITY UNIVERSITY**  
R A J A S T H A N

# **AMITY BUSINESS SCHOOL**

**Bachelor of Commerce (Hons.)**

**Programme Code: BCH**

**Duration – 3 Years Full Time**

**Programme Structure**

**&**

**Curriculum & Evaluation**

**Choice Based Credit System (CBCS)**

**2021**

*Certified that the program structure and syllabus provided in this document are approved by Academic Council of Amity University Rajasthan, Jaipur for B.Com (H), Batch 2021-24*



## PREAMBLE

Amity University aims to achieve academic excellence by providing multi-faceted education to students and encourage them to reach the pinnacle of success. The University has designed a system that would provide rigorous academic programme with necessary skills to enable them to excel in their careers. This booklet contains the Programme Structure, the Detailed Curriculum and the Scheme of Evaluation. The Programme Structure includes the courses (Core courses (CC), Value Added Courses (VA), Domain Elective (DE) Open Elective (OE)), arranged semester wise. The importance of each course is defined in terms of credits attached to it. The credit units attached to each course has been further defined in terms of contact hours i.e. Lecture Hours (L), Tutorial Hours (T), Practical Hours (P). Towards earning credits in terms of contact hours, 1 Lecture and 1 Tutorial per week are rated as 1 credit each and 2 Practical hours per week are rated as 1 credit. Thus, for example, an L-T-P structure of 3-0-0 will have 3 credits, 3-1-0 will have 4 credits, and 3-1-2 will have 5 credits. The Curriculum and Scheme of Evaluation of each course includes the course objectives, course contents, scheme of Evaluation and the list of text and references. The scheme of Evaluation explains the Weightage given to Continuous Assessment (CA), Attendance (A), Class Test(CT) and End Semester Evaluation(EE). The details of continuous assessment for each subject are given in their respective course profile only. The different codes used for the components of continuous assessment are as follows:

<u>Components</u>	<u>Codes</u>
Case Discussion/ Presentation/ Analysis	C
Home Assignment	H
Project	P
Seminar	S
Viva	V
Quiz	Q
Class Test	CT
Attendance	A
End Semester Evaluation	EE

Total credit requirements are 175 credits within six semesters in 3 years for the award of B.Com. (H) Degree from AUR. The details of each semester are as follows:

Years	Semester	No. of Total credit per semester	Cumulative Credits
1	I	26	26
	II	28	54
2	III	30	84
	IV	33	117
3	V	33	150
	VI	25	175

It is hoped that it will help the students' study in a planned and a structured manner and promote effective learning. Wishing you an intellectually stimulating stay at Amity University!





## Programme Learning Outcomes (PLOs) for Bachelor of Commerce (Hons) Degree (B.Com. (Hons))

### Vision of AUR

To be a leading global university & provide value based contemporary education with thrust on innovation, research and productivity with a blend of modernity & tradition.

### Mission of AUR

To prepare future global leaders by providing an environment of excellence in academic research, technology driven learning, cross-cultural exposure, holistic development and also enabling them with a commitment to social & environmental responsibility.

### About the Program

The three-year B. Com. (Hons.) degree programme is aligned with Amity University's vision to provide contemporary education by offering job oriented courses along with imparting necessary knowledge in emerging areas of commerce. This programme prepares commerce graduates who can successfully handle various functions of accounting in SMEs and also participate in the modern financial world. It is designed to develop analytical ability to understand business problems with an effective and well organized professional approach. It also grooms students to develop a well-rounded personality for subsequent graduate studies and allow them to achieve professional success. At the honours level, students develop deeper understanding of various specialization domains of their choice.

Learning Outcomes	On completion of this program, the student should be able to
Demonstrate proficiency in commerce concepts	<ol style="list-style-type: none"><li>1. Demonstrate adequate knowledge &amp; understanding of the concepts, principles and practices in various areas of commerce.</li><li>2. Analyze financial &amp; accounting information presented in quantitative &amp; qualitative forms; demonstrate accurate, full and complete explanations and implications of information.</li><li>3. Draw appropriate conclusions based on data analysis, while recognizing the limits of this analysis.</li></ol>



Learning Outcomes	On completion of this program, the student should be able to
Reflect professional attitude	<ol style="list-style-type: none"> <li>1. Communicate effectively and professionally using a range of communication modes in various business contexts; be proficient in oral, written and meta-verbal communication.</li> <li>2. Work productively, collaboratively and openly in diverse groups and across cultural boundaries by adopting appropriate roles, processes and Information &amp; communication technologies.</li> <li>3. Demonstrate understanding of teamwork principles, and empathy for internal / external customers &amp; other stakeholders.</li> <li>4. Be responsible for his/her continuous learning and create &amp; implement plans to achieve desired learning goals and objectives.</li> </ol>
Develop cognitive skills and encourage critical thinking	<ol style="list-style-type: none"> <li>1. Identify, extract, critically analyze and evaluate data from multiple sources and discover solutions for business challenges.</li> <li>2. Draw conclusions using fundamental concepts, principles, and knowledge from multiple disciplines.</li> <li>3. Acquire appropriate levels of quantitative and numerical skills.</li> </ol>
Develop new understanding	<ol style="list-style-type: none"> <li>1. Participate in discussion and debate on various issues related to the environment of business &amp; commerce.</li> <li>2. Identify, study and analyze relevant global factors that influence business decision making.</li> </ol>
Exhibit ethically responsible decision-making behaviour	<ol style="list-style-type: none"> <li>1. Demonstrate the ability to recognize ethical issues associated with work and organizational decisions / actions.</li> <li>2. Apply frameworks to deal effectively with ethical issues.</li> </ol>
Fostering Entrepreneurial Attitude	<ol style="list-style-type: none"> <li>1. Identify entrepreneurial tendencies necessary to implement innovative business ideas.</li> <li>2. Generate ideas for new business plans.</li> </ol>
Professional development	<ol style="list-style-type: none"> <li>1. Demonstrate knowledge &amp; understanding of active and empathetic listening.</li> <li>2. Acquire local, national &amp; global business knowledge.</li> <li>3. Demonstrate social and emotional maturity.</li> </ol>



## AMITY BUSINESS SCHOOL (ABS)

Program Name: Bachelor of Commerce (Hons.)

### FIRST SEMESTER

Course Code	Course Title	Category	Lectures (L) Hours per week	Tutorial (T) Hours per week	Practical (P)/Field Work (FW) Hours per week	Total Credits
BCH181	Business Organization & Management	CC	3	1	0	4
BCH182	Corporate & Business Laws	CC	3	1	0	4
BCH180	Financial Accounting - I	CC	2	1	0	3
BCH103	Microeconomic Theory & Applications - I	CC	2	1	0	3
BCH120	Business Mathematics	CC	2	1	0	3
BCH132	Statistical Methods in Research	CC	2	0	2	3
AND001	ANANDAM-I	CC	0	0	0	2
BCS101	English	VA	1	-	-	1
BSS103	Behavioral Science - I	VA	1	-	-	1
	Foreign Language - I	VA	2	-	-	2
FLN101	French					
FLG101	German					
FLS101	Spanish					
FLC101	Chinese					
	<b>TOTAL</b>					<b>26</b>



## AMITY BUSINESS SCHOOL (ABS)

Program Name: Bachelor of Commerce (Hons.)

### SECOND SEMESTER

Course Code	Course Title	Category	Lectures (L) Hours per week	Tutorial (T) Hours per week	Practical (P)/Field Work (FW) Hours per week	Total Credits
BCH282	Auditing & Assurance	CC	3	1	0	4
BCH280	Financial Accounting - II	CC	2	1	0	3
BCH281	Income Tax Law & Practice	CC	2	1	0	3
BCH202	Microeconomic Theory & Applications - II	CC	2	1	0	3
BCH224	Business Research Methods	CC	2	1	0	3
BCH215	Fundamentals of Computer Applications in Business	CC	2	1	0	3
AND002	ANANDAM-II	CC	0	0	0	2
	Open Elective/ Minor Track -I	OE	3	0	0	3
BCS201	English	VA	1	0	0	1
BSS203	Behavioral Science - II (Problem Solving and Creative Thinking)	VA	1	0	0	1
	Foreign Language - II	VA	2	0	0	2
FLN201	French					
FLG201	German					
FLS201	Spanish					
FLC201	Chinese					
	<b>TOTAL</b>					<b>28</b>



## AMITY BUSINESS SCHOOL (ABS)

Program Name: Bachelor of Commerce (Hons.)

### THIRD SEMESTER

Course Code	Course Title	Category	Lectures (L) Hours per week	Tutorial (T) Hours per week	Practical (P)/Field Work (FW) Hours per week	Total Credits
BCH381	Financial Management	CC	4	0	0	4
BCH382	Financial Reporting-I	CC	3	1	0	4
BCH380	Cost & Management Accounting - I	CC	2	1	0	3
BCH384	Indirect Taxes & Amendments	CC	2	1	0	3
BCH362	Macro Economics Analysis-I	CC	2	1	0	3
EVS001	Environmental Studies	CC	4	0	0	4
AND003	ANANDAM-III	CC	0	0	0	2
	Open Elective/ Minor Track-II	OE	2	0	1	3
BCS301	Business Communication - I	VA	1	0	0	1
BSS303	Behavioral Science - III	VA	1	0	0	1
	Foreign Language - III	VA	2	0	0	2
FLN301	French					
FLG301	German					
FLS301	Spanish					
FLC301	Chinese					
	<b>TOTAL</b>					<b>30</b>



## AMITY BUSINESS SCHOOL (ABS)

Program Name: Bachelor of Commerce (Hons.)

### FOURTH SEMESTER

Course Code	Course Title	Category	Lectures (L) Hours per week	Tutorial (T) Hours per week	Practical (P)/Field Work (FW) Hours per week	Total Credits
BCH481	Financial Reporting-II	CC	3	1	0	4
BCH482	Strategic Business Leader I	CC	3	1	0	4
BCH483	Strategic Business Reporting- I	CC	3	1	0	4
BCH480	Cost & Management Accounting - II	CC	2	1	0	3
BCH451	Macro Economics Analysis - II	CC	2	1	0	3
BCH 421	Data Analytics	CC	2	1	0	3
BCH422	Industry & Company Analysis	CC	2	1	0	3
AND004	ANANDAM-IV	CC	0	0	0	2
	<b>Open Elective/ Minor Track -III</b>	OE	2	1	0	3
BCS401	Business Communication - II	VA	1	0	0	1
BSS403	Behavioral Science-IV (Group Dynamics and Team Building)	VA	1	0	0	1
	Foreign Language - IV	VA	2	0	0	2
FLN401	French					
FLG401	German					
FLS401	Spanish					
FLC401	Chinese					
	<b>TOTAL</b>					<b>33</b>



## AMITY BUSINESS SCHOOL (ABS)

Program Name: Bachelor of Commerce (Hons.)

### FIFTH SEMESTER

Course Code	Course Title	Category	Lectures (L) Hours per week	Tutorial (T) Hours per week	Practical (P)/Field Work (FW)	Total Credits
BCH582	Strategic Business Leader II	CC	3	1	0	4
BCH583	Strategic Business Reporting- II	CC	3	1	0	4
BCH550	Summer Internship	CC	0	0	0	4
AND005	ANANDAM-V	CC	0	0	0	2
<b>Domain Elective V: Choose any 4 courses from the following:</b>						
BCH570	Corporate Accounting	DE	2	1	0	3
BCH505	Fundamentals of Investment	DE	2	1	0	3
BCH506	Financial Markets, Institutions & Financial Services	DE	2	1	0	3
BCH592	Personal Finance Management	DE	2	1	0	3
BCH595	Financial Statement Analysis	DE	2	1	0	3
BCH516	Corporate Tax Planning	DE	2	1	0	3
BCH509	International Business	DE	2	1	0	3
BCH518	Business Data Processing	DE	2	1	0	3
BCH590	Marketing Management	DE	2	1	0	3
BCH512	Human Resource Management	DE	2	1	0	3
BCH514	Industrial Relations & Labour Laws	DE	2	1	0	3
<b>Domain Elective VI (ONLY FOR THE STUDENT WHO OPTED FOR ACCA): Choose any 2 courses from the following:</b>						
BCH584	Advanced Financial Management-I	DE	5	1	0	6
BCH585	Advanced Performance Management-	DE	5	1	0	6
BCH586	Advanced Audit and Assurance- I	DE	5	1	0	6
	<b>Open Elective/ Minor Track -IV</b>	OE				3
BCS501	Business Communication - III	VA	1	0	0	1
BSS503	Behavioural Science - V	VA	1	0	0	1
	Foreign Language - V	VA	2	0	0	2
FLN501	French					
FLG501	German					
FLS501	Spanish					
FLC501	Chinese					
	<b>TOTAL</b>					<b>33</b>



## AMITY BUSINESS SCHOOL (ABS)

Program Name: Bachelor of Commerce (Hons.)

### SIXTH SEMESTER

Course Code	Course Title	Category	Lectures (L) Hours per week	Tutorial (T) Hours per week	Practical (P)/Field Work (FW) Hours per week	Total Credits
BCH682	Strategic Business Leader III	CC	3	1	0	4
BCH679	Indian Economy	CC	2	1	0	3
BCH655	Dissertation	CC	0	0	0	6
<b>Domain Elective VI: Choose any 4 courses from the following:</b>						
BCH671	Entrepreneurship Development	DE	2	1	0	3
BCH672	Spreadsheet Modelling in Business	DE	2	1	0	3
BCH661	Regulation of Domestic and Foreign Exchange Markets	DE	2	1	0	3
BCH662	Venture Planning	DE	2	1	0	3
BCH663	Banking and Insurance	DE	2	1	0	3
BCH673	E-Commerce & its Applications	DE	2	1	0	3
BCH611	Advertising & Personal Selling	DE	2	1	0	3
BCH612	Service Marketing	DE	2	1	0	3
BCH674	Ethics & Governance	DE	2	1	0	3
BCH614	Compensation Management	DE	2	1	0	3
<b>Domain Elective VI (ONLY FOR THE STUDENT WHO OPTED FOR ACCA): Choose any 2 courses from the following:</b>						
BCH684	Advanced Financial Management-II	DE	5	1	0	6
BCH685	Advanced Performance Management- II	DE	5	1	0	6
BCH686	Advanced Audit and Assurance- II	DE	5	1	0	6
	<b>TOTAL</b>					<b>25</b>





## AMITY BUSINESS SCHOOL (ABS)

Program Name: Bachelor of Commerce (Hons.)

### DETAILS OF ACCA PAPERS

Exams	ACCA Papers (Incorporated with Syllabus)	Semester	Subject Code in Programme
Exempted	F1 (Accountant in Business)	I	BCH181
Exempted	F2 (Management Accounting)	III	BCH380
Exempted	F3 (Financial Accounting)	I & II	BCH180 & BCH280
Exempted	F4 (Corporate and Business Law)	I	BCH182
Exempted	F5 (Performance Management)	IV	BCH480
Exempted	F6 (Taxation)	II & III	BCH281 & BCH384
Exam	F7 (Financial Reporting)	III & IV	BCH382
Exam	F8 (Audit and Assurance)	II	BCH282
Exam	F9 (Financial Management)	III	BCH381
Exam	Strategic Business Leader (SBL)	VI, V & VI	BCH482, BCH582 & BCH682
Exam	Strategic Business Reporting (SBR)	VI & V	BCH483 & BCH 583
Exam	Advanced Financial Management	V & VI	BCH583 & BCH 684
Exam	Advanced Performance Management	V & VI	BCH585 & BCH685
Exam	Advanced Audit and Assurance	V & VI	BCH586 7 BCH686



## AMITY BUSINESS SCHOOL (ABS)

Course Name	Course Code	LTP	Credit	Semester
BUSINESS ORGANIZATION AND MANAGEMENT / (AB-F1)	BCH181	3:01:0	4	1

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

CLO 1	Understand business and identify various stakeholders
CLO 2	Understand business and business management process and its sub-processes
CLO 3	Understand the impact of external environment on the organization and identify various environmental forces and their impact on business
CLO 4	Understand and identify the accounting and finance as a tool of management and control
CLO 5	Understand HR management and its processes.
CLO 6	Describe issues of ethics and social responsibility

### B. SYLLABUS

#### Course Contents:

#### **Module I: The Business Organization, its Stakeholders and External Environment**

The purpose and types of business organization -Stakeholders in business organizations -Political and legal factors affecting business -Macroeconomic factors -Micro economic factors -Social and demographic factors -Technological factors -Environmental factors -Competitive factors

#### **Module II: Business Organizational Structure, Functions and Governance**

The formal and informal business organization- Business organizational structure and design- Organizational culture in business -Committees in business organizations -Governance and social responsibility in business

#### **Module III: Accounting and Reporting Systems, Compliance, Control, Technology and Security**

The relationship between accounting and other business functions -Accounting and finance functions within business organizations -Principles of law and regulation governing accounting and auditing - The sources and purpose of internal and external financial information, provided by business - Financial systems, procedures and related IT applications -Internal controls, authorization, security of data and compliance within business -Fraud and fraudulent behavior and their prevention in

business, including money laundering. -The impact of Financial Technology (Fintech) on accounting systems

#### **Module IV: Leading & Managing Individuals, Teams and Personal Effectiveness & Communication**

Leadership, management and supervision -Recruitment and selection of employees -Individual and group behavior in business organizations -Team formation, development and management -Motivating individuals and groups -Learning and training at work -Review and appraisal of individual performance- The application and impact of Financial Technology (FinTech) in accountancy and audit -Personal effectiveness techniques- Consequences of ineffectiveness at work -Competence frameworks and personal development -Sources of conflicts and techniques for conflict resolution and referral -Communicating in business

#### **Module V: Professional Ethics in Accounting and Business**

Fundamental principles of ethical behavior -The role of regulatory and professional bodies in promoting ethical and professional standards in the accountancy profession -Corporate codes of ethics- Ethical conflicts and dilemmas

Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

Text & References:

- **Kaplan Publishing, ACCA Accountant in Business (AB)**
- Jain, V. (2000). Theory of Management, 3<sup>rd</sup> Ed, International Book House.
- Robbins, S. P., & Judge, T. A. (2013). Organizational Behaviour, 15<sup>th</sup> Ed, Pearson
- Robbins, S. P. (2002). Organizational Behaviour: Concepts, Controversies, Applications, Prentice Hall

Course Name	Course Code	LTP	Credit	Semester
CORPORATE AND BUSINESS LAWS - I / (LW-F4)	BCH182	3:01:0	4	1

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

CLO 1	Understand the Business Law
CLO 2	Various important features of Business laws
CLO 3	Details of Contracts, Sales of goods act, Negotiable Instruments, Company law

### B. SYLLABUS

#### Course Contents:

##### Module I:

Meaning and Scope of business law; Sources of Indian Business Law- Indian contract act (Definition - types of contract - essentials; Void Agreement and voidable agreement and its consequences; Discharge of a contract; Remedies for breach of contract; Special Contract- Contingent contract, quasi contract, Contract of indemnity and guarantee, Contract of bailment and pledge, law of agency).sale of goods Act, Partnership Act, Limited Liability Partnership Act, Company Act, Negotiable Act.

##### Module II:

Contract of sale, meaning and difference between sale and agreement to sell, Condition and warranties, Caveat Emptor, Transfer of ownership in goods including sale by non-owners, Performance of contract of sale, Unpaid seller - meaning and rights of an unpaid seller against the goods and the buyer, Auction Sale, Definition of a negotiable instrument; instruments negotiable by law and by custom; types of negotiable instruments, dishonor of cheque and remedies, Brief of Partnership Act, Limited Liability Partnership Act,

##### Module III:

A brief history of Indian Companies Act: Corporations and legal personality, Identify the essential elements of Company Law, Lifting of Corporate veil, Nature, Advantages and Disadvantages of company, The formation and constitution of a company, Kinds of Companies, Memorandum and Articles of Association, Prospectus, Share, Share Capital, Allotment (Law relating to formation Issue, allotment, forfeiture and transfer of shares), Membership, Directors.

##### Module IV:

Additional director, Meetings, Company Management, Prevention of Mismanagement and Oppression, Company Secretary: Appointment, Position, rights, duties and liabilities. Secretarial Practice, Winding up of Company, Voluntary Winding up of Company, Criminal Liability, Corporate fraudulent and criminal behavior, Fraudulent and criminal behavior, Tribunals

#### Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

## Text & References:

- Singh, Avtar, The Principles of Mercantile Law, Eastern Book Company, Lucknow.
- Kuchhal M C, Business Laws, Vikas Publishing House, New Delhi
- Tulsian P.C., Business Law, Tata McGraw Hill, New Delhi.
- Sharma, J.P. and Sunaina Kanojia, Business Laws, Ane Books Pvt. Ltd., New Delhi.
- Chadha P R Business Law, Galgotia Publishing Company, New Delhi
- Maheshwari & Maheshwari, Business Law, National Publishing House, New Delhi.
- Bare Act of negotiable Instrument Act.

Course Name	Course Code	LTP	Credit	Semester
FINANCIAL ACCOUNTING - I / (FA-I F3)	BCH180	2:01:0	3	1

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Understand the purpose of financial accounting
<b>CLO 2</b>	Comprehend the qualitative characteristics of financial statements
<b>CLO 3</b>	Exhibit the use of double entry system in recording transaction
<b>CLO 4</b>	Preparation of financial statements and the interpretation

### B SYLLABUS

#### Course Contents:

##### **Module I: Purpose of Financial Accounting**

Define financial accounting – purposes of financial statements for the users – main elements of financial reports – conceptual framework – definitions of asset, liability, equity, income & expenses-prudence.

##### **Module II: Qualitative Characteristics of Financial Statements**

Concepts of relevance, faithful presentation, materiality, substance over form, going concern, business entity, accruals, consistency, comparability, verifiability, understand ability and timeliness

##### **Module III: Accounting Records & Double Entry Accounting System**

Main data sources for accounting – different business documents such as sales order, purchase order, goods received note, quotation, goods despatched note, invoice, credit & debit notes, receipt, remittance advice, cash vouchers – understand the double entry accounting & duality concept – types of transactions such as sales, purchases, payments & receipts.

##### **Module IV: Recording Transactions**

Recording into journals – ledger accounts – balancing of ledger accounts – accounting for discounts, sales tax – recording cash transactions – accounting & valuation of inventories – accruals & prepayments –

tangible & non-tangible assets - depreciation & amortisation accounting - receivables & payables - provisions & contingencies - errors & rectification - bank reconciliation statements

#### Module V: Trial Balance, Financial Statements

Statements of profit or loss and other comprehensive income, Balance sheet - events after reporting period --Describe the principle of the equity method of accounting for Associate entities

#### Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & References:

- **Kaplan Publishing, ACCA Financial Accounting (FA)**
- Banerjee, B. K. (2010). Financial Accounting: Concepts, Analyses, Methods and Uses. PHI Learning
- Hanif, M. (2013). Financial Accounting. McGraw Hill Education
- Maheshwari, S. K. (2013). An Introduction to Accountancy. Vikas Publication.
- Ssehgal, D. (2012). Financial Accounting. Taxmann.
- Tulsian, P. C. (2013). Financial Accounting. Pearson Education.
- Rajasekaran, R. L. (2012). Financial Accounting. Pearson Publication.

Course Name	Course Code	LTP	Credit	Semester
MICROECONOMIC THEORY AND APPLICATIONS - I	BCH103	2:01:0	3	1

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Demonstrate adequate knowledge & understanding of the microeconomic concepts and theories,
<b>CLO 2</b>	Analyse and apply the mechanics of demand and supply for Individuals and firms and the concept of elasticity as a measure of responsiveness to various variables
<b>CLO 3</b>	Solve a consumer's utility maximization problem graphically; analyze the impact of changes in price and income on a consumer's decision via shifting income and substitution effects
<b>CLO 4</b>	Describe the principle of rising marginal cost, its relation to average cost and other costs, and how costs for the firm differ in the short and long runs; and calculate & graphically illustrate the firm's average, marginal and total revenues; and where marginal revenue equals marginal costs

### B. SYLLABUS

Course Contents:

Module I

Nature and scope of economics, Difference between micro and macroeconomics, Demand Analysis: law of demand, type of demand, Determinants of demand, Movement and shift in demand. Elasticity of demand: concept, type (price elasticity, Income elasticity & cross elasticity), Measurement of elasticity of demand, determining factors. Application of the concept of elasticity of demand in business decision making

Module II:

Consumer Behaviour: Cardinal approach-the law of diminishing marginal utility and equi-marginal utility, Ordinal Approach- indifference curve analysis of consumer behaviour; Consumer's equilibrium (necessary and sufficient conditions), price consumption curve, income consumption curve and Engel curve, price effect, Income effect and substitution effect, Analysis of Giffen goods and Inferior goods, Consumer surplus, Derivation of demand curve from Indifference curve, Indifference curves as an analytical tool (cash subsidy v/s. kind subsidy). Revealed Preference theory

Module III:

Production: Fixed and variable inputs, production function, total, average and marginal products, law of variable proportions, returns to scale. Isoquants, marginal rate of technical substitution,

Cost of Production: Social and private costs of production, difference between economic and accounting costs, long run and short run costs of production, economies and diseconomies of scale and the shape of the long run and short run average cost, average variable cost and marginal cost and fixed cost. Supply: Law of supply, determinants. Concept of revenue: Total, Average and Marginal revenue.

#### Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & References:

- Koutsoyiannis, A. (2005). Modern Microeconomics, 2<sup>nd</sup> Ed, Macmillan Press LTD
- Pindyck, R, and Rubinfeld, D. (2001). Microeconomics, 7<sup>th</sup> Ed, Prentice Hall.
- Ahuja, H.L. (2006). Modern Microeconomics: Theory and Application, 14<sup>th</sup> Ed, S. Chand Publication.
- Parkin, M. (2008). Microeconomics, 8<sup>th</sup> Ed, Pearson International.
- Baumol, William J. (2010). Economic Theory and Operations Analysis, 4<sup>th</sup> Ed, Prentice Hall & PHI Learning
- Varian, H.R. (2009). Intermediate Microeconomics: A Modern Approach, 9<sup>th</sup> Ed, Affiliated East-West Press
- Salvatore, D. (1991). Schaum's Outline of Theory and Problems of Microeconomic Theory, McGraw-Hill, International Edition



Course Name	Course Code	LTP	Credit	Semester
BUSINESS MATHEMATICS	BCH120	2:01:0	3	1

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Formulate problems in the language of sets and perform set operations, and will be able apply the Fundamental Principle of Counting, Multiplication Principle
<b>CLO 2</b>	Solve problems in the areas of business calculus, simple and compound interest account, use of compound interest account.
<b>CLO 3</b>	Solve systems of linear equations by use of the matrix. Explain the notion of a matrix, including its transpose, identify the properties of special types of matrices and perform different matrix operations
<b>CLO 4</b>	Connect acquired knowledge and skills with practical problems in economic practice.
<b>CLO 5</b>	Solve a range of first and second order basic differential equations. Understand the concept of integration, and be able to apply different methods of integration to find areas under curves

### B. SYLLABUS

Course Contents:

#### Module I: Set Theory

Set, Subset, Types of Sets Operations on sets Venn Diagram, Demorgan's Laws, Applications of Set theory, Laws of indices.

#### Module II: Compound Interest and Annuities

Certain different types of interest rates; Concept of present value and amount of a sum; Types of annuities; Present Value and amount of an annuity, including the case of continuous compounding; valuation of simple loans and debentures; problems relating Sinking Funds.

#### Module III: Matrices and Determinants

Definition of a matrix; Types of matrices; Algebra of matrices; properties of determinants; calculation of values of Determinants upto third order; Adjoint of a matrix, Finding inverse of a matrix; Rank of a matrix, Solution of system of linear equations by Cramer's Rule and Matrix Inverse Method (including not more than three variables).

#### Module IV: Differentiation

Definition; Derivative using first Principle; Method of Differentiation of sum, difference, product and Quotient of two functions; Derivative if compositive, inverse, exponential, Logarithmic, parametric and Implicit functions; second order derivative. Maxima and minima

#### Module V: Integration

Integration as anti-derivative process; Standard forms; Method of Integration by substitution, by parts and by use of partial fractions. Definite integral and their properties; Finding areas in simple cases; Determination of Cost, revenue and demand function; Consumer's surplus and Producer's surplus.

Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

Text & References:

- Soni R.S. (1996). Business Mathematics, Pitamber Publishing House
- Sancheti D.C, & Kapoor, V.K, (2011). Business mathematics, 11<sup>th</sup> Ed, Sultan Chand & Sons
- Sharma R.D, (2010), Mathematics, Vol 1, Dhanpat Rai Publications.

Course Name	Course Code	LTP	Credit	Semester
STATISTICAL METHODS IN RESEARCH	BCH132	2:01:0	3	1

#### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

CLO 1	Demonstrate basic understanding of statistical concepts
CLO 2	Present statistical analysis with the help of charts and graphs and carry out descriptive statistics analysis manually and with the help of MS-Excel / SPSS
CLO 3	Demonstrate basic understanding of probability concepts and probability distribution
CLO 4	Carrying out inferential statistical analysis with the help of Ms Excel / SPSS
CLO 5	Carrying out correlation; regression & time series analysis manually and with the help of Ms Excel

#### B. SYLLABUS

Course Contents:

Module I: Introduction to Statistics

Statistics in Management; Statistical Applications in Management; Limitations of Statistics, Types of Data and Measurement Scales

Module II: Exploratory Data Analysis

Summarizing categorical and numeric data; Presenting summarized data with graphs and charts; Measures of Central Tendency; Measures of Dispersion; Skewness & Kurtosis

Module III: Foundation of Statistical Inference

Basic Probability Concepts; Types of Probabilities; Probability Distributions: Binomial, Poisson and Normal; Concept of Sampling Distribution; Sampling Distribution of Mean & Proportion

Module IV: Making Statistical Inferences

Confidence Interval Estimation for Single Population Mean & for Population Proportion; Hypothesis Testing Process; Hypothesis testing for single population mean and proportion, Chi Square Test

Module V: Statistical Models for Forecasting

Simple Linear Regression & Correlation Analysis; Coefficient of Determination; Overview of Time Series Analysis: Components and Trend Analysis

Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

Text & References:

- Rao, A. B. (2012) Quantitative Techniques in Business, Second Edition, Jaico Publications
- Gupta S. P. (2010). Statistical Methods, S. Chand & Co.
- Kapoor, V. K. & Sancheti, (2011). Business Statistics, Sultan Chand & Sons
- Anderson, D. R., Sweeney, D. J, & Williams, T. A. (2002), Statistics for Business and Economics, 11<sup>th</sup> Ed, South-Western Cengage Learning
- Kothari C. R. (2012). Quantitative Techniques, Third edition, Vikas Publishing House
- Hooda R. P. (2002). Introduction to Statistics, Macmillan
- Sharma, J. K. (2007), Business Statistics, Pearson Education India

Course Name	Course Code	LTP	Credit	Semester
Anandam	AND001	0:0:04	2	1

#### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Awareness and empathy regarding community issues
<b>CLO 2</b>	Interaction with the community and impact on society
<b>CLO 3</b>	Interaction with mentor and development of Student teacher relationship
<b>CLO 4</b>	Interaction among students, enlarge social network

CLO 5	Cooperative and Communication skills and leadership qualities
CLO 6	Critical thinking, Confidence and Efficiency

## B. SYLLABUS

### Course Contents:

**The project report should be guided by the mentor and shall contain:**

- **Synopsis:** clearly stating objectives and activities to be undertaken. Problem identifying and problem-solving projects to be taken up.
- Details of the **Mentor and the Participants are to** be given (name of mentor, name of participants, phone number/mobile no, email, and address)
- Location / community where the work was carried out
- Details of Activities performed are to be given with date
- Number of beneficiaries and impact on the society (the object should be to empower the community and make them self-reliant)
- Photographs taken for documentation of work should be submitted
- Media coverage of the projects should be attached if any
- The Group Community Service Project Report will be submitted by the Student group leader under the guidance of the mentor to the Director/HoIs of the Department.
- The Director/HoIs should get the best report (more than one if required) of the Group Community Service Project uploaded on the HTE website and on the University page
- The Director/HoIs will forward the best report of the department to the Nodal Officer of the University.
- University will forward the report to the state level committee.

### GUIDELINES FOR GCSP (Group Community Service Project)

#### ASSIGNMENT OF ANANDAM FOR SOCIAL AWARENESS (for students)

1. Each member of the group shall write one blog about the decided topic of 500 words (minimum) along with any relevant photos/diagrams/statistical data (with reference).
2. The group member shall write his/her name at the end of the blog.
3. The blog shall be posted on Instagram and Facebook (apart from these any other website wherever the group seems necessary).
4. Print out of the blog where date of when the content is posted, number of followers, comments, name of the writer shall be visible will be taken and file will be maintained for the same.
5. In the cover page of the project mention heading **“Group Community Service Project”**, and the filled format of final project report given by Anandam Scheme.
6. For the topic chosen by the group, students are recommended to cover the following points:
  - a) Current scenario (Regional, national and international level as applicable)
  - b) Future predictions
  - c) Duty of the government
  - d) Government policies (related to the topic), if any
  - e) Duty of public
  - f) Conclusion

### Evaluation Scheme:

Project Participation: 2 hours X 8 days (per month) X 4 months = 64 hours

- C grade =32 hrs (Below 20 marks)
- B grade >32 hrs to <=44hrs (20-30 marks)
- A grade >44 hrs to<=54hrs (30-40 marks)
- O grade >54 hrs to<=64hrs (40-50 marks)

**Evaluation Criteria:**

Respective Departmental Anandam mentors are requested to evaluate the project (out of 50) as per the following criteria:

1. Position and exceptions, if any, are clearly stated. The organization of the blog is completely and clearly outlined and implemented.
2. The body of the blog is coherently organized, original and the logic is easy to follow. There is no spelling or grammatical errors and terminology is clearly defined. Writing is clear, concise, and persuasive.
3. Conclusion is clearly stated. The underlying logic is explicit.

Course Name	Course Code	LTP	Credit	Semester
General English	BCS 101	1:0:0	1	1

#### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	<b>Identify</b> the basic elements of grammar required for good and effective communication.
<b>CLO 2</b>	<b>Interpret and discuss</b> key ideas of grammar, diction and communication.
<b>CLO 3</b>	<b>Develop</b> Creative & Literary Sensitivity in all communication.
<b>CLO 4</b>	<b>Design</b> and create texts for a variety of purposes and audiences, evaluating and assessing the effectiveness of grammatical aspects.

#### B. SYLLABUS

Topic
Vocabulary development- Root Words, Affixes, Synonyms, Antonyms, One Word Substitution
Grammar: Fluency and Expression
Tenses
Voices
Tag Questions
Sentence Formation
Communication Essentials, Basics of Communication, Communication Circle

#### EXAMINATION SCHEME:

Components	CT/Mid-term	Project/Presentation	Assignment 1	Quiz	Attendance	EE
Weightage (%)	15	10	10	10	5	50

#### SUGGESTED READINGS

- Martin Hewings, *Advance English Grammar*. Cambridge University Press
- J.V.Vilanilam. *More Effective Communication*. Response Books:NewDelhi

- Wren and Martin, *English Grammar & Comosition*. S.Chand & Co. Ltd.
- Dr. P.Prasad. *Communication Skills*.S.K.Kataria & Sons
- Kavita Sharma, *New Upgraded Encyclopedia of English Grammar & Composition*.  
English Edition Publishers
- Raman, Meenakshi and Sangeeta Sharma, *Technical Communication: Principles and Practice*. OUP: New Delhi, 2004.Print.
- Koneru, Aruna. *Professional Communication*. The McGraw Hill: New Delhi, 2008.  
Print
- Krishnaswamy N, *Creative English for Communication*. Delhi: Macmillan  
Publishers India Ltd. Print. 2007.

Course Name	Course Code	LTP	Credit	Semester
<b>BEHAVIOURAL SCIENCE - I (UNDERSTANDING SELF FOR EFFECTIVENESS)</b>	BSS103	1:0:0	1	1

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Develop your understanding of who you are; what your core purpose is, what your values are and what limits your success
<b>CLO 2</b>	Manage your emotions and feelings more effectively to have the impact that you need
<b>CLO 3</b>	Develop the way that you regulate and control your emotions
<b>CLO 4</b>	Learn about your behavioral preferences to become more self-awareness
<b>CLO5</b>	Develop and build your emotional intelligence

### B. SYLLABUS

#### Course Contents:

#### Module I: Self: Core Competency

Understanding of Self

Components of Self – Self identity

Self concept

Self confidence

Self image

#### Module II: Techniques of Self Awareness

Exploration through Johari Window

Mapping the key characteristics of self

Framing a charter for self

Stages – self awareness, self acceptance and self realization

#### Module III: Self Esteem & Effectiveness

Meaning & Importance

Components of self esteem

High and low self esteem

Measuring your self esteem

#### Module IV: Building Positive Attitude

Meaning and Nature of Attitude

Components and Types of Attitudes

Relevance and Importance of Attitudes

#### Module V: Building Emotional Competence



Emotional Intelligence – Meaning, Components, Importance and Relevance  
 Positive and Negative Emotions  
 Healthy and Unhealthy expression of Emotions

**Examination Scheme:**

<b>Components</b>	<b>SAP</b>	<b>JOS</b>	<b>FC/MA/CS/HA</b>	<b>P/V/Q</b>	<b>A</b>
<b>Weightage (%)</b>	25	15	30	25	05

**SAP-** Social Awareness Programme; **JOS-**Journal of Success; **HA-**Home Assignment; **P-** Presentation; **V-**Viva; **Q-**Quiz; **FC-** Flip class; **MA-** Movie Analysis; **CS-** Case study; **A-** Attendance

**Text & References:**

- Dressler, David and Cans, Donald: The Study of Human Interaction
- Lindzey, G. and Borgatta, E: Sociometric Measurement in the Handbook of Social Psychology, Addison – Welsley, US.
- J William Pfeiffer (ed.) Theories and Models in Applied Behavioural Science, Vol 2, Group (1996); Pfeiffer & Company

Course Name	Course Code	LTP	Credit	Semester
FRENCH – I	FLN101	2:0:0	2	1

**B. COURSE LEARNING OUTCOMES (CLO)**

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	<b>Identify and express</b> in French vocabulary and grammar norms
<b>CLO 2</b>	<b>Interpret</b> different types of texts as well as cultural ideas and themes
<b>CLO 3</b>	<b>Demonstrate</b> comprehension of nuance between script and sound in French
<b>CLO 4</b>	<b>Narrate</b> clearly ideas, themes in simple standard French

**B. SYLLABUS**

Course Contents:

Module A: pp. 01 to 37: Module 1, 2, Module 3 Objectif 1, 2  
 Only grammar of Module 3: objectif 3, 4 and 5

Contenu lexical : Module 1: Découvrir la langue française : (oral et écrit)

1. se présenter, présenter quelqu'un, faire la connaissance des autres, formules de politesse, rencontres
2. dire/interroger si on comprend
3. Nommer les choses

Module 2: Faire connaissance

1. donner/demander des informations sur une personne, premiers contacts, exprimer ses goûts et ses préférences
2. Parler de soi: parler du travail, de ses activités, de son pays, de sa ville.

### Module 3 : Organiser son temps

1. dire la date et l'heure

- Contenu grammatical :
1. organisation générale de la grammaire
  2. article indéfini, défini, contracté
  3. nom, adjectif, masculin, féminin, singulier et pluriel
  4. négation avec « de », "moi aussi", "moi non plus"
  5. interrogation : Inversion, est-ce que, qui, que, quoi, qu'est-ce que, où, quand, comment, quel(s), quelle(s)  
Interro-négatif : réponses : oui, si, non
  6. pronom tonique/disjoint- pour insister après une préposition
  7. futur proche

### Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

C – Project + Presentation

I – Interaction/Conversation Practice

### Text & References:

- le livre à suivre : Campus: Tome 1

Course Name	Course Code	LTP	Credit	Semester
GERMAN - I	FLG101	2:0:0	2	1

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

CLO 1	<b>Identify</b> and <b>express</b> in German vocabulary and grammar norms
CLO 2	<b>Interpret</b> different types of texts as well as cultural ideas and themes
CLO 3	<b>Demonstrate</b> comprehension of nuance between script and sound in German
CLO 4	<b>Narrate</b> clearly ideas, themes in simple standard German

#### Course Contents:

##### Module I: Introduction

Self introduction: heissen, kommen, wohnen, lernen, arbeiten, trinken, etc. All personal pronouns in relation to the verbs taught so far. Greetings: Guten Morgen!, Guten Tag!, Guten Abend!, Gute Nacht!, Danke sehr!, Danke!, Vielen Dank!, (es tut mir Leid!), Hallo, wie geht's?: Danke gut!, sehr gut!, prima!, ausgezeichnet!, Es geht!, nicht so gut!, so la la!, miserabel!

##### Module II: Interviewspiel

To assimilate the vocabulary learnt so far and to apply the words and phrases in short dialogues in an interview - game for self introduction.

##### Module III: Phonetics

Sound system of the language with special stress on Diphthongs

##### Module IV: Countries, nationalities and their languages

To make the students acquainted with the most widely used country names, their nationalities and the language spoken in that country.

##### Module V: Articles

The definite and indefinite articles in masculine, feminine and neuter gender. All Vegetables, Fruits, Animals, Furniture, Eatables, modes of Transport

##### Module VI: Professions

To acquaint the students with professions in both the genders with the help of the verb "sein".

##### Module VII: Pronouns

Simple possessive pronouns, the use of my, your, etc.

The family members, family Tree with the help of the verb "to have"

##### Module VIII: Colours

All the color and color related vocabulary - colored, colorful, colorless, pale, light, dark, etc.

##### Module IX: Numbers and calculations - verb "kosten"

The counting, plural structures and simple calculation like addition, subtraction, multiplication and division to test the knowledge of numbers.

"Wie viel kostet das?"

##### Module X: Revision list of Question pronouns

W - Questions like who, what, where, when, which, how, how many, how much, etc.

#### Evaluation Scheme:

Components	CA	A	CT	EE
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Weightage (%)	30	5	15	50
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C - Project + Presentation

I - Interaction/Conversation Practice

Text & References:

- Wolfgang Hieber, Lernziel Deutsch
- Hans-Heinrich Wangler, Sprachkurs Deutsch
- Schulz Griesbach, Deutsche Sprachlehre für Ausländer
- P.L Aneja, Deutsch Interessant- 1, 2 & 3
- Rosa-Maria Dallapiazza et al, Tangram Aktuell A1/1,2
- Braun, Nieder, Schmöe, Deutsch als Fremdsprache 1A, Grundkurs

Course Name	Course Code	LTP	Credit	Semester
SPANISH – I	FLS101	2:0:0	2	1

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Self introduction
<b>CLO 2</b>	Possessions.
<b>CLO 3</b>	Family/friend description with verbs like SER/ESTAR/TENER/HAY
<b>CLO 4</b>	Regular AR/ER/IR ending verbs conjugations
<b>CLO5</b>	Interrogative words

### B. SYLLABUS

#### Course Contents:

##### Module I

A brief history of Spain, Latin America, the language, the culture...and the relevance of Spanish language in today's global context.

Introduction to alphabets

##### Module II

Introduction to '*Saludos*' (How to greet each other. How to present / introduce each other).

Goodbyes (*despedidas*)

The verb *llamarse* and practice of it.

##### Module III

Concept of Gender and Number

Months of the years, days of the week, seasons. Introduction to numbers 1-100, Colors, Revision of numbers and introduction to ordinal numbers.

##### Module IV

Introduction to *SER* and *ESTAR* (both of which mean To Be).Revision of '*Saludos*' and '*Llamarse*'. Some adjectives, nationalities, professions, physical/geographical location, the fact that spanish adjectives have to agree with gender and number of their nouns. Exercises highlighting usage of *Ser* and *Estar*.

##### Module V

Time, demonstrative pronoun (*Este/esta, Aquel/aquella* etc)

##### Module VI

Introduction to some key AR /ER/IR ending regular verbs.

#### Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

C - Project + Presentation

I - Interaction/Conversation Practice

Text & References:

- Español, En Directo I A
- Español Sin Fronteras

Course Name	Course Code	LTP	Credit	Semester
CHINESE - I	FLC101	2:0:0	2	1

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	<b>Read, write and speak approx. 50</b> new Chinese words and understand basic grammar points
<b>CLO 2</b>	<b>Interpret</b> words, phrases and sentences of day today conversation related to greeting farewell and personal information like name age, residence, family etc
<b>CLO 3</b>	<b>Write</b> Chinese characters, simple sentence and a paragraph on Self Introduction
<b>CLO 4</b>	<b>Communicate</b> with Chinese speaking people using words, phrases and sentences related to greeting, farewell and personal information like name age, residence family etc.

### B. SYLLABUS

#### Course Objective:

There are many dialects spoken in China, but the language which will help you through wherever you go is Mandarin, or Putonghua, as it is called in Chinese. The most widely spoken forms of Chinese are Mandarin, Cantonese, Gan, Hakka, Min, Wu and Xiang. The course aims at familiarizing the student with the basic aspects of speaking ability of Mandarin, the language of Mainland China. The course aims at training students in practical skills and nurturing them to interact with a Chinese person.

#### Course Contents:

##### Module I

Show pictures, dialogue and retell.

Getting to know each other.

Practicing chart with Initials and Finals. (CHART - The Chinese Phonetic Alphabet Called "Hanyu Pinyin" in Mandarin Chinese.)

Practicing of Tones as it is a tonal language.

Changes in 3<sup>rd</sup> tone and Neutral Tone.

##### Module II

Greetings

Let me Introduce

The modal particle "ne".

Use of Please 'qing' - sit, have tea ..... etc.

A brief self introduction - Ni hao ma? Zaijian!

Use of "bu" negative.

### Module III

Attributives showing possession How is your Health? Thank you Where are you from? A few Professions like - Engineer, Businessman, Doctor, Teacher, Worker. Are you busy with your work? May I know your name?

### Module IV

Use of "How many" - People in your family? Use of "zhe" and "na". Use of interrogative particle "shenme", "shui", "ma" and "nar". How to make interrogative sentences ending with "ma". Structural particle "de". Use of "Nin" when and where to use and with whom. Use of guixing. Use of verb "zuo" and how to make sentences with it.

### Module V

Family structure and Relations. Use of "you" - "mei you". Measure words Days and Weekdays. Numbers.

Maps, different languages and Countries.

Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

C - Project + Presentation

I - Interaction/Conversation Practice

Text & References:

- "Elementary Chinese Reader Part I" Lesson 1-10

Course Name	Course Code	LTP	Credit	Semester
AUDIT & ASSURANCE / (AA-F8)	BCH282	3:01:0	4	2

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Understand the concept of audit & assurance and the functions of audit
<b>CLO 2</b>	Securing and handling audit assignments, audit risks
<b>CLO 3</b>	Comprehension and evaluation of internal controls, techniques & audit tests
<b>CLO 4</b>	Gathering & managing audit evidence and review and reporting

### B. SYLLABUS

#### Course Contents:

#### Module I: Audit Framework & Regulation

Concept of audit & assurance - professional ethics of an auditor - scope of internal & external audit - governance & audit



## Module II: Audit Planning & Risk Assessment

Obtaining & planning for audit assignments - understanding the entity & its environment - assessing audit risk - fraud risk - interim audit and impact of work performed - audit planning & documentation - audit evidence, documentation, working papers

## Module III: Internal Control & Audit Tests

Internal control system assessment - control environment, risk assessment procedures, monitoring of controls - evaluation of internal control system by auditor - test of control - communication on internal controls-Explain how auditors record internal control systems including the use of narrative notes, flowcharts and questionnaires.

## Module IV: Audit Evidence & Reporting

Techniques of collecting audit evidence such as inspection, observation, external confirmation, recalculation, analytical procedures, and enquiry - quality & quantity of audit evidence - audit sampling - computer assisted auditing techniques - review procedures including subsequent events, going concern, written representations - auditor's report contents & opinion-Explain the overall objectives and importance of quality control procedures in concluding an audit.- Discuss the need for auditors to communicate with those charged with governance.

## Module V: Audit of Specific Items

Audit of receivables, inventory, payables & accruals, bank & cash, tangible & intangible assets, share capital & reserves, directors' remuneration - details of audit checks for these items and reporting thereof - use of management representation

### Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

### Text & References

- Kaplan Publishing, ACCA Audit & Assurance (AA)
- Sharma T.R, *Auditing*, Sahitya Bhawan Publication: India
- Tandon,B.N., *Practical Auditing*, S. Chand Publication: India
- Kumar R. & Sharma V., *auditing: principles and practice*, PHI Learning: India
- MS Ramaswamy, *Principles and Practice of Auditing*.
- Dinakar Pagare, *Practice of Auditing*.
- Kamal Gupta, *Practical Auditing*.
- P N Reddy & Appannaiah, *Auditing*.

Course Name	Course Code	LTP	Credit	Semester
FINANCIAL ACCOUNTING - II /(FA-F3)	BCH280	2:01:0	3	2

## B. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

CLO 1	Identify and analyse the reasons for the difference between cash book and pass book balances
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<b>CLO 2</b>	Learn to prepare Receipts & Payment Account, Income & Expenditure Account and Balance Sheet for Non-Profit Organizations
<b>CLO 3</b>	Record hire purchase transactions and understand lease accounting
<b>CLO 4</b>	Illustrate effectively the concept and nature of accounting for specialized business transactions in accounting for partnership activities

## B. SYLLABUS

### Module I

Bank reconciliation statement- Introduction, Meaning-Cash Book and Pass Book- Causes for difference between Cash book and Pass book-Purpose of bank re-conciliation., Accounting and reporting systems, controls and compliance

### Module II

Accounts of non-profit organizations - receipts and payments and income and expenditure accounts and balance sheet; accounts of professionals

### Module III

Cash flow statements interpretation of financial statements – use of basic ratios related to profitability, liquidity, and activity and resource utilisation

### Module IV

Partnership Accounting:- General, Admission of Partner, Retirement and Death of Partner, Dissolution of Firm, Insolvency of partners, Piecemeal Distribution. - Introduction to group accounts

## Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

### Text & References:

- **Kaplan Publishing, ACCA Financial Accounting (FA)**
- Banerjee, B. K. (2010). Financial Accounting: Concepts, Analyses, Methods and Uses. PHI Learning Private Limited.
- Hanif, M. (2013). Financial Accounting. Mc Graw Hill Education (India) Private Limited.
- Maheshwari, S. K. (2013). An Introduction to Accountancy. Vikas Publication.
- Sehgal, D. (2012). Financial Accounting. Taxmann.
- Tulsian, P. C. (2013). Financial Accounting. Pearson Education.
- Rajasekaran, R. L. (2012). Financial Accounting. Pearson Publication.

Course Name	Course Code	LTP	Credit	Semester
INCOME TAX LAWS AND PRACTICES/(TX-F6)	BCH281	2:01:0	3	1

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Understand the legal and procedural structure of taxation in India
<b>CLO 2</b>	Classify and compute the income under various heads and thereby compute gross total income & total Income
<b>CLO 3</b>	Understand the Tax planning concerning deductions and relaxation available
<b>CLO 4</b>	File return and follow other tax-related procedures

### B. SYLLABUS

Course Contents:

#### Module I

Brief History of Taxation in India, The Indian Tax System, Importance of Taxation and types of taxes, Cannons of Taxation - Finance Bill - Scheme of Income Tax. Definition: Assessee, Person, assessment year, previous year, income, Gross Total Income, Total Income, Agricultural Income, Revenue and Capital (a) Receipts (b) Expenditure (c) Loss, Conceptual and Legal Frame work of Income Tax, Scope of Income Tax, Exempted incomes, Residential Status & Incidence of Tax

#### Module II

Introduction on incomes under different heads-salary, income from house property, profits & gains of business and profession, capital gains, income from other source, Income from Salary - Features of Salary Income - Basic Salary - Treatment of Provident fund, Allowance u/s 17(3) including problems on House Rent Allowance, Death-cum-Retirement Gratuity, Commutation of Pension, Leave Encashment, compensation received on voluntary retirement. Perquisites section 89(1)

#### Module III

Gross Total Income & Deductions u/s 80C-80U, Total Income & Computation of Tax, Aggregation of income and Clubbing income, set off and carry forward of losses,

#### Module IV

Preparation of return of Income: PAN- Manually, online filing of return of Income; Assessment of various persons; Individuals & HUF: AOP, BOI, Firm and Companies; Tax Planning, Tax Avoidance and Tax Evasion

## Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

## Text & References:

- Singhania, Vinod K & Singhania Monica. (2015) *Students' guide to Income Tax*, 53 Edition. New Delhi: Taxmann Publication.
- Ahuja, Girish & Ravi Gupta. *Systematic Approach to Income Tax*. Delhi: Bharat Law House.
- Pagare, Dinkar. *Law and Practice of Income Tax*. New Delhi: Sultan Chand and Sons.
- Lal, B.B. *Income Tax Law and Practice*. New Delhi: Konark Publications.

Course Name	Course Code	LTP	Credit	Semester
MICROECONOMIC THEORY AND APPLICATIONS - II	BCH202	2:01:0	3	2

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Demonstrate adequate knowledge & understanding of four market structures by characteristics
<b>CLO 2</b>	Analyze and apply the mechanics of demand and supply for firms
<b>CLO 3</b>	Calculate and graph the profit maximizing price and quantity in the output markets by use of marginal analysis

### B. SYLLABUS

#### Course Contents:

##### Module I:

Perfect Competition: Meaning, revenue of a competitive firm, marginal cost curve and firm's supply decision, firm's short run decision to shut down, firm's long run decision to exit or enter a market, Equilibrium of the firm and the industry in the short and the long run . The supply curve in competitive market: the short run supply curve with fixed number of firms, long run market supply with entry and exit. Difference between accounting and economic profits, producer surplus

##### Module II:

Monopoly Market: Features, Kinds of monopoly, reasons for monopoly, Monopolist's decision and equilibrium, Shifts in demand curve and the absence of the supply curve, Measurement of monopoly power and the rule of thumb for pricing, , Comparison of pure competition and monopoly. The social costs of monopoly power: deadweight loss, Price discrimination

Module III:

Monopolistic Competition: Features, Price and output decision in short run and long run, Oligopoly: Features, Interdependence - Cournot's duopoly model, kinked demand model, collusive oligopoly: price leadership model and cartels

Module IV:

Market Failure: Risk aversion and risk preference, insurance and investor's choice, Asymmetric information- Adverse selection, moral hazard, externalities, and the market for lemons, Market Signaling, Principle agent problem and Managerial Incentives in an integrated firm, Labour market equilibrium

Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

Text & References:

- Pindyck, R and Rubinfeld, D. (2001). Microeconomics, 7<sup>th</sup> edition, Prentice Hall.
- Ahuja, H.L. (2006). Modern Microeconomics: Theory and Application, 14<sup>th</sup> edition, S. Chand Publication.
- Koutsoyiannis, A. (2005). Modern Microeconomics, 2<sup>nd</sup> edition, Macmillan Press LTD
- Parkin, M. (2008). Microeconomics, 8<sup>th</sup> edition, Pearson International.
- Baumol, William J. (2010). Economic Theory and Operations Analysis, 4<sup>th</sup> edition, Prentice Hall UK & PHI Learning Private Ltd. New Delhi.
- Varian, H.R. (2009). Intermediate Microeconomics: A Modern Approach, 9<sup>th</sup> edition, Affiliated East-West Press, New Delhi.
- Salvatore, D. (1991). Schaum's Outline of Theory and Problems of Microeconomic Theory, McGraw-Hill, International Edition, New Delhi.

Course Name	Course Code	LTP	Credit	Semester
BUSINESS RESEARCH METHODS	BCH224	2:01:0	3	2

#### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Demonstrate adequate knowledge & understanding of the business research concepts, methods and methodologies, Identify and specify research questions related to given business problem situation
<b>CLO 2</b>	Construct and document an appropriate research design, including argumentation for sampling, data collection and data analysis methods/techniques
<b>CLO 3</b>	Develop data collection instrument according to the underlying theoretical framework

<b>CLO 4</b>	Identify and apply appropriate data analysis tools and techniques for meeting research objectives
<b>CLO 5</b>	Write a scholarly research proposal and research report, using appropriate manuscript writing procedures and considering ethical issues

## B. SYLLABUS

### Course Objective:

To provide an exposure to the students pertaining to the nature and extent of research orientation, which they are expected to possess when they enter the industry as practitioners. To give them an understanding of the basic techniques and tools of business research methods and report preparation

### Course Contents:

#### Module I: Introduction

Objectives, Significance & Types of Research; Hallmarks of Scientific Research; Management information System & Decision Support System; Theory Building: Research Concept, Construct, Propositions, Variable, and Hypothesis; Business Research Process; Ethical Issues in Business Research.

#### Module II: Research Methods

Problem identification & specification; Building Theoretical Framework; Generation of Hypothesis; Components of Research Design; Exploratory Research Design; Descriptive Research Design: Survey Method, Observation Method; Experimental Research Design

#### Module III: Measurement & Sampling

Levels of scale measurement; Criteria for Good measurement; Techniques for Measuring Attitudes; Questionnaire Design; Sampling Design: Probability and Non Probability Sampling Techniques; Sample Size Determination; Sampling and Non Sampling Errors

#### Module IV: Data Collection & Analysis

Fieldwork Management; Principles of Good Interviewing; Editing & Coding the data; Descriptive Data Analysis: Percentage, Mean, Standard Deviation; Hypothesis testing procedure, Inferential Data Analysis: t-test, chi-square test, F-test, One Way ANOVA, Overview of SPSS

#### Module V: Report Writing

Purpose and Components of Research Proposal; Components of Written Research Report.

### Evaluation Scheme:

Components	CT	A	CA	EE
Weightage (%)	15	5	20	50

### Text & References:

- Zikmund, Babin, Carr, Adhikari, Griffin., Business Research Methods, Cengage Learning, 1e, 2012
- Aaker, David A; Kumar V and George S., Marketing Research, Sixth edition, John Wiley & Sons
- Boyd, Harper W, Westphall, Ralph & Stasch, Stanely F, Market Research - Text & Cases, Richard D. Irwin Inc. Homewood, Illinois.
- Luck, David J and Rubin, Ronald S., Marketing Research, Seventh edition, Prentice Hall of India

Course Name	Course Code	LTP	Credit	Semester
FUNDAMENTALS OF COMPUTER IN BUSINESS	BCH215	2:01:0	3	2

## B. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Explain key concepts, elements and applications of Computer in business;
<b>CLO 2</b>	Examine the evolution, and impact of Computer on society and today's business
<b>CLO 3</b>	Relate the use of DBMS, E-commerce and ERP in business and management
<b>CLO 4</b>	Use Microsoft office effectively-MS Excel, MS Word, MS Power Point and MS Outlook

## B. SYLLABUS

Course Contents:

### Module I

General features of a Computer. Generation of computers, Personal Computer, Workstation, Mainframe Computer and super Computers, Computer applications – data processing, information processing, commercial, office automation, industry and engineering, healthcare, education, graphics and multimedia

### Module II

Computer organization; Central processing module, Computer memory- primary memory and secondary memory, Secondary storage devices – magnetic and optical media, Input and output modules; Introduction to E-Commerce, Role of IT in Business

### Module III

Computer hardware and software; Machine language and high level language, Computer program; Computer virus, Antivirus and Computer security, Internet, Intranet and Extranet, Computer arithmetic, Binary, octal and hexadecimal number systems, Algorithm and flowcharts, Introduction to database and its applications,

### Module IV

Introduction to MS Office – MS-Word: Editing a Document – Move and Copy text – Formatting text and paragraph – Finding and Replacing text and spelling checking – Using tabs, Tables, and other features, Enhancing document – using mail merge and other features; MS-Excel: Introduction to Worksheet-Getting started with excel – Editing Cells and using commands and functions – Moving And Coping, Inserting and Deleting Rows and Columns – Getting help and formatting a worksheet – Printing the worksheet – Creating Charts – using formulae and functions in excel; MS-PowerPoint: Introduction to Power Point Presentation.

### Module V

Information System (IS) - Concept, need and characteristics of IS - data, information and data life cycle - factors important in planning process, systems approach to management, IS, decision support systems -

Steps in system analysis, design and implementation of problems. Introduction to MIS, DSS, EIS, OSS-TPS, PCS and OAS.

Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

Text & References:

- Saxena, S., & Chopra, P. (2009). Computer Application in Management, 2<sup>nd</sup> Ed, Vikas publishing House
- Shrivastava, C. (2009) Fundamentals of Information Technology, 3<sup>rd</sup> Ed, Kalyani Publishers

Course Name	Course Code	LTP	Credit	Semester
Anandam	AND002	0:00:04	2	2

#### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

CLO 1	Awareness and empathy regarding community issues
CLO 2	Interaction with the community and impact on society
CLO 3	Interaction with mentor and development of Student teacher relationship
CLO 4	Interaction among students, enlarge social network
CLO 5	Cooperative and Communication skills and leadership qualities
CLO 6	Critical thinking, Confidence and Efficiency

#### B. SYLLABUS

##### Course Contents:

**The project report should be guided by the mentor and shall contain:**

- **Synopsis:** clearly stating objectives and activities to be undertaken. Problem identifying and problem-solving projects to be taken up.
- **Details of the Mentor and the Participants are to be given** (name of mentor, name of participants, phone number/mobile no, email, and address)
- **Location / community where the work was carried out**
- **Details of Activities performed are to be given with date**



- Number of beneficiaries and impact on the society (the object should be to empower the community and make them self-reliant)
- Photographs taken for documentation of work should be submitted
- Media coverage of the projects should be attached if any
- The Group Community Service Project Report will be submitted by the Student group leader under the guidance of the mentor to the Director/HoIs of the Department.
- The Director/HoIs should get the best report (more than one if required) of the Group Community Service Project uploaded on the HTE website and on the University page
- The Director/HoIs will forward the best report of the department to the Nodal Officer of the University.
- University will forward the report to the state level committee.

**GUIDELINES FOR GCSP (Group Community Service Project)  
ASSIGNMENT OF ANANDAM FOR SOCIAL AWARENESS (for students)**

1. Each member of the group shall write one blog about the decided topic of 500 words (minimum) along with any relevant photos/diagrams/statistical data (with reference).
2. The group member shall write his/her name at the end of the blog.
3. The blog shall be posted on Instagram and Facebook (apart from these any other website wherever the group seems necessary).
4. Print out of the blog where date of when the content is posted, number of followers, comments, name of the writer shall be visible will be taken and file will be maintained for the same.
5. In the cover page of the project mention heading “**Group Community Service Project**”, and the filled format of final project report given by Anandam Scheme.
6. For the topic chosen by the group, students are recommended to cover the following points:
  - a) Current scenario (Regional, national and international level as applicable)
  - b) Future predictions
  - c) Duty of the government
  - d) Government policies (related to the topic), if any
  - e) Duty of public
  - f) Conclusion

**Evaluation Scheme:**

Project Participation: 2 hours X 8 days (per month) X 4 months = 64 hours

- **C grade =32 hrs (Below 20 marks)**
- **B grade >32 hrs to <=44hrs (20-30 marks)**
- **A grade >44 hrs to<=54hrs (30-40 marks)**
- **O grade >54 hrs to<=64hrs (40-50 marks)**

**Evaluation Criteria:**

Respective Departmental Anandam mentors are requested to evaluate the project (out of 50) as per the following criteria:

1. Position and exceptions, if any, are clearly stated. The organization of the blog is completely and clearly outlined and implemented.
2. The body of the blog is coherently organized, original and the logic is easy to follow. There is no spelling or grammatical errors and terminology is clearly defined. Writing is clear, concise, and persuasive.
3. Conclusion is clearly stated. The underlying logic is explicit.

Course Name	Course Code	LTP	Credit	Semester
General English	BCS 201	1:0:0	1	1

#### A. COURSE LEARNING OUTCOMES (CLO)

CLO 1	Participate in conversation and in small- and whole-group discussion
CLO 2	Explore and use English as medium of communication in real life situation
CLO 3	Discuss topics and themes of a reading, using the vocabulary and grammar of the lesson
CLO 4	Identify features of a reading textbook and utilize them as needed
CLO 5	Prepare and deliver organized presentations in small groups and to whole class
CLO 6	Apply sentence mechanics and master spelling of high frequency words

#### B. SYLLABUS

Developing Listening Skills
Developing Speaking Skills
Developing Reading Skills
Developing Writing Skills
Principles of Good Writing - L Hill
Toasted English -R. K. Narayan
On Saying Please- A G Gardiner
All the World's a Stage : Shakespeare
Where the Mind is without Fear: R N Tagore
O Captain, My Captain: W. Whitman
Psalm of Life: H. Longfellow
Go Kiss the World by Subroto Bagchi; Steve Jobs By Walter Isaacson; Rich Dad, Poor Dad by Robert Kiyosaki; The Road Ahead by Bill Gates; What You See, Is What You Get By Alan Sugar (Non detailed study; any of books)

#### EXAMINATION SCHEME:

Components	CT/Mid-term	Project/Presentation/Assignment/Viva	Book Review	Quiz	Attendance	EE
Weightage (%)	15	10	10	10	5	50

## SUGGESTED READINGS

Bhardwaj, Ashu. *A Course Book of English & Communication Skills*. Paragon: New Delhi, 2011.

Farhanthullah, T M. *Communication Skills for Technical Students*. Orient Black PVT: 2008.

Jha, Madhulika. *Echoes*. Orient Blackswan: New Delhi, 2007.

Koneru, Aruna. *Professional Communication*. The McGraw Hill: New Delhi, 2008.

Prasad, Dr P. *The Functional Aspects of Communication Skills*. SK & Sons: New Delhi, 2003.

Raman, Meenakshi and Sangeeta Sharma, *Technical Communication: Principles and Practice*. OUP: New Delhi, 2004.

Course Name	Course Code	LTP	Credit	Semester
<b>BEHAVIOURAL SCIENCE - II (PROBLEM SOLVING AND CREATIVE THINKING)</b>	BSS203	1:0:0	1	2

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Recognize the relation critical thinking with various mental processes
<b>CLO 2</b>	Identify hinderance to problem solving processes
<b>CLO 3</b>	Analyse the steps in problem-solving process
<b>CLO 4</b>	Create plan of action applying creative thinking

### B. SYLLABUS

#### Course Contents:

Module I: Thinking as a tool for Problem Solving

What is thinking: The Mind/Brain/Behaviour

Thinking skills

Critical Thinking and Learning:

Making Predictions and Reasoning

Memory and Critical Thinking

Emotions and Critical Thinking

**Module II: Hindrances to Problem Solving**

Perception

Expression

Emotion

Intellect

Work environment

**Module III: Problem Solving Process**

Recognizing and Defining a problem

Analyzing the problem (potential causes)

Developing possible alternatives

Evaluating Solutions

Resolution of problem

Implementation

**Module IV: Plan of Action**

Construction of POA

Monitoring

Reviewing and analyzing the outcome

**Module V: Creative Thinking**

Definition and meaning of creativity

The nature of creative thinking

Convergent and Divergent thinking

Idea generation and evaluation (Brain Storming)

Image generation and evaluation

Debating

The six-phase model of Creative Thinking: ICEDIP model

### Examination Scheme:

Components	SAP	JOS	FC/MA/CS/HA	P/V/Q	A
Weightage (%)	25	15	30	25	05

**SAP-** Social Awareness Programme; **JOS-**Journal of Success; **HA-**Home Assignment; **P-** Presentation; **V-**Viva; **Q-**Quiz; **FC-** Flip class; **MA-** Movie Analysis; **CS-** Case study; **A-** Attendance

### Text & References:

- Michael Steven: How to be a better problem solver, Kogan Page, New Delhi, 1999
  - Geoff Petty: How to be better at creativity; Kogan Page, New Delhi, 1999
  - Phil Lowe Koge Page: Creativity and Problem Solving, New Delhi, 1996
- Bensley, Alan D.: Critical Thinking in Psychology – A Unified Skills Approach, (1998), Brooks/Cole Publishing Company.

Course Name	Course Code	LTP	Credit	Semester
FRENCH – II	FLN201	2:0:0	2	2

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	<b>Identify</b> and <b>express</b> in French vocabulary and grammar norms
<b>CLO 2</b>	<b>Interpret</b> different types of texts as well as cultural ideas and themes
<b>CLO 3</b>	<b>Demonstrate</b> comprehension of nuance between script and sound in French
<b>CLO 4</b>	<b>Narrate</b> clearly ideas, themes in simple standard French

### B. SYLLABUS

#### Course Contents:

Module A : pp.38 – 47 : Module 3 : Objectif 3, 4, 5, 6

Module B: pp. 47 to 75 Module 4, 5

Contenu lexical:

Module 3: Organiser son temps

1. donner/demander des informations sur un emploi du temps, un horaire  
SNCF – Imaginer un dialogue
2. rédiger un message/ une lettre pour ...
  - i) prendre un rendez-vous/ accepter et confirmer/ annuler

- ii) inviter/accepter/refuser
- 3. Faire un programme d'activités  
imaginer une conversation téléphonique/un dialogue  
Propositions- interroger, répondre

Module 4: Découvrir son environnement

- 1. situer un lieu
- 2. s'orienter, s'informer sur un itinéraire.
- 3. Chercher, décrire un logement
- 4. connaître les rythmes de la vie

Module 5: s'informer

- 1. demander/donner des informations sur un emploi du temps passé.
- 2. donner une explication, exprimer le doute ou la certitude.
- 3. découvrir les relations entre les mots
- 4. savoir s'informer

- Contenu grammatical:
- 1. Adjectifs démonstratifs
  - 2. Adjectifs possessifs/exprimer la possession à l'aide de :  
i. « de » ii. A+nom/pronom disjoint
  - 3. Conjugaison pronominale - négative, interrogative -  
construction à l'infinitif
  - 4. Impératif/exprimer l'obligation/l'interdiction à l'aide de « il  
faut.... »/ «il ne faut pas... »
  - 5. passé composé
  - 6. Questions directes/indirectes

Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

C - Project + Presentation

I - Interaction/Conversation Practice

Text & References:

- le livre à suivre : Campus: Tome 1

Course Name	Course Code	LTP	Credit	Semester
GERMAN – II	FLG201	2:0:0	2	2

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	<b>Identify</b> and <b>express</b> in German vocabulary and grammar norms
<b>CLO 2</b>	<b>Interpret</b> different types of texts as well as cultural ideas and themes
<b>CLO 3</b>	<b>Demonstrate</b> comprehension of nuance between script and sound in German
<b>CLO 4</b>	<b>Narrate</b> clearly ideas, themes in simple standard German

### B. SYLLABUS

#### Course Contents:

Module I: Everything about Time and Time periods

Time and times of the day., Weekdays, months, seasons. ,Adverbs of time and time related prepositions

Module II: Irregular verbs

Introduction to irregular verbs like to be, and others, to learn the conjugations of the same, (fahren, essen, lessen, schlafen, sprechen und ähnliche).

Module III: Separable verbs

To comprehend the change in meaning that the verbs undergo when used as such, Treatment of such verbs with separable prefixes

Module IV: Reading and comprehension

Reading and deciphering railway schedules/school time table , Usage of separable verbs in the above context

Module V: Accusative case

Accusative case with the relevant articles, Introduction to 2 different kinds of sentences – Nominative and Accusative

Module VI: Accusative personal pronouns

Nominative and accusative in comparison, Emphasizing on the universal applicability of the pronouns to both persons and objects

Module VII: Accusative prepositions

Accusative prepositions with their use, Both theoretical and figurative use

Module VIII: Dialogues

Dialogue reading: 'In the market place', 'At the Hotel'

Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

C - Project + Presentation

I - Interaction/Conversation Practice

Text & References:

- Wolfgang Hieber, Lernziel Deutsch
- Hans-Heinrich Wangler, Sprachkurs Deutsch
- Schulz Griesbach, Deutsche Sprachlehre für Ausländer
- P.L Aneja, Deutsch Interessant- 1, 2 & 3
- Rosa-Maria Dallapiazza et al, Tangram Aktuell A1/1,2
- Braun, Nieder, Schmoe, Deutsch als Fremdsprache 1A, Grundkurs



Course Name	Course Code	LTP	Credit	Semester
SPANISH – II	FLS201	2:0:0	2	2

#### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	<b>Identify</b> and <b>express</b> in Spanish vocabulary and grammar norms
<b>CLO 2</b>	<b>Interpret</b> different types of texts as well as cultural ideas and themes
<b>CLO 3</b>	<b>Demonstrate</b> comprehension of nuance between script and sound in Spanish
<b>CLO 4</b>	<b>Narrate</b> clearly ideas, themes in simple standard Spanish

#### B. SYLLABUS

##### Course Contents:

##### Module I

Revision of earlier modules.

##### Module II

Some more AR/ER/IR verbs. Introduction to root changing and irregular AR/ER/IR ending verbs

##### Module III

More verbal phrases (eg, Dios Mio, Que lastima etc), adverbs (*bueno/malo, muy, mucho, bastante, poco*). Simple texts based on grammar and vocabulary done in earlier modules.

##### Module IV

Possessive pronouns

##### Module V

Writing/speaking essays like my friend, my house, my school/institution, myself....descriptions of people, objects etc, computer/internet related vocabulary

##### Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

C – Project + Presentation

I – Interaction/Conversation Practice

##### Text & References:

- Español, En Directo I A
- Español Sin Fronteras

Course Name	Course Code	LTP	Credit	Semester
CHINESE – II	FLC201	2:0:0	2	2

#### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	<b>Read, write and speak approx. 100</b> New Chinese words and understand basic grammar points.
<b>CLO 2</b>	<b>Interpret</b> words, phrases and sentences of day today conversation related to hobbies and abilities, gratitude, apology and welcome, time, weather and directions
<b>CLO 3</b>	<b>Write</b> Chinese characters, simple sentence and a paragraph on simple topic like ‘Self Introduction’ and dialogue writing on “Conversation between two friends exchanging Personnel Information”.
<b>CLO 4</b>	<b>Communicate</b> with Chinese speaking people using words, phrases and sentences related to hobbies and abilities. Express gratitude, apology and welcome

#### B. SYLLABUS

Course Contents:

Module I

**Drills**

**Practice reading aloud**

**Observe Picture and answer the question.**

**Tone practice.**

**Practice using the language both by speaking and by taking notes.**

**Introduction of basic sentence patterns.**

**Measure words.**

**Glad to meet you.**

Module II

**Where do you live?**

**Learning different colors.**

**Tones of “bu”**

**Buying things and how much it costs?**

**Dialogue on change of Money.**

**More sentence patterns on Days and Weekdays.**

**How to tell time. Saying the units of time in Chinese. Learning to say useful phrases like – 8:00, 11:25, 10:30**

**P.M. everyday, afternoon, evening, night, morning 3:58, one hour, to begin, to end ..... etc.**

**Morning, Afternoon, Evening, Night.**

Module III

**Use of words of location like-li, wais hang, xia**

**Furniture – table, chair, bed, bookshelf,.. etc.**

**Description of room, house or hostel room.. eg what is placed where and how many things are there in it?**

**Review Lessons – Preview Lessons.**

**Expression ‘yao’, ‘xiang’ and ‘yaoshi’ (if).**

**Days of week, months in a year etc.**

**I am learning Chinese. Is Chinese difficult?**

Module IV

**Counting from 1-1000**

Use of “chang-chang”.

**Making an Inquiry – What time is it now? Where is the Post Office?**

**Days of the week. Months in a year.**

Use of Preposition – “zai”, “gen”.

Use of interrogative pronoun – “duoshao” and “ji”.

“Whose”??? Sweater etc is it?

**Different Games and going out for exercise in the morning.**

Module V

**The verb “qu”**

**Going to the library issuing a book from the library**

**Going to the cinema hall, buying tickets**

**Going to the post office, buying stamps**

**Going to the market to buy things.. etc**

**Going to the buy clothes .... Etc.**

**Hobby. I also like swimming.**

**Comprehension and answer questions based on it.**

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>15</b>	<b>5</b>

**C – Project +Presentation**

**I – Interaction/Conversation Practice**

Text & References:

- “Elementary Chinese Reader Part I” Lesson 11-20

Course Name	Course Code	LTP	Credit	Semester
FINANCIAL MANAGEMENT/(FM-F9)	BCH381	3:01:0	4	3

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Understand the financial objective of the firm, and the key decision rules that stem from this objective
<b>CLO 2</b>	Apply financial mathematics and use it for valuation of securities (Shares & Debts)
<b>CLO 3</b>	Apply the capital budgeting process techniques to complex valuation situations including the calculation of weighted average cost of capital
<b>CLO 4</b>	Understand the concepts of risk in a financial context, and be able to compare and apply the various approaches to manage these risks

### B. SYLLABUS

#### Course Contents:

#### Module I: Financial Management Function & Financial Management Environment

The nature and purpose of financial management, Financial objectives and relationship with corporate strategy, Stakeholders and impact on corporate objectives, Financial and other objectives in not for-profit organisations, The economic environment for business, The nature and role of financial markets and institutions,. The nature and role of money markets

#### Module II: Working Capital Management

The nature, elements and importance of working capital, Management of inventories, accounts receivable, accounts payable and cash, determining working capital needs and funding strategies

#### Module III: Investment Appraisal

Investment appraisal techniques, allowing for inflation and taxation in DCF, Adjusting for risk and uncertainty in investment appraisal, Specific investment decisions (lease or buy, asset replacement, capital rationing)

#### Module IV: Business Finance & Business Valuations

Sources of, and raising, business finance, Estimating the cost of capital, Sources of finance and their relative costs, Capital structure theories and practical considerations, Finance for small- and medium sized entities (SMEs), Nature and purpose of the valuation of business and financial assets, Models for the valuation of shares, The valuation of debt and other financial assets, Efficient market hypothesis (EMH) and practical considerations in the valuation of shares

#### Module V: Risk Management

The nature and types of risk and approaches to risk management, Causes of exchange rate differences and interest rate fluctuations, Hedging techniques for foreign currency risk, Hedging techniques for interest rate risk

#### Evaluation Scheme:

Components	A	CT	CA	EE
Weightage (%)	05	15	30	50

#### Text & References:

- Kaplan Publishing, ACCA Financial Management (FA)
- Brearly, R. A., S. C. Myers, & F. Allen. (2011). Principles of Corporate Finance, 10th Ed, McGraw-Hill Irwin
- Chandra, P. (2008). Financial Management., 7th Ed, Tata McGraw-Hill

- Damodaran, A. (2005). Corporate Finance: Theory and Practice, 2nd Ed, Wiley & Sons
- Khan M. Y. & P. K. Jain (2009). Financial Management, 9th Ed, Tata McGraw Hill.
- Pandey, I. M. (2010). Financial Management, 9th Ed., Vikas Publishing House
- Pike, R. & B. Neale (1998). Corporate Finance and Investment: Decisions and Strategies, Prentice Hall of India
- Ross, S. A., R. W. Westerfield, & J. Jaffe. (2008) Corporate Finance. 8th Ed, McGraw-Hill Irwin.
- Rustagi, R. P. (1999). Financial Management: Theory, Concepts and Problems, Galgotia Publishing Company
- Van Horne, J. C. (1995). Financial Management and Policy, 10th Ed, Prentice Hall of India

Course Name	Course Code	LTP	Credit	Semester
FINANCIAL REPORTING-I/(FR-I-F7)	BCH382	3:01:0	4	3

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Understand the use and application of the IFRS (and Ind AS in India)
<b>CLO 2</b>	Accounting for transactions using accounting standards
<b>CLO 3</b>	Preparation of single entity financial statement
<b>CLO 4</b>	Analysis & interpretation of accounting statements

## SYLLABUS

Course Contents:

### Module I: Use of IFRS and Ind AS

Understand the application of IFRS in India through the use of Ind AS - the applicability of Ind AS - the mapping of Ind AS to IFRS - differences between IFRS & Ind AS - the list of IFRS (Ind AS) - Process of transition to IFRS for the first time

### Module II: Application of IFRS (Ind AS) for Transactions

Asset based standards such as PPE, Intangible assets, borrowing costs, impairment of assets, inventory & biological assets, provisions & contingencies, events after reporting period, accounting policies, estimates & errors

### Module III: Revenue Recognition

Understand the principles of recognising revenue of the business - revenue recognition for goods, services, interest and dividends - concept of deferred income and accounting thereof

### Module IV: Preparation & Presentation Of Financial Statements

Thorough knowledge of preparation & presentation of financial statements by incorporating the effects of the accounting standards (covered in module 2& 3 only) - statement of profit or loss and other comprehensive income - statement of financial position (Balance sheet)

### Module: Analysis of Financial Statements

Analyse the financial performance of an entity using the financial statements - use of ratios in performance evaluation - trend analysis - comparison with competition or industry average.

## Evaluation Scheme:

Components	A	CT	CA	EE
Weightage (%)	05	15	30	50

### Text & References:

- Kaplan Publishing, ACCA Financial Reporting (FR)
- P.C. Tulsian "Tulsian's financial reporting, S. Chand, March 2014.
- William J. Bruns, Cengage "Financial Reporting & Management Accounting", Learning India Pvt. Ltd, July 2010.
- C.A. Praveen Sharma "Financial Reporting with Accounting Standards", Pooja Law Publishing Company, January 2013.
- Raiyani Jagdish, Dr. Gaurav Lodha, "International Financial Reporting Standards and Indian Accounting Practices, New Century Publications.

Course Name	Course Code	LTP	Credit	Semester
COST AND MANAGEMENT ACCOUNTING - I / (MA-F2)	BCH380	2:01:0	3	3

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Knowledge and understanding of nature, purpose and scope of managerial information
<b>CLO 2</b>	Understanding the concept of costs
<b>CLO 3</b>	Methods of costing - absorption & marginal costin
<b>CLO 4</b>	Use of budgets and standard costs for planning & control

### B. SYLLABUS

Course Contents:

#### Module I: Information for Management

Sources of data (internal & external) –concept of cost – cost classification based on nature of expenses, function, variability – cost behaviour with use of graphs – concept of cost objects, cost units & cost centres- Data analysis and statistical techniques

#### Module II: Accounting For Costs – Material & Labour

Accounting for material costs – ordering, receiving & issuing material –methods of valuing purchases and issues (FIFO & Weighted Average methods only) – EOQ – inventory levels – Accounting for labour – direct & indirect cost of labour – remuneration methods (individual & group) – labour turnover – overtime & idle time – labour efficiency, capacity & volume ratios

#### Module III: Accounting for costs – Overheads

Accounting for overheads - allocation of overheads to production & nonproduction departments - apportion service overheads to production departments - production overhead absorption rates - entries for accounting of material, labour & overhead costs

#### Module IV: Methods of Costing

Understanding of applying job & batch costing, Process costing (including joint products & by-products, equivalent production), service costing - understand the differences between absorption & marginal costing

#### Module V: Budgeting & Standard Costs

Understand the use of budgets and standard costs for planning & control - flexible budgets - reconciliation budgeted profits with actual - meaning & calculation of standard costs - computation of simple variances v/s budgets & standards

Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & References:

- **Kaplan Publishing, ACCA Management Accounting (MA)**
- Arora, M. N. (2015) *Cost and Management Accounting (Theory and Problems)*, 4th Edition, Himalaya Publishing House.
- Jawahar, L & Srivastava, S (2013) *Cost Accounting*, 5th edition, Mc Graw Hill Education
- Jain, P. K. (2013) *Cost Accounting*, 3rd edition, Tata Mc Graw Hill Education
- Maheshwari, S.N. & Maheswari, S.K. (2012) *Cost Accounting*, 10th Edition, Sultan Chand Publication

Course Name	Course Code	LTP	Credit	Semester
INDIRECT TAXES AND AMENDMENTS/(TX-F6)	BCH384	2:01:0	3	3

#### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Understand the taxation structure of India
<b>CLO 2</b>	Be acquainted with the Indirect Taxes existed prior to GST in India
<b>CLO 3</b>	Know the concepts related to GST
<b>CLO 4</b>	Understand the mechanism of GST
<b>CLO 5</b>	Understand the implementation process of GST
<b>CLO6</b>	Understand the payment and return filing process under GST system

#### B. SYLLABUS

##### Module I

Overview of Indirect Taxation in India; Various Indirect Taxes Available prior to GST- Excise Duty; Concept, Goods-Excisable Goods; Classification and valuation of Goods; Administration, Storage, Accounting & Clearance of Goods, Central Excise (CENVAT), Assessment, Tax Planning in Excise Custom Duty: Introduction, Concept, Nature and types of duties, classification, Valuation and different types of forms used in custom, Tax planning in custom, Import and export procedure in customs, Export incentive scheme. VAT, Service Tax: Concept, provisions and procedure, Taxable services.

#### Module II

Overview of GST-Implementation of GST, Liability of the Tax Payer, GST Network, GST Council; Levy of GST, Composition Scheme, Remission of Tax / Duty, Registration under GST, Special Persons, Amendments / Cancellation, Overview of the IGST Act- Other Provisions, Place of Supply of Goods & Services-Introduction, Registered and Unregistered Persons, GST Portal- GST Eco-system, GST Suvidha Provider (GSP)

#### Module III

Meaning and Scope of Supply-Taxable Supply, Supply of Goods and Supply of Services, Course or Furtherance of Business, Special Transactions. Time of Supply-Time of Supply - Goods, Time of Supply -Services, Other Points, Transaction Value, Valuation Rules under GST

#### Module IV

Payment of GST-Procedure; Time of GST Payment, Challan Generation & CPIN, TDS & TCS, Electronic Commerce-Tax Collected at Source (TCS), Procedures for E-commerce Operator. Job Work-Introduction, Concept of Input Tax Credit-Input Service Distributors, Legal Formalities for an ISD, Distribution of Credit, Matching of Input Tax Credit- Returns, GSTR-2, Other Taxable Persons, Annual Return, Uploading Invoices.

#### Evaluation Scheme:

Components	A	CT	CA	EE
Weightage (%)	05	15	30	50

#### Text & References:

- Reports from Central Board of Excise & Custom- [www.cbec.gov.in](http://www.cbec.gov.in)
- Systematic Approach to Taxation: Containing Income Tax and GST-Girish Ahuja, Ravi Gupta, Pub. Walters Kluwer
- GST Manual (November 2017 Edition)-Taxmann

Course Name	Course Code	LTP	Credit	Semester
MACRO ECONOMICS ANALYSIS-I	BCH362	2:01:0	3	3

#### A. COURSE LEARNING OUTCOMES (CLO)



At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Demonstrate adequate knowledge & understanding of the macroeconomic concepts and theories
<b>CLO 2</b>	Distinguish between economic concepts and measurements as well as creation and interpretation of graphs
<b>CLO 3</b>	Calculate various macroeconomic indicators/ variables and analyze the relationship between these variables
<b>CLO 4</b>	Argue various macroeconomic determinants and evaluate their impact on real life.

## B. SYLLABUS

### Course Contents:

#### Module I

National Income and its dimensions: GDP, GNP, NNP and NDP at market price and at factor cost, Measurements of national income: income method, expenditure method and value added method, problems in the estimation of national income, Concepts of real and nominal: income at current price and income at constant price

#### Module II

Meaning of inflation, deflation and stagflation, demand pull and cost push inflation, Measurement of Inflation: wholesale price index, consumer price index and GDP deflator, economic and social effects of inflation

#### Module III

Function of commercial bank and Central Bank, Money: Definition, function and Demand and supply of Money, Aggregate demand and Aggregate supply, Keynesian equilibrium output and price, Business Cycles, Unemployment

#### Module IV

Monetary Policy: meaning objectives and instruments of monetary policy, monetary policy development in India, Limitation of monetary policy. Fiscal Policy: meaning objectives and instruments of fiscal policy, fiscal policy and stabilization in the economy, Limitation of fiscal policy

### Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

### Text & References:

- Souza, Errol D (2012). Macroeconomics, 2<sup>nd</sup> Ed, Pearson Education

Schiller, B. R., & Gebhardt, K. (2019). *The Macro Economy Today*. New York: Mc Graw Hill education (India) Private Limited .

- Dornbusch, R., Fischer, S., & Startz, R. (2004). Macroeconomics, 9<sup>th</sup> Ed, McGraw-Hill
- Ahuja, H. L. (2006). Macro Economics, S. Chand & Company Ltd.
- Agarwal, V. (2010). Macroeconomics Theory and Policy, 1<sup>st</sup> Ed, Pearson India
- Mankiw, N. G. (2012). Macroeconomics, 8<sup>th</sup> Ed, Worth Publishers
- Barro, R. J. (1997). Macroeconomics, 5<sup>th</sup> Ed, The MIT Press
- Salvatore, D. (2012). Introduction to International Economics, 3<sup>rd</sup> Ed, John Wiley & Sons
- Branson, W. H. (1989). Macroeconomic Theory and Policy, 3<sup>rd</sup> Ed, HarperCollins India

- Shapiro, E. (1982). Macro Economic Analysis, 5<sup>th</sup> Edition, Tata McGraw Hill.
- Dwivedi, D. N. (2003). Macroeconomics Theory and Policy, 4<sup>th</sup> Ed, Tata McGraw Hill.

Course Name	Course Code	LTP	Credit	Semester
ENVIRONMENT STUDIES	EVS001	3:01:0	4	3

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Understand the importance, need and scope of the subject.
<b>CLO 2</b>	Evaluate local, regional and global environmental topics related to resource use and management
<b>CLO 3</b>	Measure environmental variables and interpret results.
<b>CLO 4</b>	Interpret the results of scientific studies of environmental problems and propose solutions to these

### B. SYLLABUS

Course Contents:

#### Module I: The multidisciplinary nature of environmental studies

Definition, scope and importance, Need for public awareness

#### Module II: Natural Resources Renewable and non-renewable resources

Natural resources and associated problems, Forest resources: Use and over-exploitation, deforestation, case studies. Timber extraction, mining, dams and their effects on forests 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. Food resources: World food problems, changes caused by agriculture and overgrazing, effects of modern agriculture, fertilizer pesticide problems, water logging, salinity, case studies. Energy resources: Growing energy needs, renewable and non-renewable energy sources, use of alternate energy sources, case studies. Land resources: Land as a resource, land degradation, man induced landslides, soil erosion and desertification. Role of an individual in conservation of natural resources, Equitable use of resources for sustainable lifestyles.

#### Module III: Ecosystems

Concept of an ecosystem, Structure and function of an ecosystem Producers, consumers and decomposers Energy flow in the ecosystem, Ecological succession, Food chains, food webs and ecological pyramids, Introduction, types, characteristic features, structure and function of the following ecosystem: Forest ecosystem, Grassland ecosystem, Desert ecosystem, Aquatic ecosystems (ponds, streams, lakes, rivers, ocean estuaries)

#### Module IV: Biodiversity and its conservation

Introduction - Definition: genetic, species and ecosystem diversity Biogeographical classification of India Value of biodiversity: consumptive use, productive use, social, ethical aesthetic and option values Biodiversity at global, national and local levels India as a mega-diversity nation Hot-spots of biodiversity Threats to biodiversity: habitat loss, poaching of wildlife, man wildlife conflicts

Endangered and endemic species of India Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity

### Module V: Environmental Pollution

Definition Causes, effects and control measures of: a. Air pollution b. Water pollution c. Soil pollution d. Marine pollution e. Noise pollution f. Thermal pollution g. Nuclear pollution

Solid waste management: Causes, effects and control measures of urban and industrial wastes. Role of an individual in prevention of pollution, Pollution case studies Disaster management: floods, earthquake, cyclone and landslides.

### Module VI: Social Issues and the Environment

From unsustainable to sustainable development, Urban problems and related to energy Water conservation, rain water harvesting, watershed management Resettlement and rehabilitation of people; its problems and concerns, Case studies, Environmental ethics: Issues and possible solutions Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust. Case studies, Wasteland reclamation Consumerism and waste products Environmental Protection Act Air (Prevention and Control of Pollution) Act Water (Prevention and control of Pollution) Act, Wildlife Protection Act, Forest Conservation Act, Issues involved in enforcement of environmental legislation, Public awareness

### Module VII: Human Population and the Environment

Population growth, variation among nations, Population explosion - Family Welfare Programmes, Environment and human health, Human Rights, Value Education, HIV / AIDS

Women and Child Welfare, Role of Information Technology in Environment and Human Health Case Studies

### Module VIII: Field Work

Visit to a local area to document environmental assets-river / forest/ grassland/ hill/ mountain. Visit to a local polluted site - Urban / Rural / Industrial / Agricultural Study of common plants, insects, birds Study of simple ecosystems-pond, river, hill slopes, etc (Field work equal to 5 lecture hours)

### Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

### Text & References:

- Agarwal, K.C. 2001 Environmental Biology, Nidi Publ. Ltd. Bikaner.
- Bharucha Erach, The Biodiversity of India, Mapin Publishing Pvt. Ltd., Ahmedabad 380 013, India, Email:mapin@icenet.net(R)
- Brunner R.C., 1989, Hazardous Waste Incineration, McGraw Hill Inc. 480p
- Clark R.S., Marine Pollution, Clanderson Press Oxford (TB)
- Cunningham, W.P. Cooper, T.H. Gorhani, E & Hepworth, M.T. 2001, Environmental Encyclopedia, Jaico Publ. House,
- Mumabai, 1196p
- De A.K., Environmental Chemistry, Wiley Eastern Ltd.
- Down to Earth, Centre for Science and Environment (R)
- Gleick, H.P. 1993. Water in Crisis, Pacific Institute for Studies in Dev., Environment & Security. Stockholm Env. Institute
- Oxford Univ. Press. 473p
- Hawkins R.E., Encyclopedia of Indian Natural History, Bombay Natural History Society, Bombay (R)
- Heywood, V.H & Waston, R.T. 1995. Global Biodiversity Assessment. Cambridge Univ. Press 1140p.
- Jadhav, H & Bhosale, V.M. 1995. Environmental Protection and Laws. Himalaya Pub. House, Delhi 284 p.
- Mckinney, M.L. & School, R.M. 1996. Environmental Science Systems & Solutions, Web enhanced edition. 639p.
- □□Mhaskar A.K., Matter Hazardous, Techno-Science Publication (TB)
- Mhaskar A.K., Matter Hazardous, Techno-Science Publication (TB)
- Miller T.G. Jr. Environmental Science, Wadsworth Publishing Co. (TB)

- Odum, E.P. 1971. Fundamentals of Ecology. W.B. Saunders Co. USA, 574p
- Rao M.N. & Datta, A.K. 1987. Waste Water treatment. Oxford & IBH Publ. Co. Pvt. Ltd. 345p.
- Sharma B.K., 2001. Environmental Chemistry. Geol Publ. House, Meerut
- Survey of the Environment, The Hindu (M)
- Townsend C., Harper J, and Michael Begon, Essentials of Ecology, Blackwell Science
- Trivedi R.K., Handbook of Environmental Laws, Rules Guidelines, Compliances and Standards, Vol I and II, Enviro Media (R)
- Trivedi R. K. and P.K. Goel, Introduction to air pollution, Techno-Science Publication (TB)
- Wanger K.D., 1998 Environmental Management. W.B. Saunders Co. Philadelphia, USA 499p

Course Name	Course Code	LTP	Credit	Semester
Anandam	AND003	0:0:04	2	3

#### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

CLO 1	Awareness and empathy regarding community issues
CLO 2	Interaction with the community and impact on society
CLO 3	Interaction with mentor and development of Student teacher relationship
CLO 4	Interaction among students, enlarge social network
CLO 5	Cooperative and Communication skills and leadership qualities
CLO 6	Critical thinking, Confidence and Efficiency

#### B. SYLLABUS

##### Course Contents:

##### The project report should be guided by the mentor and shall contain:

- **Synopsis:** clearly stating objectives and activities to be undertaken. Problem identifying and problem-solving projects to be taken up.
- Details of the **Mentor and the Participants** are to be given (name of mentor, name of participants, phone number/mobile no, email, and address)
- Location / community where the work was carried out
- Details of Activities performed are to be given with date
- Number of beneficiaries and impact on the society (the object should be to empower the community and make them self-reliant)
- Photographs taken for documentation of work should be submitted
- Media coverage of the projects should be attached if any
- The Group Community Service Project Report will be submitted by the Student group leader under the guidance of the mentor to the Director/HoIs of the Department.

- The Director/HoIs should get the best report (more than one if required) of the Group Community Service Project uploaded on the HTE website and on the University page
- The Director/HoIs will forward the best report of the department to the Nodal Officer of the University.
- University will forward the report to the state level committee.

**GUIDELINES FOR GCSP (Group Community Service Project)  
ASSIGNMENT OF ANANDAM FOR SOCIAL AWARENESS (for students)**

1. Each member of the group shall write one blog about the decided topic of 500 words (minimum) along with any relevant photos/diagrams/statistical data (with reference).
2. The group member shall write his/her name at the end of the blog.
3. The blog shall be posted on Instagram and Facebook (apart from these any other website wherever the group seems necessary).
4. Print out of the blog where date of when the content is posted, number of followers, comments, name of the writer shall be visible will be taken and file will be maintained for the same.
5. In the cover page of the project mention heading “**Group Community Service Project**”, and the filled format of final project report given by Anandam Scheme.
6. For the topic chosen by the group, students are recommended to cover the following points:
  - a) Current scenario (Regional, national and international level as applicable)
  - b) Future predictions
  - c) Duty of the government
  - d) Government policies (related to the topic), if any
  - e) Duty of public
  - f) Conclusion

**Evaluation Scheme:**

Project Participation: 2 hours X 8 days (per month) X 4 months = 64 hours

- **C grade =32 hrs (Below 20 marks)**
- **B grade >32 hrs to <=44hrs (20-30 marks)**
- **A grade >44 hrs to<=54hrs (30-40 marks)**
- **O grade >54 hrs to<=64hrs (40-50 marks)**

**Evaluation Criteria:**

Respective Departmental Anandam mentors are requested to evaluate the project (out of 50) as per the following criteria:

1. Position and exceptions, if any, are clearly stated. The organization of the blog is completely and clearly outlined and implemented.
2. The body of the blog is coherently organized, original and the logic is easy to follow. There is no spelling or grammatical errors and terminology is clearly defined. Writing is clear, concise, and persuasive.
3. Conclusion is clearly stated. The underlying logic is explicit.

Course Name	Course Code	LTP	Credit	Semester
Professional Communication Skills	BCS 301	1:0:0	1	1

## B. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Inculcating creative thinking skills
<b>CLO 2</b>	Construct and showcase their communication skills in a creative manner.
<b>CLO 3</b>	Comprehending and demonstrating ways of self-introduction
<b>CLO 4</b>	Outlining and illustrating presentation Skills

## B. SYLLABUS

<b>Topic</b>
Self-Actualization (Baseline, Self-Image Building, SWOT, Goal Setting)
Telephone Etiquette
GD-1 (Basics, Do's & Don'ts, Mannerism, Dynamics, GD Markers)
Book Review Presentation

## EXAMINATION SCHEME:

<b>Components</b>	Self Introduction	GD	Book Review Presentation	Attendance
Weightage (%)	30	35	30	5

## SUGGESTED READINGS

- Business Communication, Raman – Prakash, Oxford
- Creative English for Communication, Krishnaswamy N, Macmillan
- Textbook of Business Communication, Ramaswami S, Macmillan
- Writing Skills, Coe/Rycroft/Ernest, Cambridge

Course Name	Course Code	LTP	Credit	Semester
BEHAVIOURAL SCIENCE - III (INTERPERSONAL COMMUNICATION AND RELATIONSHIP MANAGEMENT)	BSS 303	1:0:0	1	1

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to

<b>CLO 1</b>	Demonstrate knowledge of strategies for developing a healthy interpersonal communication
<b>CLO 2</b>	Recognize the importance of transactional analysis, script analysis
<b>CLO 3</b>	Identify the difference between healthy and unhealthy expression of emotions and develop emotional competence necessary for conflict resolution and impression management
<b>CLO 4</b>	Demonstrate knowledge of strategies for developing a healthy interpersonal relationship

### Course Contents:

#### Module I: Interpersonal Communication

Importance of Behavioural/ Interpersonal Communication

Types – Self and Other Oriented

Rapport Building – NLP, Communication Mode

Steps to improve Interpersonal Communication

#### Module II: Interpersonal Styles

Transactional Analysis

Life Position/Script Analysis

Games Analysis

Interactional and Transactional Styles

Bridging differences in Interpersonal Relationship through TA

Communication Styles

#### Module III: Conflict Management and Negotiation

Meaning and Nature of conflicts

Styles and techniques of conflict management

Meaning of Negotiation

Process and Strategies of Negotiation

Interpersonal Communication: Conflict Management and Negotiation

#### Module IV: Interpersonal Relationship Development

Importance of Interpersonal Relationships

Interpersonal Relationship Skills

Types of Interpersonal Relationships

Relevance of Interpersonal Communication in Relationship Development

#### Module V: Impression Management

Meaning & Components of Impression Management

Impression Management Techniques

Impression Management Training-Self help and Formal approaches

**Examination Scheme:**

<b>Components</b>	<b>SAP</b>	<b>JOS</b>	<b>FC/MA/CS/HA</b>	<b>P/V/Q</b>	<b>A</b>
<b>Weightage (%)</b>	25	15	30	25	05

**SAP-** Social Awareness Programme; **JOS-**Journal of Success; **HA-**Home Assignment; **P-** Presentation; **V-**Viva; **Q-**Quiz; **FC-** Flip class; **MA-** Movie Analysis; **CS-** Case study; **A-** Attendance

**Text & References:**

- Vangelist L. Anita, Mark N. Knapp, Inter Personal Communication and Human Relationships: Third Edition, Allyn and Bacon
- Julia T. Wood. Interpersonal Communication everyday encounter
- Beebe, Beebe and Redmond; Interpersonal Communication, 1996; Allyn and Bacon Publishers.
- Rosenfeld, P., Giacalone, R.A. and Catherine, A.R. (2003). Impression Management: Building and Enhancing Reputations at Work. Thomson Learning, Singapore.



Course Name	Course Code	LTP	Credit	Semester
FRENCH - III	FLN301	2:0:0	2	3

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	<b>Identify</b> and express in French vocabulary and grammar norms
<b>CLO 2</b>	<b>Interpret</b> different types of texts as well as cultural ideas and themes.
<b>CLO 3</b>	<b>Demonstrate comprehension</b> of nuance between script and sound in French
<b>CLO 4</b>	<b>Narrate clearly</b> ideas, themes in simple standard French

### B. SYLLABUS

Course Contents:

Module B: pp. 76 – 88 Module 6

Module C: pp. 89 to 103 Module 7

Contenu lexical: Module 6: se faire plaisir

1. acheter : exprimer ses choix, décrire un objet (forme, dimension, poids et matières) payer
2. parler de la nourriture, deux façons d'exprimer la quantité, commander un repas au restaurant
3. parler des différentes occasions de faire la fête

Module 7: Cultiver ses relations

1. maîtriser les actes de la communication sociale courante  
(Salutations, présentations, invitations, remerciements)
2. annoncer un événement, exprimer un souhait, remercier,  
s'excuser par écrit.
3. caractériser une personne (aspect physique et caractère)

Contenu grammatical:

1. accord des adjectifs qualificatifs
2. articles partitifs
3. Négations avec de, ne...rien/personne/plus
4. Questions avec combien, quel...
5. expressions de la quantité
6. ne...plus/toujours - encore
7. pronoms compléments directs et indirects
8. accord du participe passé (auxiliaire « avoir ») avec  
l'objet direct
9. Impératif avec un pronom complément direct ou indirect
10. construction avec « que » - Je crois que/ Je pense que/ Je  
sais que

Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

C - Project + Presentation

I - Interaction/Conversation Practice

Text & References:

- le livre à suivre : Campus: Tome 1

Course Name	Course Code	LTP	Credit	Semester
GERMAN - III	FLG301	2:0:0	2	3

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

CLO 1	<b>Identify</b> and <b>express</b> in German vocabulary and grammar norms
CLO 2	<b>Interpret</b> different types of texts as well as cultural ideas and themes.
CLO 3	<b>Demonstrate</b> comprehension of nuance between script and sound in German
CLO 4	<b>Narrate</b> clearly ideas, themes in simple standard German

### B. SYLLABUS

Course Contents:

Module I: Modal verbs

Modal verbs with conjugations and usage

Imparting the finer nuances of the language

Module II: Information about Germany (ongoing)

Information about Germany in the form of presentations or "Referat"- neighbors, states and capitals, important cities and towns and characteristic features of the same, and also a few other topics related to Germany.

Module III: Dative case

Dative case, comparison with accusative case

Dative case with the relevant articles

Introduction to 3 different kinds of sentences – nominative, accusative and dative

Module IV: Dative personal pronouns

Nominative, accusative and dative pronouns in comparison

Module V: Dative prepositions

Dative preposition with their usage both theoretical and figurative use

Module VI: Dialogues

In the Restaurant,

At the Tourist Information Office,

A telephone conversation

Module VII: Directions

Names of the directions

Asking and telling the directions with the help of a roadmap

Module VIII: Conjunctions

To assimilate the knowledge of the conjunctions learnt indirectly so far

Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

C - Project + Presentation I - Interaction/Conversation Practice

#### Text & References:

- Wolfgang Hieber, Lernziel Deutsch
- Hans-Heinrich Wangler, Sprachkurs Deutsch
- Schulz Griesbach, Deutsche Sprachlehre für Ausländer
- P.L Aneja, Deutsch Interessant- 1, 2 & 3
- Rosa-Maria Dallapiazza et al, Tangram Aktuell A1/1,2
- Braun, Nieder, Schmöe, Deutsch als Fremdsprache 1A, Grundkurs

Course Name	Course Code	LTP	Credit	Semester
SPANISH – III	BLS301	2:0:0	2	3

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	To enable the students to talk about a place like, classroom, market, neighborhood and location of thing with the use of prepositions.
<b>CLO 2</b>	To talk about one's likes/dislikes, how one is feeling, to express opinions, pain and illness
<b>CLO 3</b>	Speaking about prices/currency/ market and quantity
<b>CLO 4</b>	To discuss near future plans ( Ir + a +inf. )
<b>CLO5</b>	To talk about actions in process. (Present continuous form)

### B. SYLLABUS

Course Contents:

Module I

Revision of earlier semester modules

Set expressions (idiomatic expressions) with the verb *Tener, Poner, Ir...*

Weather

Module II

Introduction to *Gustar...* and all its forms. Revision of *Gustar* and usage of it

Module III

Translation of Spanish-English; English-Spanish. Practice sentences.

How to ask for directions (using *estar*)

Introduction to IR + A + INFINITIVE FORM OF A VERB

Module IV

Simple conversation with help of texts and vocabulary

En el restaurante

En el instituto

En el aeropuerto

Module V

Reflexives

Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

C - Project + Presentation

I - Interaction/Conversation Practice

Text & References:

- Español, En Directo I A
- Español Sin Fronteras -Nivel Elemen

Course Name	Course Code	LTP	Credit	Semester
CHINESE – III	FLC301	02:0:0	2	3

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	<b>Read, write and speak approx. 50</b> New Chinese words and understand basic grammar points
<b>CLO 2</b>	<b>Interpret</b> words, phrases and sentences of day today conversation related to size, quantity, shopping, communication, study, work and feelings
<b>CLO 3</b>	<b>Write</b> Chinese characters, simple sentence and a paragraph on Self Introduction
<b>CLO 4</b>	<b>Communicate</b> with Chinese speaking people using words, phrases and sentences related to size, quantity, shopping, communication, study, work and feelings

### B. SYLLABUS

#### Course Contents:

##### Module I

Drills, Dialogue practice, Observe picture and answer the question., Introduction of written characters.

Practice reading aloud, Practice using the language both by speaking and by taking notes.

Character writing and stroke order

##### Module II

Measure words, Position words e.g. inside, outside, middle, in front, behind, top, bottom, side, left, right, straight., Directional words – beibian, xibian, nanbian, dongbian, zhongjian., Our school and its different building locations., What game do you like? Difference between “hui” and “neng”, “keyi”.

##### Module III

Changing affirmative sentences to negative ones and vice versa

Human body parts.

Not feeling well words e.g. ; fever, cold, stomach ache, head ache.

Use of the modal particle “le”

Making a telephone call Use of “jiu” and “cal” (Grammar portion)

Automobiles e.g. Bus, train, boat, car, bike etc.

Traveling, by train, by airplane, by bus, on the bike, by boat.. etc.

##### Module IV

The ordinal number “di”

“Mei” the demonstrative pronoun e.g. mei tian, mei nian etc.

use of to enter to exit Structural particle “de” (Compliment of degree). Going to the Park. Description about class schedule during a week in school. Grammar use of “li” and “cong”. Comprehension reading followed by questions.

##### Module V

Persuasion-Please don't smoke. Please speak slowly Praise – This pictorial is very beautiful

Opposites e.g. Clean-Dirty, Little-More, Old-New, Young-Old, Easy-Difficult, Boy-Girl, Black-White, Big-Small, Slow-Fast ... etc. Talking about studies and classmates Use of “it doesn’t matter” Enquiring about a student, description about study method.

Grammar: Negation of a sentence with a verbal predicate.

Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

C – Project + Presentation

I – Interaction/Conversation Practice

Text & References:

- “Elementary Chinese Reader Part I, Part-2” Lesson 21-30

Course Name	Course Code	LTP	Credit	Semester
FINANCIAL REPORTING – II / (FR-F7)	BCH481	03:01:0	4	4

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Application of the IFRS (and Ind AS in India) to various business contexts
<b>CLO 2</b>	Preparation of single entity financial statement and simple group financial statements

### B. SYLLABUS

#### Course Contents:

#### Module I: Application of Accounting Standards

Standards related to Incomes Taxes, cash flows, Government Grants, effects of changes in foreign exchange rates, investments in associates & joint ventures, leases, financial instruments (excluding hedge accounting & impairment of financial assets), earnings per share, investment property, non-current assets held for sale and fair value measurement

#### Module II: Preparation of Single Entity Financial Statements

Preparation of statement of changes to equity and cash flow statements for a single entity, statement of profit or loss and balance sheet with adjustments pertaining to the standards covered in module 1)

#### Module III: Group Accounts - Basics

Concept of group – concepts of parent, subsidiary & associate – concept of control of parent over subsidiary – concept of non-controlling interest – basics of consolidation – identify which entity should prepare consolidated financial statements



#### Module IV: Preparation of Consolidated Financial Statements

Consolidated financial statements (excluding group cash flow statement) for a simple group with one subsidiary and/or one associate – computation of fair value of net assets, goodwill and Non-Controlling Interest (NCI) on date of acquisition -computation of group reserves on date of consolidation – fair value adjustments on consolidation – effects of intra-group trading on consolidation – effect of disposal of parent’s investment in subsidiary in parent’s individual financial statements and in consolidated financial statements

#### Model V: Current Developments in Financial Accounting

Concept of integrated reporting – use of integrated reporting by companies – types of capital used in integrated reporting – principles of integrated reporting

#### Evaluation Scheme:

Components	A	CT	CA	EE
Weightage (%)	05	15	30	50

#### Text & References:

- Kaplan Publishing, ACCA Financial Reporting (FR)
- P.C. Tulsian “Tulsian’s financial reporting, S. Chand, March 2014.
- William J. Bruns, Cengage “Financial Reporting & Management Accounting”, Learning India Pvt. Ltd, July 2010.
- C.A. Praveen Sharma “Financial Reporting with Accounting Standards”, Pooja Law Publishing Company, January 2013.
- Raiyani Jagdish, Dr. Gaurav Lodha, “International Financial Reporting Standards and Indian Accounting Practices, New Century Publications.

Course Name	Course Code	LTP	Credit	Semester
STRATEGIC BUSINESS LEADER – I / (SBL-I)	BCH482	03:01:0	4	4

#### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

CLO 1	Evaluating effectiveness of the governance & agency system
CLO 2	Applying a range of professional skills in a corporate environment workplace
CLO 3	Understanding leadership and ethics

#### B. SYLLABUS

#### Course Contents:

#### Module I: Corporate Governance

Principle-agent relationship in the context of governance – issues connected with separation of ownership and control over organisation activity – stakeholder analysis (power & interest) using Mendelow matrix and applying it to strategy & governance – CSR and organisation as a corporate citizen in the context of governance

## Module II: Governance Approaches & Scope

Role of institutional investors in governance systems - rules v/s principles approach to governance - duties of directors, functions of the Board, composition & balance of the Board - responsibility of the Board for risk management systems & internal control - purposes, roles & responsibilities of non-executive directors

## Module III: Public Sector Governance

Compare & contrast the principles of governance in private sector, public sector, charitable trusts and NGOs - linking strategic objectives of a public sector organisation with governance systems

## Module IV: Professional Skills in Workplace

Effective communication (verbal & written, formal & informal, hierarchical) - commercial acumen (using judgement, exhibit awareness) - analytical mind (creating information and using it for the purpose of analysis in diagnosing business problems, strategic performance and evaluate strategic alternatives) - scepticism (challenging the status-quo and innovate) - evaluation (assess & appraise the business scenario)- Advise on the implications of collaborative working and partnering, such as franchising, organisation process outsourcing, shared services and global business services.

## Module V: Leadership, Ethics & Governance

Qualities of leadership - leadership & organisational culture - ethical codes & leadership in the context of governance - management behaviour & ethics - ethical threats & safeguards against the threats - handling fraud, bribery & corruption- Describe the objectives, content and limitations of, governance codes intended to apply to multiple national jurisdictions [2] i) Organisation for economic cooperation and development (OECD) Report ii) International corporate governance network (ICGN) Global Governance Principles

### Evaluation Scheme:

Components	A	CT	CA	EE
Weightage (%)	05	15	30	50

### Text & References:

- Kaplan Publishing, ACCA Strategic Business Leader (SBL)
- Vallabhaneni S Rao, Corporate Management, Governance and Ethics: Best Practices, Wiley Publication,
- Bhatia S K, Business Ethics and Corporate Governance, Deep and Deep Publications Pvt. Ltd
- Fernando AC, Business Ethics and Corporate Governance, Pearson
- Rezaee Zabihollah, Corporate Governance and Ethics, Wiley

Course Name	Course Code	LTP	Credit	Semester
STRATEGIC BUSINESS REPORTING - I / (SBR-I)	BCH483	03:01:0	4	4

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Understand the perspective of professional behaviour & compliance with accounting standards
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<b>CLO 2</b>	Reporting financial performance in accordance with accounting & reporting standards
<b>CLO 3</b>	Interpret financial performance for different stakeholder
<b>CLO 4</b>	Assess impact of changes in accounting regulatio

## B. SYLLABUS

### Course Contents:

#### Module I: Professional Behaviour & Compliance

Ethical & professional issues in financial reporting – relevance & importance of ethical & professional issues while complying with accounting standards – potential ethical implications of professional & management decisions in preparation of corporate reports – consequences of not upholding ethical principles – implications of related party relationships in preparing corporate reports

#### Module II: Reporting of Financial Performance

Recognition of revenue for goods & services, contracts, sale with right of return, agency, warranties – Non-current tangible & intangible assets recognition & de-recognition, measurement bases –income taxes including deferred taxes – provisions & contingencies – share based payments – fair value measurement

#### Module III: Interpretation of Financial Statements

Analysis & interpretation of financial information and measurement of performance – financial & non-financial performance measures – concept of integrated reporting including objectives, concepts, guiding principles and contents thereof – performance of operating segments

#### Module IV: Changes in Accounting Regulations

Current issues in financial reporting including criticisms on accounting standards – accounting implications of first time adoption of new accounting standards – potential implications of the relevant exposure drafts issued

#### Module V: First Time Adoption of IFRS/Ind AS

Concept of transition date for 1<sup>st</sup> time adoption – selection of accounting policies – process of 1<sup>st</sup> time adoption and its impact of financial performance & financial position of the business – reconciliations & disclosures for the 1<sup>st</sup> time adoption

### Evaluation Scheme:

Components	A	CT	CA	EE
Weightage (%)	05	15	30	50

### Text & References:

- Kaplan Publishing, ACCA Strategic Business Reporting (SBR)
- Villiers, Charlotte, Corporate Reporting and Company Law, Publisher, Cambridge University.
- David Young and Jacob Cohen, Corporate Financial Reporting and Analysis, 3rd Edition, Wiley publishing

Course Name	Course Code	LTP	Credit	Semester
COST AND MANAGEMENT ACCOUNTING – II / (PM-	BCH480	2:01:0	3	4

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## A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Understand & apply modern techniques of management accounting and performance management in private sector and not-for-profit organisation
<b>CLO 2</b>	Understand & apply decision making techniques in the context of resource optimisation, risk mitigation, promote efficiency
<b>CLO 3</b>	Divisional performance and transfer pricing and behavioural considerations in performance management

## B. SYLLABUS

### Course Contents:

#### Module I: Advanced Management Accounting Techniques

Activity-based-costing – cost drivers, calculation of costs per driver & per unit – Target costing – derive a target cost in manufacturing & service industry - Life cycle costing – costs involved at different stages of life cycle –Throughput accounting – theory of constraints –Throughput Accounting Ratio (TPAR) – application in a multi-product entity; and environmental accounting – management of environmental costs – accounting for environment costs

#### Module II: Advanced Budgetary Control and Standard Costing

Budgetary systems such as top-bottom, bottom-up, rolling, zero based, activity based, incremental budgets, flexed budgets – quantitative analysis using high-low method, applying learning curve model – Advanced variance analysis with material mix & yield variances, sales mix & quantity variances, planning & operational variances – performance analysis with variances – assigning the variances to the managers

#### Module III: Pricing and Decision Making Techniques

Concept of relevant costs – determination of relevance with regard to a contextual decision – opportunity costs – cost-volume-profit (CVP) relationship –Break-even point and margin of safety – estimation of target profit in single & multi-product scenario – resource optimisation in light of limiting factors – single or multiple factors – make or buy decisions. Factors affecting pricing of product or services – price elasticity of demand – demand equation – calculate optimum selling price with  $MR = MC$  equation – pricing strategies such as skimming, penetration, differential, cost-plus pricing

#### Module IV: Performance Analysis and Divisional Performance

Understand & apply financial & non-financial performance indicators (KPIs) – using Norton's Balanced Scorecard model and Fitzgerald & Moon's Building Block model for performance measurement – using Value-for-money approach for not-for-profit organisations – economy, efficiency & effectiveness approach - Mechanism for evaluating the performance of a business division and the divisional managers – tools such as Return on Investment (ROI), Residual

Income (RI) – impact of transfer pricing on divisional performance – methods of setting transfer prices

### Module V: Risk Analysis in Business Decisions and Behavioural Considerations

Understand the risk & uncertainty in short term and their impact on business decisions - apply techniques of maximax, maximin and minimax regret – use of expected value technique – decision tree – value of perfect & imperfect information – Need to factor external considerations in performance management such as environment, market conditions and stakeholder impact – illustrate how behavioural aspects affect the performance of an organisation

Evaluation Scheme:

Components	A	CT	CA	EE
Weightage (%)	05	15	30	50

Text & References:

- **Kaplan Publishing, ACCA Performance Management (PM)**
- Arora, M. N. (2015) *Cost and Management Accounting (Theory and Problems)*, 4th Edition, Himalaya Publishing House.
- Jawahar, L & Srivastava, S (2013) *Cost Accounting*, 5th edition, Mc Graw Hill Education.
- Jain, P. K. (2013) *Cost Accounting*, 3rd edition, Tata Mc Graw Hill Education
- Maheshwari, S.N. & Maheswari, S.K. (2012) *Cost Accounting*, 10th Edition, Sultan Chand Publication.

Course Name	Course Code	LTP	Credit	Semester
MACRO ECONOMICS ANALYSIS -II	BCH451	2:01:0	3	4

### C. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Understand and apply equilibrium in goods and financial markets and the composite IS-LM framework.
<b>CLO 2</b>	Understand open-economy Macroeconomics, Balance of Payments, exchange rates and general equilibrium.
<b>CLO 3</b>	Understand how to apply economic principles to a range of policy questions.

## B. SYLLABUS

### Course Objective:

This course is to familiarize the students with the concepts of macro economics so that they can use these as inputs in decision making process. Emphasis would be laid on the understanding of key economic variables which influence the individual life and the business environment in which the business operations and strategies of the firm take place.

### Course Contents:

#### Module I

Balance of Payments: Meaning and structure of balance of payments, kinds of disequilibrium in balance of payments, process of adjustment in balance of payments, Analysis of performance of Indian economy in the external sector

#### Module II

Foreign Exchange: foreign exchange market, exchange rate systems, exchange rate determination, fixed versus flexible exchange rate, Real Exchange Rate and Net Exports, Marshall-Lerner Condition, The J Curve, Devaluation in developing countries, Purchasing Power Parity

#### Module III

Walras' law, IS Curve: parametric shifts of IS Curve, Slope of IS Curve, LM Curve: impact of varying money supply, slope of LM curve, IS and LM- Fiscal and Monetary Policy; IS-LM in India

### Evaluation Scheme:

Components	A	CT	CA	EE
Weightage (%)	05	15	30	50

## Text & References:

- Souza, Errol D (2012). Macroeconomics, 2<sup>nd</sup> Ed, Pearson Education
- Dornbusch, R., Fischer, S., & Startz, R. (2004). Macroeconomics, 9<sup>th</sup> Ed, McGraw-Hill
- Ahuja, H. L. (2006). Macro Economics, S. Chand & Company Ltd.
- Agarwal, V. (2010). Macroeconomics Theory and Policy, 1<sup>st</sup> Ed, Pearson India
- Mankiw, N. G. (2012). Macroeconomics, 8<sup>th</sup> Ed, Worth Publishers
- Barro, R. J. (1997). Macroeconomics, 5<sup>th</sup> Ed, The MIT Press
- Salvatore, D. (2012). Introduction to International Economics, 3<sup>rd</sup> Ed, John Wiley & Sons
- Branson, W. H. (1989). Macroeconomic Theory and Policy, 3<sup>rd</sup> Ed, HarperCollins India
- Shapiro, E. (1982). Macro Economic Analysis, 5<sup>th</sup> Edition, Tata McGraw Hill.
- Dwivedi, D. N. (2003). Macroeconomics Theory and Policy, 4<sup>th</sup> Ed, Tata McGraw Hill.

Course Name	Course Code	LTP	Credit	Semester
DATA ANALYTICS	BCH421	2:01:0	3	4

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Learn Creating effective spreadsheets and managing large sets of data
<b>CLO 2</b>	Mastering the use of some of Excel's most popular and highly sought after functions (SUM, VLOOKUP, IF, AVERAGE, INDEX/MATCH and many more...)
<b>CLO 3</b>	Create a dynamic report with Excel PivotTables
<b>CLO 4</b>	Understand the power and versatility of Microsoft Excel's AddIn, PowerPivot
<b>CLO 5</b>	Analyze Excel Worksheet formulas to ensure clean formulas

### B. SYLLABUS

## Course Contents:

### Module I: Basics of MS Excel

Understanding Basics of Spreadsheet; Sorting Data; Filtering Data; Conditional Formatting; Inserting and Copying Formulas; Freeze Panes; Range Names, Paste Special Command, Text Functions, Count Functions, Text Functions

### Module II: Data Presentations: Graphs & Charts

Bar Chart, Line Chart, Column Chart, Pie Chart, Area Chart, Stock Chart, Surface Chart, Doughnut Chart, Scatter Diagram, Bubble Diagram, Radar diagram,

### Module III: Data Analysis using MS Excel

Basic Pivot Tables, Pivot Charts, What if Analysis: Goal Seek, Data Table, Scenario Manager; Using Data Analysis Tool for Statistical Analysis; Using Solver, NPV, IRR,

### Module IV: Data Analysis Using SPSS

Basics of SPSS, Building Variable View; Summarizing Non Parametric Data; Descriptive Statistics, Cross Tabulation, Inferential Statistics: Chi Square Test, t-test, One Way ANOVA, Correlation & Regression Analysis

## Evaluation Scheme

<b>Components</b>	<b>CA</b>	<b>A</b>	<b>CT</b>	<b>ETE</b>
<b>Weightage (%)</b>	95	5	00	00

### Text & Reference Books

- Winston, W. L., (2014). Microsoft Excel 2013: Data Analysis & Business Modeling
- Landau, S., & Everitt, B.S., (2004), A Handbook of Statistical Analysis Using SPSS, Chapman & Hall/CRC



Course Name	Course Code	LTP	Credit	Semester
INDUSTRY & COMPANY ANALYSIS	BCH422	2:01:0	3	4

## B. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Demonstrate adequate knowledge & understanding of various production sectors and industries at local and national business level
<b>CLO 2</b>	Identify study and analyze relevant global factors that influence business decision making.
<b>CLO 3</b>	Identify, extract, critically analyze and evaluate data from multiple sources and discover solutions for business challenges.
<b>CLO 4</b>	Demonstrate effective and professional communication and understanding of teamwork principles.

## B. SYLLABUS

Course Contents:

The student needs to submit a detailed study report (on the prescribed format) and present their findings on the chosen industry from the following. The discussion will lead to understanding of basic functionality of various industries, trends of key indicators, products and players & other important decisions.

Agriculture and Allied Industries	Insurance	Telecommunications
Automobiles	IT & ITeS	Textiles
Aviation	Manufacturing	Tourism and Hospitality
Banking	Media and Entertainment	Healthcare
Cement	Metals and Mining	Infrastructure
Consumer Durables	Oil and Gas	Renewable Energy
Ecommerce	Pharmaceuticals	Retail
Education and Training	Power	Gems and Jewellery
Financial Services	Railways	
FMCG	Real Estate	

Evaluation Scheme:

Components	Report	Presentations	Continuous Assessment	Attendance	Viva	EE
Weightage (%)	25	25	25	05	20	NA

References:

ANUUAL SERVEY OF INDUSTRIES  
UNCOMTRADE  
INTERNATIONAL TRADE CENTER

Course Name	Course Code	LTP	Credit	Semester
Anandam	AND004	0:0:04	2	4

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

CLO 1	Awareness and empathy regarding community issues
CLO 2	Interaction with the community and impact on society
CLO 3	Interaction with mentor and development of Student teacher relationship
CLO 4	Interaction among students, enlarge social network
CLO 5	Cooperative and Communication skills and leadership qualities
CLO 6	Critical thinking, Confidence and Efficiency

### B. SYLLABUS

#### Course Objectives:

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

- apply their knowledge and skills to solve specific community problem
- learn to plan, lead, and organize community events have a sense of belonging to their college campus and community and find something they are interested in doing during their free time
- make new friends, expand social network, and boost social skills and mental health.
- be useful to society as it will protect them against stress, frustration, and depression

#### Course Contents:

##### The project report should be guided by the mentor and shall contain:

- **Synopsis:** clearly stating objectives and activities to be undertaken. Problem identifying and problem-solving projects to be taken up.
- Details of the **Mentor and the Participants** are to be given (name of mentor, name of participants, phone number/mobile no, email, and address)
- Location / community where the work was carried out
- Details of Activities performed are to be given with date
- Number of beneficiaries and impact on the society (the object should be to empower the community and make them self-reliant)
- Photographs taken for documentation of work should be submitted
- Media coverage of the projects should be attached if any
- The Group Community Service Project Report will be submitted by the Student group leader under the guidance of the mentor to the Director/HoIs of the Department.
- The Director/HoIs should get the best report (more than one if required) of the Group Community Service Project uploaded on the HTE website and on the University page

- The Director/HoIs will forward the best report of the department to the Nodal Officer of the University.
- University will forward the report to the state level committee.

**GUIDELINES FOR GCSP (Group Community Service Project)  
ASSIGNMENT OF ANANDAM FOR SOCIAL AWARENESS (for students)**

1. Each member of the group shall write one blog about the decided topic of 500 words (minimum) along with any relevant photos/diagrams/statistical data (with reference).
2. The group member shall write his/her name at the end of the blog.
3. The blog shall be posted on Instagram and Facebook (apart from these any other website wherever the group seems necessary).
4. Print out of the blog where date of when the content is posted, number of followers, comments, name of the writer shall be visible will be taken and file will be maintained for the same.
5. In the cover page of the project mention heading “**Group Community Service Project**”, and the filled format of final project report given by Anandam Scheme.
6. For the topic chosen by the group, students are recommended to cover the following points:
  - a) Current scenario (Regional, national and international level as applicable)
  - b) Future predictions
  - c) Duty of the government
  - d) Government policies (related to the topic), if any
  - e) Duty of public
  - f) Conclusion

**Evaluation Scheme:**

Project Participation: 2 hours X 8 days (per month) X 4 months = 64 hours

- **C grade =32 hrs (Below 20 marks)**
- **B grade >32 hrs to <=44hrs (20-30 marks)**
- **A grade >44 hrs to<=54hrs (30-40 marks)**
- **O grade >54 hrs to<=64hrs (40-50 marks)**

**Evaluation Criteria:**

Respective Departmental Anandam mentors are requested to evaluate the project (out of 50) as per the following criteria:

1. Position and exceptions, if any, are clearly stated. The organization of the blog is completely and clearly outlined and implemented.
2. The body of the blog is coherently organized, original and the logic is easy to follow. There is no spelling or grammatical errors and terminology is clearly defined. Writing is clear, concise, and persuasive.
3. Conclusion is clearly stated. The underlying logic is explicit.

Course Name	Course Code	LTP	Credit	Semester
Professional Communication Skills	BCS 401	1:0:0	1	4

#### A. COURSE LEARNING OUTCOMES (CLO)

<b>CLO 1</b>	Identify steps to professional communication
<b>CLO 2</b>	Identify the key components of meeting, agendas and meeting minutes
<b>CLO 3</b>	Understand the key skills and behaviors required to facilitate a group discussion/presentation
<b>CLO 4</b>	Polish current affairs & rapport building

#### B. SYLLABUS

Topic
Enhancing Speaking Skills (Public Speaking)
Resume Building-1
GD-2 (Specifically: Social & Political)
Presentations-2

#### EXAMINATION SCHEME:

Components	Public Speaking	GD	Poster Presentation	Attendance
Weightage (%)	30	30	35	5

#### SUGGESTED READINGS

- Essential Telephoning in English, Garside/Garside, Cambridge
- Working in English, Jones, Cambridge
- Dr. P.Prasad. *Communication Skills*.S.K.Kataria & Sons
- Koneru, Aruna. *Professional Communication*. The McGraw Hill: New Delhi, 2008. Print
- Krishnaswamy N, *Creative English for Communication*. Delhi: Macmillan Publishers India Ltd. Print. 2007.

Course Name	Course Code	LTP	Credit	Semester
FRENCH - IV	FLN401	02:0:0	2	4

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	<b>Identify</b> and <b>express</b> in French vocabulary and grammar norms
<b>CLO 2</b>	<b>Interpret</b> different types of texts as well as cultural ideas and themes
<b>CLO 3</b>	<b>Demonstrate</b> comprehension of nuance between script and sound in French
<b>CLO 4</b>	<b>Narrate</b> clearly ideas, themes in simple standard French

### B. SYLLABUS

Course Contents:

Module C: pp. 104 – 139 : Module 8,9

Contenu lexical : Module 8: Découvrir le passé

1. parler du passé, des habitudes et des changements.
2. parler de la famille, raconter une suite d'événements/préciser leur date et leur durée.
3. connaître quelques moments de l'histoire

Module 9: Entreprendre

1. faire un projet de la réalisation: (exprimer un besoin, préciser les étapes d'une réalisation)
2. parler d'une entreprise
3. parler du futur

Contenu grammatical:

1. Imparfait
2. Pronom « en »
3. Futur
4. Discours rapporté au présent
5. Passé récent
6. Présent progressif

Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

C - Project + Presentation

I - Interaction/Conversation Practice

Text & References:

- le livre à suivre : Campus: Tome 1

Course Name	Course Code	LTP	Credit	Semester
GERMAN – IV	FLG401	02:0:0	2	4

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	understand and give instructions
<b>CLO 2</b>	understand and reply a letter
<b>CLO 3</b>	speak about learning languages
<b>CLO 4</b>	find a particular information in a text
<b>CLO 5</b>	understand a conversation

### B. SYLLABUS

Course Contents:

Module I: Present perfect tense

Present perfect tense, usage and applicability, Usage of this tense to indicate near past, Universal applicability of this tense in German

Module II: Letter writing

To acquaint the students with the form of writing informal letters

Module III: Interchanging prepositions

Usage of prepositions with both accusative and dative cases, Usage of verbs fixed with prepositions, Emphasizing on the action and position factor

Module IV: Past tense

Introduction to simple past tense, Learning the verb forms in past tense, Making a list of all verbs in the past tense and the participle forms

Module V: Reading a Fairy Tale

Comprehension and narration , Rotkäppchen, Froschprinzessin, Die Fremdsprache

Module VI: Genitive case

Genitive case - Explain the concept of possession in genitive  
Mentioning the structure of weak nouns

Module VII: Genitive prepositions

Discuss the genitive prepositions and their usage: (während, wegen, statt, trotz)

Module VIII: Picture Description

Firstly recognize the persons or things in the picture and identify the situation depicted in the picture;  
Secondly answer questions of general meaning in context to the picture and also talk about the personal experiences which come to your mind upon seeing the picture.

Evaluation Scheme:



Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

C - Project + Presentation

I - Interaction/Conversation Practice

Text & References:

- Wolfgang Hieber, Lernziel Deutsch
- Hans-Heinrich Wangler, Sprachkurs Deutsch
- Schulz Griesbach, Deutsche Sprachlehre für Ausländer
- P.L Aneja, Deutsch Interessant- 1, 2 & 3
- Rosa-Maria Dallapiazza et al, Tangram Aktuell A1/1,2
- Braun, Nieder, Schmöe, Deutsch als Fremdsprache 1A, Grundkurs

Course Name	Course Code	LTP	Credit	Semester
SPANISH – IV	FLS401	02:0:0	2	4

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	<b>Identify</b> and <b>express</b> in Spanish vocabulary and grammar norms
<b>CLO 2</b>	<b>Interpret</b> different types of texts as well as cultural ideas and themes
<b>CLO 3</b>	<b>Demonstrate</b> comprehension of nuance between script and sound in Spanish
<b>CLO 4</b>	<b>Narrate</b> clearly ideas, themes in simple standard Spanish

### B. SYLLABUS

Course Contents:

Module I

Revision of earlier semester modules

Introduction to Present Continuous Tense (Gerunds)

Module II

Translation with Present Continuous Tense

Introduction to Gustar, Parecer, Apetecer, doler

Module III

Imperatives (positive and negative commands of regular verbs)

Module IV

Commercial/business vocabulary

Module V

Simple conversation with help of texts and vocabulary

En la recepcion del hotel

En el restaurante

En la agencia de viajes

En la tienda/supermercado

Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

C – Project + Presentation

I – Interaction/Conversation Practice

Text & References:

- Español Sin Fronteras (Nivel – Elemental)

Course Name	Course Code	LTP	Credit	Semester
CHINESE – IV	FLC401	02:0:0	2	4

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	<b>Read, write and speak approx. 100</b> New Chinese words and understand basic grammar points
<b>CLO 2</b>	<b>Interpret</b> words, phrases and sentences of day today conversation related to greetings, farewell, personal information like name, age, profession, residence, family, hobbies and abilities. Express gratitude, apology and welcome
<b>CLO 3</b>	<b>Write</b> Chinese characters, simple sentence and a paragraph on simple topic like ‘Self Introduction’ and dialogue writing on “Conversation between two friends exchanging Personnel Information
<b>CLO 4</b>	<b>Communicate</b> with Chinese speaking people using greetings & farewell, exchanging personal information like name, age, profession, residence, family, hobbies and abilities. Express gratitude, apology and welcome

### B. SYLLABUS

#### Course Contents:

##### Module I

Dialogue Practice Observe picture and answer the question Pronunciation and intonation Character writing and stroke order. Electronic items

##### Module II

Traveling – The Scenery is very beautiful Weather and climate Grammar question with – “bu shi .... Ma?” The construction “yao ... le” (Used to indicate that an action is going to take place) Time words “yiqian”, “yiwai” (Before and after). The adverb “geng”.

##### Module III

Going to a friend house for a visit meeting his family and talking about their customs. Fallen sick and going to the Doctor, the doctor examines, takes temperature and writes prescription. Aspect particle “guo” shows that an action has happened some time in the past. Progressive aspect of an actin “zhengzai” Also the use if “zhe” with it. To welcome someone and to see off someone .... I cant go the airport to see you off... etc.

##### Module IV

Shipment. Is this the place to checking luggage? Basic dialogue on – Where do u work? Basic dialogue on – This is my address Basic dialogue on – I understand Chinese Basic dialogue on – What job do u do?

Basic dialogue on – What time is it now?

Module V

Basic dialogue on – What day (date) is it today? Basic dialogue on – What is the weather like here. Basic dialogue on – Do u like Chinese food? Basic dialogue on – I am planning to go to China.

Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

C – Project + Presentation

I – Interaction/Conversation Practice

Text & References:

- “Elementary Chinese Reader, Part-2” Lesson 31-38

Course Name	Course Code	LTP	Credit	Semester
STRATEGIC BUSINESS LEADER – II / (SBL-II)	BCH582	03:01:0	4	5

#### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Evaluation of the current strategic position of an entity in the context of external environment, competition with regard to the organisational capabilities, competencies & resources
<b>CLO 2</b>	Development of strategic choices in the context of existing strategic position and the strategic objectives of different types of organisation
<b>CLO 3</b>	Use of information technology & data analytics to critically investigate into factors affecting the value chain

#### B. SYLLABUS

##### Course Contents:

##### Module I: Concepts of Strategy

Understand & explain the fundamental nature of strategy & strategic decisions in different types of organisation – use of the Johnson, Scholes and Whittington (JSW) model – strategic position, strategic choices and strategy action – use of models such as PESTEL, Porter’s

Diamond in assessing environmental impact - Assessing competitive position using models like Porter's five forces and Porter's value chain-

**Module II: Internal Competencies, Capabilities and Resources**

Identify organisation's capabilities and competencies in light of the strategic position - assessment of these for sustaining competitive position - use of SWOT model to assess organisation's abilities to assess its capabilities

**Module III: Strategic Choices**

Evaluate the suitability, feasibility & acceptability of different strategic choices - pros & cons of strategic choices for product/market diversification in a globalised environment - pricing strategies including the 7-P model and its impact on competitive position - managing the organisation's portfolio & strategies related thereto using the Boston Consulting Group (BCG) matrix - use of Ansoff's matrix for developing generic strategies - evaluate different choices such as mergers, acquisitions, alliances, joint ventures and franchises- Assess how internal development, or business combinations, strategic alliances and partnering can be used to achieve business growth- Assess the suitability, feasibility and acceptability of alternative sources of short and long term finance, including initial coin offerings (ICO), available to the organisation to support strategy and operations

**Module IV: Strategic Action**

Implementing strategic plan - aspects of the change management process - challenges of change management - organising & enabling success - business change life-cycle - Harmon's process-strategy matrix - improving processes in organisation

**Module V: Use of Technology in Developing Strategic Alternatives**

Use of mobile & cloud technology with their benefits & risks - cloud v/s owned hardware & software - use of big data & data analytics for strategy development - use of data analytics for decisions regarding product development, marketing & pricing - explain the value chain of E-business - IT systems security & control

Evaluation Scheme:

Components	A	CT	CA	EE
Weightage (%)	5	15	30	50

**Text & References:**

- Kaplan Publishing, ACCA Strategic Business Leader (SBL)
- Business Policy and Strategic Management, Jauch & Glueck
- Strategic Management, Formulation, Implementation & Control, Pearce & Robinson (McGraw Hill), (9<sup>th</sup> Edition)

Course Name	Course Code	LTP	Credit	Semester
STRATEGIC BUSINESS	BCH583	03:01:0	4	5

REPORTING – II / (SBR-II)				
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### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Reporting of financial performance
<b>CLO 2</b>	Group financial statements including group cash flow statements and accounting for associates & joint arrangement
<b>CLO 3</b>	Accounting for changes in group structures
<b>CLO 4</b>	Foreign transactions & entities

### B. SYLLABUS

#### Course Contents:

##### **Module I: Reporting Financial Performance**

Recognition and measurement principles for transactions related to - Leases (books of lessee and lessor) - financial instruments (financial assets, financial liabilities, equity, impairment of financial assets, hedge accounting) - employee benefits (including defined contribution plans & defined benefit plans)

##### **Module II: Group Financial Statements**

Definition and application of business combination concept - identifying the acquirer & applying the control principle - cost of business combination - principles of recognition & measurement of identifiable assets & liabilities in acquisition - business combination achieved in stages - circumstances when group financials must be prepared and situations in which group accounting can be exempted - group financial statement including cash flows - consolidating joint arrangements & associates

##### **Module III: Changes in Group Structure**

Acquisition of subsidiary with a view to sale - implications of loss of control over subsidiary on group accounts - group accounts of a complex group including vertical and D-shaped group, concept of effective ownership - accounting for acquisition in stages - disposal of entities with or without loss of control

##### **Module IV: Foreign Transactions & Entities**

Principles of identifying the functional currency of a parent entity - Consolidation of a foreign subsidiary & associate - applying the rules for translation of foreign currency balances into functional currency of a parent - accounting for foreign assets & liabilities

##### **Module V: Current Developments**

Environmental & social reporting - convergence between national & international reporting standards - practice of integrated reporting

#### Evaluation Scheme:

Components	A	CT	CA	EE
Weightage (%)	05	15	30	50

#### Text & References:

- **Kaplan Publishing, ACCA Strategic Business Reporting (SBR)**
- Villiers, Charlotte, Corporate Reporting and Company Law, Publisher, Cambridge University.
- David Young and Jacob Cohen, Corporate Financial Reporting and Analysis, 3rd Edition, Wiley publishing

Course Name	Course Code	LTP	Credit	Semester
SUMMER INTERNSHIP	BCH550	0:0:08	4	5

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Introducing students to real-life situations
<b>CLO 2</b>	Encouraging to take up time bound multi-disciplinary and goal-oriented assignment
<b>CLO 3</b>	Increasing participant's analytical thinking
<b>CLO 4</b>	Equip participants to take decisions in critical and uncertain situations with limited data parameters

### B. SYLLABUS

#### GUIDELINES FOR INTERNSHIP FILE

There are certain phases of every Intern's professional development that cannot be effectively taught in the academic environment. These facets can only be learned through direct, on-the-job experience working with successful professionals and experts in the field. The internship program can best be described as an attempt to institutionalize efforts to bridge the gap between the professional world and the academic institutions. Entire effort in internship is in terms of extending the program of education and evaluation beyond the classroom of a university or institution. The educational process in the internship course seeks out and focuses attention on many latent attributes, which do not surface in the normal classroom situations. These attributes are intellectual ability, professional judgment and decision-making ability, inter-disciplinary approach, skills for data handling, ability in written and oral presentation, sense of responsibility etc.

In order to achieve these objectives, each student will maintain a file (Internship File). The Internship File aims to encourage students to keep a personal record of their learning and achievement throughout the Programme. It can be used as the basis for lifelong learning and for job applications. Items can be drawn from activities completed in the course modules and from the workplace to demonstrate learning and personal development.

The File will assess the student's analytical skills and ability to present supportive evidence, whilst demonstrating understanding of their organization, its needs and their own personal contribution to the organization.

The layout guidelines for the Internship File:

- A4 size Paper
- font: Arial (10 points) or Times New Roman (12 points)
- line spacing: 1.5
- top and bottom margins: 1 inch/ 2.5 cm; left and right margins: 1.25 inches/ 3 cm

The File will include *five sections* in the order described below. The content and comprehensiveness of the main body and appendices of the report should include the following:

1. **The Title Page**--Title - An Internship Experience Report For (Your Name), name of internship organization, name of the Supervisor/Guide and his/her designation, date started and completed, and number of credits for which the report is submitted.
2. **Table of Content**--an outline of the contents by topics and subtopics with the page number and location of each section.
3. **Introduction**--short, but should include how and why you obtained the internship experience position and the relationship it has to your professional and career goals.
4. **Main Body**--should include but not be limited to daily tasks performed. Major projects contributed to, dates, hours on task, observations and feelings, meetings attended and their purposes, listing of tools and materials and their suppliers, and photographs if possible of projects, buildings and co-workers.
5. **Appendices**--include pamphlets, forms, charts, brochures, technical and descriptive literature, graphs and other information related to your Internship experience.

The Main Body will have three sections and will include the following items which will be evaluated for the final assessment:-

1. An analysis of the company/organization in which the student is working
2. A personal review of the student's management skills and how they have been developed through the programme.
3. The research report that the student has prepared on the project assigned to him by the organization. (Incase a student is not assigned a specific research project in the organization, he has to select any one aspect of the organization and prepare a research report on it).

#### ASSESSMENT OF THE INTERNSHIP FILE

The student will be provided with the Student Assessment Record (SAR) to be placed in front of the Internship File. Each item in the SAR is ticked off when it is completed successfully. The faculty will also assess each item as it is completed. The SAR will be signed by the student and by the faculty to indicate that the File is the student's own work. It will also ensure regularity and meeting the dealines.

#### STUDENT ASSESSMENT RECORD (SAR)

Management File Item	Criteria for successful completion of the item
1. Analysis of organization (1500- 2000 words)	<ul style="list-style-type: none"> <li>• Clear presentation of ideas and analysis</li> <li>• Provides an organizational diagram, following organization presentation conventions</li> <li>• Analysis covers the organization's:               <ul style="list-style-type: none"> <li>➤ Business strategy and mission</li> <li>➤ Structure</li> <li>➤ Resources and assets</li> <li>➤ Current financial performance</li> <li>➤ Leadership/decision-making style</li> <li>➤ Staffing and skill base</li> <li>➤ Products/services and customers</li> </ul> </li> </ul>
2. Personal review of Management skills development (1000-1500 words)	<ul style="list-style-type: none"> <li>• Clear presentation of ideas and analysis</li> <li>• Demonstrate awareness of own management skills</li> <li>• Presents critical analysis of own management effectiveness, supported with examples</li> <li>• Provides evidence of development of specific management skills e.g. strategic, financial, leadership</li> <li>• Explains how new skills and learning have benefited the organization and self</li> </ul>
3. Design of Research Project (1500- 2000 words)	<ul style="list-style-type: none"> <li>• Clear presentation of ideas and analysis</li> <li>• Justifies the choice of subject for the research project and why</li> </ul>



	<p>this might be beneficial to the organization</p> <ul style="list-style-type: none"> <li>• Selects and justifies appropriate research methods for the project</li> <li>• Demonstrate understanding of the key stages in undertaking a research project</li> <li>• Indicates which analytical/statistical tools would be most appropriate and why</li> <li>• The design plan takes account of the resourcing implications of carrying out the research e.g. staffing and other costs</li> </ul>
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**Evaluation:**

Report by Student (Internship File)

- |  |     |
|--|-----|
| a. Organization & Presentation/Language and clarity /substance of Contents covered and Comprehensiveness | 20% |
| b. Research Report   | 30% |

Industry Feedback (continuous)	20%
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Presentation & Viva (At the end)	30%
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Total		100%
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Course Name	Course Code	LTP	Credit	Semester
CORPORATE ACCOUNTING	BCH570	2:01:0	3	5

**A. COURSE LEARNING OUTCOMES (CLO)**

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Understand the accounting procedures for share issue & buy back redemption of debentures and preference shares
<b>CLO 2</b>	Prepare consolidated financial statement for holding and subsidiary companies
<b>CLO 3</b>	Understand valuation of Goodwill and shares
<b>CLO 4</b>	Understand the winding up procedure and accounting treatment

**B. SYLLABUS**

Course Contents:

**Module 1**

Accounting for share capital transactions - issue of shares at par, at premium and at discount; forfeiture and re-issue of shares; buy-back of shares; Issue and redemption of preference

shares under the companies Act 2013; Issue of debentures under the Companies Act 2013; accounting treatment and procedures, redemption of debentures-Rules, sources & methods

#### **Module II**

Underwriting of shares - SEBI (ICDR) Regulations for Underwriting, payment of underwriting commission, types of Underwriting agreement, Marked and unmarked applications, Full and Partial Underwriting, Determination of Liability in respect of underwriting Contract; Amalgamation-Forms, Motives, requirements of the Companies Act 2013; Types of Amalgamation, Internal reconstruction- Objectives & Forms

#### **Module III**

Holding and subsidiary companies -Meaning, Requirements of Companies Act 2013, consolidation of Financial Statements and Accounting Standards and presentation of consolidated Financial Statements.

#### **Module IV**

Good will - Meaning - Definition - Elements of goodwill - Types of Goodwill - Valuation of Purchased Goodwill - Valuation of Non-Purchased or inherent Goodwill -Average Profit Method - Super Profit Method - Capitalization of Average Profit Method - Capitalization of Super Profit Method - annuity method. Shares - Meaning - need for valuation - factors affecting valuation - methods of valuation - Asset Backing or Intrinsic Value Method -Yield Valuation Method - Dividend Yield -Fair Value method.

#### **Module V**

Liquidation of Companies - Meaning and modes of winding up and Liquidation, Modes of Winding Up, Preparation of Liquidator's Statement of affairs -, Adjustments of Right of Contributories, Payment and their order, preferential creditors, Unsecured Creditors, Liquidator's Remuneration

#### **Evaluation Scheme:**

Components	A	CT	CA	EE
Weightage (%)	05	15	30	50

#### **Text & References:**

- Hanif M & Mukherjee A (2017) Corporate Accounting 2<sup>nd</sup> Edition, Mc GrawHill Education
- Rajasekaran V. & Lalitha R. (2013) Corporate Accounting, 5<sup>th</sup> Edition, Pearson publication
- Maheshwari S N ( 2014) Corporate Accounting, 5<sup>th</sup> Edition, Vikas Publishing House
- Goyal V K, Goyal Ruchi (2012) Corporate Accounting, 6<sup>th</sup> Edition, PHI Learning Pvt.Ltd

Course Name	Course Code	LTP	Credit	Semester
FUNDAMENTALS OF INVESTMENT	BCH505	2:01:0	3	5

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

CLO 1	Understand and analyze various investment alternatives
CLO 2	Understand the investment environment and risk-return trade-off
CLO 3	Understand and perform security analysis and portfolio management
CLO 4	Understand the process of diversification and investors expectation
CLO 5	Explore the regulatory environment and measures to protect investor

### B. SYLLABUS

#### Course Objective:

To introduce students to different investment alternatives – its valuation analysis and investor protection

#### Course Contents:

##### Module I: The Investment Environment

The investment decision process, Types of Investments – Commodities, Real Estate and Financial Assets, the Indian securities market, the market participants and trading of securities, security market indices, sources of financial information, concept of risk and return, Impact of Taxes and inflation on return. Introduction to mutual funds

##### Module II

Valuation of Fixed Income Securities

##### Module III: Security Analysis

Fundamental Analysis: Economic Analysis, Industry Analysis, Company Analysis, Technical Analysis

##### Module IV: Portfolio Analysis and selection

Capital Asset Pricing Model; Security Market Line; Arbitrage Pricing Theory, Diversification, Markowitz risk return optimization, Single Index model, Sharpe Index Model, Portfolio Beta and efficient frontier

##### Module V: Financial derivatives

Introduction to Financial derivatives, financial derivatives Markets in India.

##### Module VI: Investor Protection

SEBI & role of stock exchange in investor protection, investor grievances and their redressal system, insider trading, investors' awareness and activism.

#### Evaluation Scheme:

Components	A	CT	CA	EE
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Weightage (%)	5	15	30	50
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### Text & References:

- Chandra, P.(2002), Investment Analysis, Tata McGraw Hill
- Fischer, D.E. and Jordan, R.J. (1995), Security Analysis & Portfolio Management, Prentice Hall of India
- Bhat, Sudhindra;(2009); Security Analysis & Portfolio Management; Excel Books
- Dash, A.P.:(2009); Security Analysis & Portfolio Management; I.K. International

Course Name	Course Code	LTP	Credit	Semester
FINANCIAL MARKETS, INSTITUTIONS AND FINANCIAL SERVICES	BCH506	2:01:0	3	5

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	To introduce students to the world of financial services
<b>CLO 2</b>	To enrich student's understanding of the fundamental concepts and working of financial service institutions
<b>CLO 3</b>	To equip students with the knowledge and skills necessary to become employable in the financial service industry

### B. SYLLABUS

#### Course Contents

##### Module : Financial Markets

Capital Market: Impact of monetary policy, Industrial securities market, Primary market and Secondary market. Govt. Securities Market, Long Term Loan Market Money Market: Call money market, Treasury bills market, Commercial bills market, Short Term Loan Market Commercial papers and certificates of deposits, Discount and Finance House of India, Government Securities Market, Recent developments.

##### Module II: Mutual funds

Meaning, types, functions, advantages; Private and public sector mutual funds; Performance and growth of mutual funds in India; SEBI guidelines.

### Module III : Financial Institutions, Intermediaries

Evolution of banking in India: Banking Structure: RBI, Commercial Banks, Cooperative Banks, Regional Rural Banks, NABARD; Capital adequacy; CRR & SLR, Repo & Reverse Repo, Bank rate.

### Module IV: Discounting Factoring and Forfeiting

The concept, significance, types; Discounting, Factoring, Forfeiting; Leasing; Factoring vs. leasing; Hire Purchase; Credit card: The concept, types, advantages and disadvantages. Credit Rating: Mechanism, Role of CRISIL and ICRA.

### Module V: Non-Banking Finance Companies

Evolution and present status. Insurance Companies: Economics of insurance, The insurance industry and its regulation; LIC, GIC. Development finance institutions: Concept, role of DFIs, Sources of funds.

Evaluation Scheme:

Components	A	CT	CA	EE
Weightage (%)	5	15	30	50

- Text & References:
- Bharti Pathak; Indian Financial System Pearson Education
- Gordon and Natarajan, Financial Markets and Services, Himalaya Publishing House.
- Khan, M.Y, Financial Services, Tata McGraw Hill.
- Jeff Madura, Financial Markets and Institutions, South-Western College Publishing.
- B.C Vasant Desai, The Indian Financial System, Himalaya Publishing House.
- Bhole L.M, Financial Institutions and Markets, Tata McGraw Hill.

Course Name	Course Code	LTP	Credit	Semester
PERSONAL FINANCE MANAGEMENT	BCH592	2:01:0	3	5

### C. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	make informed decisions about real world financial issues.
<b>CLO 2</b>	make wise spending, saving, and credit decisions and to make effective use of income to achieve personal financial success
<b>CLO 3</b>	Understand basic principles needed for effective personal finance management, including the practical applications of money management, budgeting, taxes, credit, insurance, housing, investments, and retirement planning.

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D. SYLLABUS

Course Contents:

Module I: Introduction to personal financial planning

Concept of Personal Financial Planning: Need, Significance, Scope; Ethical issues in Personal Financial Planning.

Module II: Investment Avenues

Real Assets: Investment in Real Assets: Real Estate, Their relative merits & demerits. Commercial Vs Residential Property; Financial Assets: Bank Saving Schemes, Insurance Policies, Post Office instruments, Government Saving Schemes, Bullions; Capital Assets: Investments in securities: Primary & Secondary Market. Investment in G-sec; Debt instruments, Mutual Funds.

Module III: Goal Planning

Concept of risk assessment of individual, Introduction to portfolio management, Investment for major goals: House, Family, Education, Medical. Retirement planning & investment: Income generation after retirement, liability management, anticipation of expenses.

Module IV: Tax planning

Concept, significance and problems of tax planning, Tax evasion and tax avoidance, Individual Taxation Slabs, Wealth Tax, Gift Tax, Capital Gains Tax, Service tax, Recent Tax saving schemes

Evaluation Scheme:

Components	A	CT	CA	EE
Weightage (%)	5	15	30	50

Text & References:

- Chandra P, Investment analysis and Portfolio Management, 3rd edition, Tata McGraw Hill
- Ryan Joan S. "Managing Your Personal Finances, South-Western Cengage Learning, 6th edition 2010.
- Jeff Madura, Mike Casey, Sherry J. Roberts "Personal Financial Literacy "Pearson Education, Inc./Prentice-Hall Publishing, 2010
- CPFA NISM Module

Course Name	Course Code	LTP	Credit	Semester
FINANCIAL STATEMENT ANALYSIS	BCH595	2:01:0	3	1

#### E. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	analyze and interpret public companies' financial statements.
<b>CLO 2</b>	process of business analysis and valuation through the evaluation of financial statements.

#### F. SYLLABUS

##### Course Contents:

##### Module I: Introduction

Meaning, Significance, objectives, types of financial analysis, tools of financial statement analysis, limitations of financial analysis

##### Module II: Comparative Statement Analysis

Comparative Balance sheet and Income statement analysis, Common size statements and trend analysis

##### Module III: Cash Flow Analysis

Analysis of operating activities, analysis of investing activities and analysis of financial activities, preparation and interpretation of cash flow statement

##### Module IV: Ratio Analysis

Introduction, use and significance, limitations of ratio analysis, classification-Liquidity, long term solvency, activity and profitability ratios

##### Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

##### Text & References:

- K R Subramanyam (2014) Financial Statement analysis, 11<sup>th</sup> edition, Mc Graw hill
- Fridson Martin, Alvarez Fernando (2002) Financial Statement Analysis, 3<sup>rd</sup> Edition, John Wiley & Sons Inc.
- Sinha, G. (2013). Financial Statement Analysis, 2nd Ed, PHI
- Arora, M. N. (2013). Cost Accounting - Principles and Practices, 11th Ed, Vikas Publishing House
- Shah, P. (2014). Basic Financial Accounting for Management, 6th Ed (Reprint), Oxford Publishing

Course Name	Course Code	LTP	Credit	Semester
CORPORATE TAX PLANNING	BCH516	02:01:0	3	5

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Understand the legal and procedural structure of corporate taxation in India
<b>CLO 2</b>	Apply deductions & relaxations available and set off and carry forward losses and depreciation
<b>CLO 3</b>	Classify and compute gross total income & total Income for companies
<b>CLO 4</b>	Understand the Tax planning with reference to various crucial decisions of the management of the company

### B. SYLLABUS

Course Contents:

#### Module I

Basic Concepts - Assessment year - Previous year - Person - Assessee -Income - Gross Total income - Total income - Capital Asset - Company - Capital Receipts Vs Revenue Receipts -Capital Expenditure Vs Revenue Expenditure - Method of Accounting - Amalgamation. Residential status and Tax incidence - Incomes exempt from tax.

#### Module II

Computation of Profits and Gains of Business or Profession - General Principles - Deductions and Allowances - Deemed Profits - Income from undisclosed sources - Valuation of stock - Problems on computation of Income from Business or Profession.

#### Module III

Definitions of Indian Company, Domestic Company, Foreign Company, Industrial Company, Widely held company, closely held company, Investment company, consultancy service company and Trading Company. Deductions available to company - Carry forward and set -off of losses in case of certain companies - Tax on undistributed profits of domestic companies - Problems on computation of taxable income of corporate assessee.

#### Module IV

Tax Consideration in specified managerial decisions and their implications on cash flow, make or buy, own or lease, retain or replace, export or domestic sales, shut down or continue, purchase by installment or hire, Expand or Reduce the size of business.



## Module V

Tax consideration in special areas - Foreign collaboration agreements, Mergers, Amalgamation, Reconstructions and Acquisitions - Capital structure and dividend policy - depreciation and other allowances - New Industrial undertakings and tax reliefs - Personnel compensation plan.

### Evaluation Scheme:

Components	A	CT	CA	EE
Weightage (%)	5	15	30	50

### Text & References:

Lakhotia, R.N., and S.Lakhotia, Corporate Tax Planning Hand Book, Vision Books, New Delhi.

Vinod K. Singhania, Direct Taxes: Law and Practice, Taxmann publications, New Delhi.

Mehrotra and Goyal, Income Tax Law and Practice, Sahitya Bhawan, Agra.

Palkivala, N.A. and Palkivala B.A., Kanga and Palkivala's Law & practice of Income Tax, N.M. Tripathi.

Bhagwati Prasad, Direct Taxes Law and Practice, Wishwa Prakash, New Delhi.

B.B. Lal, Direct Taxes Practice and Planning, Konark

Course Name	Course Code	LTP	Credit	Semester
INTERNATIONAL BUSINESS	BCH509	2:01:0	3	5

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Develop a clear understanding of the conceptual frameworks and definitions of specific terms that are integral to the international management literature
<b>CLO 2</b>	Attain a clear understanding of the various factors that help determine the appropriateness of different management strategies for different types of international ventures
<b>CLO 3</b>	Analysis of various strategies required for entering different markets globally.
<b>CLO 4</b>	Explore and evaluate different career opportunities, specific regional locations, and organizations where the students may seek to pursue an international business management career.

### B. SYLLABUS

#### Course Contents:

#### **Module I: Introduction to International Business**

Nature and scope of international business, International business environment, Classical theory of international trade: Absolute cost advantage theory, comparative cost theory, and Modern theory of international trade. Michael Porter model of competitive advantage of nations, Globalization – forces, Meaning, dimensions and stages in Globalization

#### **Module II: International Business Environment**

Tariff and non-tariff barriers, General Agreement on Trade and Tariffs (GATT), World Trade Organization, Important Ministerial Conferences & their outcomes, Dispute settlement mechanism under WTO, Regional Integrations, Trade Blocks – nature and levels of integration, arguments for and against regional integration.

#### **Module III: Modes of International Entry**

International Business – Entry modes, Franchising, Exporting, Licensing, International Agents, International Distributors, Cross Border Mergers & Acquisitions, Strategic Alliances, Joint Ventures, Overseas Manufacture and International Sales Subsidiaries, Outsourcing, FDI, FII, PFI

#### **Module IV: International Financial Management**

Introduction to International Financial Management –International Monetary System, exchange rate system (floating and fixed) Financial Markets and Instruments- Introduction to Export and Import Finance – ECGC & EXIM Bank, Methods of payment in International Trade: Letter of Credit, Banker's Acceptance, Draft.

#### **Module V: Forex Exposure**

Country Risk Analysis, Political, Social and Economic, Types of Forex Exposure: Accounting, Operating & Transaction – their management, An introduction to interest rate exposure.

#### **Module VI: Foreign Trade Procedure**

An Introduction to Foreign trade Policy and its impact on different sectors of the Economy. Documentation Framework: Types, Characteristics of Document, Export Contract - INCO Terms -Processing of an Export Order.

#### Evaluation Scheme:

Components	A	CT	CA	EE
Weightage (%)	5	15	30	50

#### Text & References

Charles W L Hill. and Arun Kumar Jain (2007), International Business: competing in the global market place, Mc Graw-Hill

John D. Daniels Lee H Radebaugh, (2007), International Business: Environments and Operations. Addison Wesley.

Cherulinam, Francis, International Business, 3<sup>rd</sup> edition, Prentice Hall India

# BUSINESS DATA PROCESSING

Course Name	Course Code	LTP	Credit	Semester
BUSINESS DATA PROCESSING	BCH518	2:01:0	3	5

## A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Describe an understanding of complete end to end business data analysis process
<b>CLO 2</b>	Explain and demonstrate knowledge of data processing, data storage and data retrieval using relational database structure
<b>CLO 3</b>	Reflect on different data storage possibilities available for business data
<b>CLO 4</b>	Apply analytical skills for implementation of business data processing using Business Intelligence and Reporting tools

## B. SYLLABUS

### Course Contents:

#### Module I: Introduction to DBMS

Basics of Business Data Processing, Concept of Database, Table, (Relation), Attributes, Primary Key, Foreign Key, Concept of RDBMS. Introduction to ORACLE Features, DSS, Data warehouse, Data Mart, Web Server, Role & responsibilities of ORACLE DBA

#### Module II: Introduction to SQL

Features of SQL, SQL statements ,i.e. DDL - CREATE, ALTER - ADD, MODIFY, DELETE clauses , DML - INSERT, UPDATE, DELETE SELECT statement with WHERE, ORDER BY, GROUP BY, HAVING Clauses, Set operations in SQL, Nested queries, GRANT and REVOKE

#### Module III: Functions and Introduction to PL / SQL

MAX, MIN SORT, COUNT, AVERAGE Numeric, String Functions, Conversion Functions like TO\_CHAR, TO\_DATE, Date Functions. Difference between SQL AND PL/SQL, Block definition structure, Block Functions - %Type, %RowType, IF.....ELSE ...END IF Statement, FOR....LOOP.. END LOOP, WHILE...LOOP... END LOOP

#### Module IV: Concept of Cursors and Triggers

Types- Implicit, Explicit Open, Close cursor. Block Level, Field level triggers, Simple example to be solved with Form

#### Module V: Working with forms Menus and Reports

Basic Concept, Application Development in Form, Creating a Form, Running a Form, Form Triggers, maintaining Standards in Forms, Master Detail Forms, Libraries and Alerts; Using Default Menu, Using custom menu Attaching a Menu Module to a Form, Opening a Form through a menu Features, Defining data Module for a Report, Specify Runtime Parameter form for report, specify runtime parameter form for a report.

### Evaluation Scheme:

Components	A	CT	CA	EE
Weightage (%)	5	15	30	50

## Text & References

- An introduction to database:- Date C.J.
- Commercial Application Development Using Developer 2000 by Ivan Bayross.
- Structured Query Languages (SQL) By Osborne.
- SQL – Scott Urman
- Teach yourself ORACLE 8 – Ed.Whalen in 21 days.

Course Name	Course Code	LTP	Credit	Semester
MARKETING MANAGEMENT	BCH590	2:01:0	3	5

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Develop understanding of core concepts of marketing and the role of marketing in business and society.
<b>CLO 2</b>	Critically analyse and apply marketing strategies based on product, price, place and promotion objectives, under ethical consideration of different market situations
<b>CLO 3</b>	Develop an integrated marketing communications plan, which includes promotional strategies, unique marketing mixes and selling propositions for specific product offerings
<b>CLO 4</b>	Develop understanding of Global Market place

### B. SYLLABUS

#### Course Objective:

To help students to understand the concept of marketing and its applications, also to expose the Students to the latest trends in marketing

#### Course Contents:

##### Module I: Introduction

Nature and scope of marketing- Importance of marketing as a business function - and in the economy - Marketing concepts - Traditional and Modern, Selling V/S marketing - Marketing Environment, Types of different marketing strategies

##### Module II:- Product Mix Strategy

Product - concept of product - consumer and Industrial goods - product planning and development, Product mix, New product development process, product life cycle concept, Importance of Branding, Brand Equity, Challenges of branding, Packaging - role and functions.

**Module III:- Pricing Considerations and Strategies**

Introduction to various objectives of pricing, Pricing Process; Adapting the price: Concept of geographical pricing, promotional pricing, discriminatory pricing. Understanding various pricing strategies and their application

**Module IV: Market Segmentation**

Markets and Segmentation; Meaning of Market - Various types of markets and their characteristics; Concept of market segmentation and its Importance - bases for market segmentation

**Module-V**

Distribution channels - concept and role - types of distribution channels - Factors affecting choice of a distribution channel.

**Module- VI**

Buying Behaviour for Consumer Markets and Industrial Markets, Types of Buying Situations, Buying Decision Process and Factors Affecting Buyer Behaviour, Consumer Adoption Process

**Evaluation Scheme:**

Components	A	CT	CA	EE
Weightage (%)	05	15	30	50

**Text & References:**

- Philip Kotler & Kevin Lane Keller: Marketing Management – 15<sup>th</sup> edition (2017) Pearson Education
- C. N. Sontakki: Marketing Management in the Indian Back Ground (2016) Kalyani Publications New Delhi.
- Seth Godin : This is Marketing: You Can't Be Seen Until You Learn To See (2018) Portfolio Penguin
- Donald Miller & Dr. J.J. Peterson : Marketing Made Simple: A step- by- step Story Brand Guide (2020) HarperCollins Leadership
- John Hall : Top of Mind: Use content to Unleash Your Influence and Engage Those who Matter to you ( 2017) Mc- Graw- Hill Education
- Anisha Motwani : Storm the Norm: Untold Stories of 20 Brands that did it Best ( 2016) Rupa Publications India

Course Name	Course Code	LTP	Credit	Semester
HUMAN RESOURCE MANAGEMENT	BCH512	2:01:0	3	5

**A. COURSE LEARNING OUTCOMES (CLO)**

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Learn and be sensitized about HRM frameworks and HRM role in overall management of an organization
<b>CLO 2</b>	Develop an understanding of key HRM theories and processes and how they apply to the world of work
<b>CLO 3</b>	Evaluate, design and formulate various HRM processes such as recruitment, orientation, selection, training, appraisals and reward system, compensation etc
<b>CLO 4</b>	Evaluate the developing role and trends of HRM in global arena

## B. SYLLABUS

### Course Contents:

#### Module I

Human Resource Management – Meaning of HRM, Importance of HRM, Objectives and functions, Process of HRM, systems and techniques, Role of human resource manager, duties and Responsibilities of human resource manager.

#### Module II

Human Resource planning, Meaning and importance of Human resource planning, benefits of human resource planning. Job Analysis, Job Description and Job Specification. Recruitment and Selection- Uses of tests in selection

#### Module III

Training- Meaning of Training, Need for training, benefits of training, identification of training needs, methods of training. Issues related with Induction and Placement.

#### Module IV

Performance Appraisal and Compensation – Meaning of performance appraisal, objectives of Performance appraisal, methods of performance appraisal and limitations. Principles and Techniques of wage fixation, job evaluation, compensation – meaning of compensation, objectives of compensation.

#### Module V

Promotion and Transfers – Purpose of promotion, basis of promotion, meaning of transfer, reasons for transfer, types of transfer, right sizing of work force. Need for right sizing.  
Work Environment – Fatigue, monotony and boredom, Industrial accidents, Employee safety, Morale, Grievance and Grievances handling.

#### Module VI

HRD – Meaning and Importance of HRD. Knowledge management, knowledge resources. Impact of globalization on human resource management

### Evaluation Scheme:

Components	A	CT	CA	EE
Weightage (%)	5	15	30	50

### Text & References:

- C.B. Mamoria, Personnel Management.
- Edwin Flippo, Personnel Management.

- Aswathappa. K, Human Resource Management
- Subba Rao, Human Resources Management.
- Michael Porter, HRM and Human Relations.
- Biswanath Chosh, Human Resource Development and Management.



Course Name	Course Code	LTP	Credit	Semester
INDUSTRIAL RELATIONS AND LABOUR LAWS	BCH514	2:01:0	3	5

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	understand the importance and various aspects of industrial relations and labour laws
<b>CLO 2</b>	Utilize various aspects of industrial relations and labour laws in their organization

### B. SYLLABUS

#### Course Contents:

##### Module I

Introduction to Industrial Relation Definition, Concepts, Nature of industrial relations, Importance of industrial relations, Approaches to industrial relations, The Labour movement, Characteristics of Indian Labour.

##### Module II

Indian Trade Union Movement, Nature of Trade Unions, Reasons for employees to join trade Unions, Problems of Trade Unions & Remedies, Trade Union Act 1926. Labour welfare and social security -Merits & Demerits of Welfare Measures, Types of Welfare Activities, Growth of Labour Welfare & Social Security in India. Retirement benefits - Provident Fund- Public Provident fund, Gratuity, statutory provisions regarding gratuity, Pension.

##### Module III

Collective Bargaining Meaning, Concept, Prerequisites, Process, Principles, Essential Conditions for the Success of Collective Bargaining. Collaboration and Workers Participation in Management. Bases and Interventions for collaboration. Concepts, Objectives and Types of workers participation in management.

##### Module IV

Grievance handling and Industrial Discipline- causes, effects and Grievance redressal procedure. Purview of Industrial Employment (standing orders) Act 1946. Industrial Disputes Meaning, Causes and Types of Industrial Conflicts, Strikes & Lockouts, Machinery for resolving Industrial Disputes under the Industrial Disputes Act 1947, Arbitration, Adjudication, Prevention of Industrial Conflicts, Approaches to Conflict, Settlement of Conflicts.

##### Module V

Occupational Hazards, Industrial Health & Safety - Types of accidents, Causes and Prevention of accidents. Safety - Need for safety, measures to ensure safety in organisations. The supervisors role in safety Health-Physical health & Mental health, Problems and remedies, noise control, job stress, communicable diseases, Alcoholism and drug abuse, Violence in the work place, Use of computers to monitor health and safety.

##### Module VI

Quality Circle- Benefits and Problems of QC. Quality of Work life- Introduction, Meaning, Specific issues in QWL, QWL and productivity, Barriers in QWL, Strategies for improvement of QWL

#### Evaluation Scheme:

Components	A	CT	CA	EE
Weightage (%)	5	15	30	50

Text & References:

- \* Davar, Personnel management and Industrial Relations.
- \* C.B. Memoria, Dynamics of industrial Relations in India.
- \* Johnson, Introduction to Industrial Relations.
- \* Sharma A.M, Industrial Relations.
- \* Biswanth Ghosh, Personnel management and Industrial Relations.
- \* Bhagdiwall- Flippo, Personnel management and Industrial Relations.
- \* Arora, Labour law.

Course Name	Course Code	LTP	Credit	Semester
ADVANCE FINANCIAL MANAGEMENT - I / (AFM-I)	BCH584	5:01:0	6	5

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Understand the role of a senior financial advisor in global environment against the backdrop of ethical framework and governance
<b>CLO 2</b>	Finance function in a multi-national organisation
<b>CLO 3</b>	Financial evaluation of mergers & acquisitions for the stakeholders, particularly the shareholders
<b>CLO 4</b>	Financial evaluation of business reorganisation and financial reconstruction

### B. SYLLABUS

#### Course Contents:

##### **MODULE I: ROLE OF SENIOR FINANCIAL ADVISOR**

Organizational Goals - Management of Financial Resources - Assessment of Organizational Performance and Financial Risk - Framework for Risk Management - Capital Investment Monitoring - Advising Board of Directors - Best Practice in Financial Management - Inter-connectedness of Functional Areas - Resolution of Stakeholder Conflicts - Ethical Framework - Ethical Financial Policy for Financial Management - Sustainability and Environment Issues - Integrated Reporting and Governance

##### **MODULE II: FINANCE IN MULTI-NATIONAL ORGANISATION**

Theory and Practice of Free Trade - Role of International Financial Institutions and Markets and their Impact - New Developments in Macroeconomic Environment - Financial Planning Framework for a Multinational Organization - Dividend Policies - Transfer Pricing of Goods and Services across International Borders

##### **MODULE II: INTERNATIONAL CORPORATE FINANCE**

Sources of international finance - Euro bonds, Euro Dollar & Foreign currency bond markets - concept of Islamic financing & products thereof such as Murabaha, Mudaraba, Musharaka, Ijara and Sukuk bonds - role of IMF and WTO

##### **MODULE IV: MERGERS & ACQUISITIONS**

Use of Mergers and Acquisitions for Corporate Expansion - Evaluation of Acquisition Proposals - Developing an Acquisition Strategy - Choosing Appropriate Target - Creating Synergies - Reasons for Failure - Reverse Takeovers - Global Regulatory Framework - Key Aspects of Takeover Regulation - Defensive Tactics for Hostile Takeover

##### **MODULE V: BUSINESS REORGANISATION & FINANCIAL RECONSTRUCTION**

Business Re-Organisation - Meaning and Types - Divestments, Demergers and Spin-Offs, Management Buy-Outs and Buy-Ins, Firm Value - Reconstruction Schemes - Types of Financial Reconstruction - Financial Reconstruction and Firm Value - Leveraged Buy-Outs - Market Response to Financial Reconstruction

Evaluation Scheme:

Components	A	CT	CA	EE
Weightage (%)	5	15	30	50

#### Text & References:

- Kaplan Publishing, ACCA Advance Finance Management (AFM)
- Brigham Eugene F & Daves Phillip R, Intermediate Financial Management, Cengage
- Paul SK, Advanced Financial Management, New Central Book Agency (P) Ltd
- Chandra Prasanna, Financial Management: Theory and Practice, Tata Mc Graw Hill
- Arnold Glen, Essentials of Corporate Financial Management, Financial Times Prentice Hall

Course Name	Course Code	LTP	Credit	Semester
ADVANCE PERFORMANCE MANAGMENT – I / (APM-I)	BCH585	5:01:0	6	5

#### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Use of strategic planning and control models in planning and monitoring business performance
<b>CLO 2</b>	Assessing key external influences on an organisation
<b>CLO 3</b>	Changes in business structure and performance management
<b>CLO 4</b>	Designing management information systems

#### B. SYLLABUS

##### Course Objective:

##### Course Contents:

##### MODULE I: STRATEGIC PLANNING AND CONTROL MECHANISM

Role of strategic management accounting in strategic planning & control – measuring progress towards achieving strategic objectives – planning & control at strategic & operational levels – managing conflict between strategic long-term objectives & short term decisions – use of models such as SWOT, BCG matrix, Porter’s generic strategies and Porter’s five forces in strategic planning

##### MODULE II: DEVELOPMENT AND ASSESSMENT OF PERFORMANCE HIERARCHY

Purpose, structure & content of mission statement, vision statement and corporate objectives – identify Critical Success Factors (CSF) of an organisation and it’s linkage with mission/vision & objectives – development of Key Performance Indicators (KPI) for measuring & monitoring performance

##### MODULE III: EXTERNAL INFLUENCES ON AN ORGANISATION

Impact of risk & uncertainty on performance by applying different risk assessment techniques – use of expected value, decision tree and tools like maximax, maximin and minimax regret – use of PESTEL to assess impact of external influences

##### MODULE IV: CHANGES IN BUSINESS STRUCTURE AND PERFORMANCE MANAGEMENT

Information needs at different hierarchical levels in a manufacturing & service organisation – influence of business process reengineering in improving performance – role of performance management systems in

business integration using Mckinsey's 7-S structure and value chain - impact of organisation structure & culture on performance

**MODULE V: DESIGNING MANAGEMENT INFORMATION SYSTEMS**

Role of information system in performance management - integration of management accounting information with the use of Enterprise Resource Planning Systems (ERPS) - lean information systems - internal & external sources of management information - impact of big data analysis - use of technology in recording & processing information such as RFID, unified databases, access controls, data security - use of various management reports evaluating performance, contents & structure of management reports

**Evaluation Scheme:**

Components	A	CT	CA	EE
Weightage (%)	5	15	30	50

**Text & References:**

- Kaplan Publishing, ACCA Advance Performance Management (APM)
- Caldwell Charles M, Performance Management, American Management Association
- Marr Bernard, Strategic Performance Management, Butterworth Heinemann
- Bhattacharyya Dipak Kumar, Performance Management Systems and Strategies, Pearson
- Cokins Gary, Performance Management, Wiley Publication

Course Name	Course Code	LTP	Credit	Semester
ADVANCE AUDIT & ASSURANCE- I / (AAA-I)	BCH586	5:01:0	6	5

**A. COURSE LEARNING OUTCOMES (CLO)**

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Recognise the legal and regulatory environment and its impact on audit and assurance practice
<b>CLO 2</b>	Demonstrate the ability to work effectively on an assurance or other service engagement
<b>CLO 3</b>	Assess and recommend appropriate quality control policies
<b>CLO 4</b>	Identify and formulate the work required to meet the objectives of audit assignments

**B. SYLLABUS**

Learning outcomes:

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**Course Contents:**

**MODULE 1 - REGULATORY ENVIRONMENT**

International regulatory frameworks for audit and assurance services - public oversight of audit and assurance practice - The impact of corporate governance principles on audit and assurance practice - The role of audit committees and impact on audit and assurance

practice.

## MODULE 2 - CONSIDERATION OF LAWS IN AUDIT

Money laundering - Importance of customer due diligence (CDD) also referred to as Know Your Customer (KYC) - Flagging potentially suspicious transactions - Laws and regulations

## MODULE 3 - PROFESSIONAL AND ETHICAL CONSIDERATIONS

Code of Ethics for Professional Accountants - The fundamental principles and the conceptual framework approach - Ethical implications of the external auditor providing non-audit services to a client including an internal audit service - Fraud and error - current and possible future role of auditors in preventing, detecting and reporting error and fraud - Professional liability - practicability and effectiveness of ways in which liability may be restricted including the use of liability limitation agreements.

## MODULE 4 - QUALITY CONTROL AND PRACTICE MANAGEMENT

Quality control (firm-wide) - Elements of a system of quality control relevant to a given firm. - Advertising, tendering and obtaining professional work and fees - Appropriateness of publicity material including the use of the ACCA logo and reference to fees - Professional appointments - client acceptance; engagement acceptance (new and existing engagements) - Establishing the preconditions for an audit - Agreeing the terms of engagement

## MODULE 5 - CURRENT ISSUES AND DEVELOPMENTS

Professional and ethical developments - Emerging ethical issues and evaluation of the potential impact on the profession, firms and auditors - The content and impact of exposure drafts, consultations and other pronouncements issued by IFAC and its supporting bodies - Other current issues - Current developments in business practices, practice management and audit methodology - Big data and the use of automated tools and techniques such as data analytics and the potential impact on the conduct of an audit and audit quality.

### Evaluation Scheme:

Components	A	CT	CA	EE
Weightage (%)	5	15	30	50

### Reference book:

- Kaplan Publishing, ACCA Advanced Audit and Assurance (AAA)

Course Name	Course Code	LTP	Credit	Semester
Anandam	AND005	0:0:04	2	5

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

CLO 1	Awareness and empathy regarding community issues
CLO 2	apply their knowledge and skills to solve specific community problem
CLO 3	learn to plan, lead, and organize community events have a sense of belonging to their college campus and community and find something they are interested in doing during their free time

<b>CLO 4</b>	make new friends, expand social network, and boost social skills and mental health.
<b>CLO 5</b>	be useful to society as it will protect them against stress, frustration, and depression

## B. SYLLABUS

### Course Contents:

#### **The project report should be guided by the mentor and shall contain:**

- **Synopsis:** clearly stating objectives and activities to be undertaken. Problem identifying and problem-solving projects to be taken up.
- Details of the **Mentor and the Participants are to** be given (name of mentor, name of participants, phone number/mobile no, email, and address)
- Location / community where the work was carried out
- Details of Activities performed are to be given with date
- Number of beneficiaries and impact on the society (the object should be to empower the community and make them self-reliant)
- Photographs taken for documentation of work should be submitted
- Media coverage of the projects should be attached if any
- The Group Community Service Project Report will be submitted by the Student group leader under the guidance of the mentor to the Director/HoIs of the Department.
- The Director/HoIs should get the best report (more than one if required) of the Group Community Service Project uploaded on the HTE website and on the University page
- The Director/HoIs will forward the best report of the department to the Nodal Officer of the University.
- University will forward the report to the state level committee.

### GUIDELINES FOR GCSP (Group Community Service Project)

#### ASSIGNMENT OF ANANDAM FOR SOCIAL AWARENESS (for students)

1. Each member of the group shall write one blog about the decided topic of 500 words (minimum) along with any relevant photos/diagrams/statistical data (with reference).
2. The group member shall write his/her name at the end of the blog.
3. The blog shall be posted on Instagram and Facebook (apart from these any other website wherever the group seems necessary).
4. Print out of the blog where date of when the content is posted, number of followers, comments, name of the writer shall be visible will be taken and file will be maintained for the same.
5. In the cover page of the project mention heading **“Group Community Service Project”**, and the filled format of final project report given by Anandam Scheme.
6. For the topic chosen by the group, students are recommended to cover the following points:
  - a) Current scenario (Regional, national and international level as applicable)
  - b) Future predictions
  - c) Duty of the government
  - d) Government policies (related to the topic), if any
  - e) Duty of public
  - f) Conclusion

**Evaluation Scheme:**

Project Participation: 2 hours X 8 days (per month) X 4 months = 64 hours

- **C grade =32 hrs (Below 20 marks)**
- **B grade >32 hrs to <=44hrs (20-30 marks)**
- **A grade >44 hrs to<=54hrs (30-40 marks)**
- **O grade >54 hrs to<=64hrs (40-50 marks)**

**Evaluation Criteria:**

Respective Departmental Anandam mentors are requested to evaluate the project (out of 50) as per the following criteria:

1. Position and exceptions, if any, are clearly stated. The organization of the blog is completely and clearly outlined and implemented.
2. The body of the blog is coherently organized, original and the logic is easy to follow. There is no spelling or grammatical errors and terminology is clearly defined. Writing is clear, concise, and persuasive.
3. Conclusion is clearly stated. The underlying logic is explicit.

Course Name	Course Code	LTP	Credit	Semester
Professional Communication Skills	BCS501	1:0:0	1	1

**B. COURSE LEARNING OUTCOMES (CLO)**

<b>CLO 1</b>	Create right selection of words and ideas while also choosing the appropriate channel of formal communication.
<b>CLO 2</b>	Demonstrate the ability to analyse a problem and devise a solution in a group.
<b>CLO 3</b>	Demonstrate proficiency in the use of written communication.



<b>CLO 4</b>	Recognize the mannerisms and methodology of Interview and GD to become more expressive in their body language and verbal performance.
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## B. SYLLABUS

Topic
Email Writing (Briefing, Do's & Don'ts & Practice)
Corporate Dressing & Body Language (Verbal & Non-Verbal Cues & its role in Interview Selection)
Interview-1 (Briefing, Do's & Don'ts, Questions, Mock Sessions)
GD-3(Practice Sessions)

## EXAMINATION SCHEME:

Components	Email Writing	GD	Personal Interview	Attendance
Weightage (%)	30	30	35	5

## SUGGESTED READINGS

- Essential Telephoning in English, Garside/Garside, Cambridge
- Working in English, Jones, Cambridge
- Dr. P.Prasad. *Communication Skills*.S.K.Kataria&Sons
- Koneru, Aruna. *Professional Communication*. The McGraw Hill: New Delhi, 2008. Print
- Krishnaswamy N,*Creative English for Communication*. Delhi: Macmillan Publishers India Ltd. Print. 2007.

Course Name	Course Code	LTP	Credit	Semester
<b>BEHAVIOURAL SCIENCE - V (INDIVIDUAL, SOCIETY AND NATION)</b>	BSS503	1:0:0	1	5

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Recognize their personality and individual differences and identify its importance of diversity at workplace and ways to enhance it
<b>CLO 2</b>	Recognize effective socialization strategies and importance of patriotism and taking accountability of integrity
<b>CLO 3</b>	Recognize different types of human rights and its importance
<b>CLO 4</b>	Identify Indian values taught by different religions
<b>CLO 5</b>	1. Identify long term goals and recognize their talent, strengths and styles to achieve them.

### B. SYLLABUS

#### Course Objective:

This course aims at enabling students towards:

- Understand the importance of individual differences
- Better understanding of self in relation to society and nation
- Facilitation for a meaningful existence and adjustment in society
- To inculcate patriotism and National pride.
- To enhance personal and professional excellence

#### Course Contents:

##### Module I: Individual differences & Personality

Personality: Definition & Relevance

Importance of nature & nurture in Personality Development

Importance and Recognition of Individual differences in Personality

Accepting and Managing Individual differences (Adjustment Mechanisms)

Intuition, Judgment, Perception & Sensation (MBTI)

BIG5 Factors

##### Module II: Socialization

Nature of Socialization

Social Interaction

Interaction of Socialization Process

Contributions to Society & Nation

**Module III: Patriotism and National Pride**

Sense of Pride and Patriotism  
Importance of Discipline and hard work  
Integrity and accountability

**Module IV: Human Rights, Values and Ethics**

Meaning of Human Rights  
Human Rights Awareness  
Importance of human rights  
Values and Ethics- Learning based on project work on Scriptures like Ramayana, Mahabharata, Gita etc

**Module V: Personal and Professional Excellence**

- Personal excellence:
  - Identifying Long-term choices and goals
  - Uncovering talent, strength and style

Alan P. Rossiter's eight aspects of Professional Excellence

Resilience during challenge and loss

Continued Reflection (Placements, Events, Seminars, Conferences, Projects, Extracurricular Activities, etc.)

**Examination Scheme:**

Components	SAP	JOS	FC/MA/CS/HA	P/V/Q	A
Weightage (%)	25	15	30	25	05

**SAP-** Social Awareness Programme; **JOS-**Journal of Success; **HA-**Home Assignment; **P-** Presentation; **V-**Viva; **Q-**Quiz; **FC-** Flip class; **MA-** Movie Analysis; **CS-** Case study; **A-** Attendance

**Text & References:**

- Bates, A. P. and Julian, J.: Sociology - Understanding Social Behaviour
- Dressler, David and Cans, Donald: The Study of Human Interaction
- Lapiere, Richard. T – Social Change
- Rose, G.: Oxford Textbook of Public Health, Vol.4, 1985.
- Robbins O.B.Stephen;. Organizational Behavior

Course Name	Course Code	LTP	Credit	Semester
FRENCH – V	FLN501	2:0:0	2	5

**A. COURSE LEARNING OUTCOMES (CLO)**

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	<b>Identify and express</b> in French vocabulary and grammar norms
<b>CLO 2</b>	<b>Interpret</b> different types of texts as well as cultural ideas and themes

<b>CLO 3</b>	<b>Demonstrate</b> comprehension of nuance between script and sound in French
<b>CLO 4</b>	<b>Narrate</b> clearly ideas, themes in simple standard French

## B. SYLLABUS

### Course Contents:

Module D: pp. 131 – 156 Module 10,11

Contenu lexical :

Module 10: Prendre des décisions

1. Faire des comparaisons
2. décrire un lieu, le temps, les gens, l'ambiance
3. rédiger une carte postale

Module 11: faire face aux problèmes

1. Exposer un problème.
2. parler de la santé, de la maladie
3. interdire/demander/donner une autorisation
4. connaître la vie politique française

Contenu grammatical:

1. comparatif - comparer des qualités/ quantités/actions
2. supposition : Si + présent, futur
3. adverbe - caractériser une action
4. pronom "Y"

### 5. Evaluation Scheme:

6.

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

C – Project + Presentation

I – Interaction/Conversation Practice

### Text & References:

- le livre à suivre : Campus: Tome 1

Course Name	Course Code	LTP	Credit	Semester
GERMAN - V	FLG501	2:0:0	2	5

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	<b>Identify</b> and <b>express</b> in German vocabulary and grammar norms
<b>CLO 2</b>	<b>Interpret</b> different types of texts as well as cultural ideas and themes
<b>CLO 3</b>	<b>Demonstrate</b> comprehension of nuance between script and sound in German
<b>CLO 4</b>	<b>Narrate</b> clearly ideas, themes in simple standard German

### B. SYLLABUS

#### Course Contents:

#### Module I: Genitive case

Genitive case - Explain the concept of possession in genitive  
Mentioning the structure of weak nouns

#### Module II: Genitive prepositions

Discuss the genitive prepositions and their usage: (während, wegen, statt, trotz)

#### Module III: Reflexive verbs

Verbs with accusative case  
Verbs with dative case  
Difference in usage in the two cases

#### Module IV: Verbs with fixed prepositions

Verbs with accusative case  
Verbs with dative case  
Difference in the usage of the two cases

#### Module V: Texts

A poem 'Maxi'  
A text Rocko

#### Module VI: Picture Description

Firstly recognize the persons or things in the picture and identify the situation depicted in the picture;  
Secondly answer questions of general meaning in context to the picture and also talk about the personal experiences which come to your mind upon seeing the picture.

#### Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

C – Project + Presentation

I – Interaction/Conversation Practice

Text & References:

- Wolfgang Hieber, Lernziel Deutsch
- Hans-Heinrich Wangler, Sprachkurs Deutsch
- Schulz Griesbach, Deutsche Sprachlehre für Ausländer
- P.L Aneja, Deutsch Interessant- 1, 2 & 3
- Rosa-Maria Dallapiazza et al, Tangram Aktuell A1/1,2
- Braun, Nieder, Schmöe, Deutsch als Fremdsprache 1A, Grundkurs

Course Name	Course Code	LTP	Credit	Semester
SPANISH - V	FLS501	20:0	2	5

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Introduction & Usage of stem changing irregular verbs in Future tense
<b>CLO 2</b>	Introduction & Usage of stem changing irregular verbs in Gerundio tense
<b>CLO 3</b>	Telephone Conversation
<b>CLO 4</b>	Proposing a plan, rescheduling a plan and/or cancelling a plan
<b>CLO5</b>	Comparatives
<b>CLO6</b>	Introduction of Direct and Indirect Object Pronouns.
<b>CLO7</b>	Usage and Familiarity with Preterito Perfecto

### Course Contents:

#### Module I

Revision of earlier semester modules

#### Module II

Future Tense

#### Module III

Presentations in English on

Spanish speaking countries'

Culture

Sports

Food

People

Politics

Society

Geography

#### Module IV

Situations:

En el hospital

En la comisaria

En la estacion de autobus/tren

En el banco/cambio

#### Module V

General revision of Spanish language learnt so far.

Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

C - Project + Presentation

I - Interaction/Conversation Practice

Text & References:

- Español Sin Fronteras, Greenfield



Course Name	Course Code	LTP	Credit	Semester
CHINESE – V	FLC501	2:0:0	2	5

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	to Read Chinese sentences given in the above lessons.
<b>CLO 2</b>	carry out conversation with classmates on above topics
<b>CLO 3</b>	grasp important grammatical structures covered in the lessons and use
<b>CLO 4</b>	speak Chinese sentences given in the text correctly

### B. SYLLABUS

#### Course Contents:

##### Module I

##### Drills

##### Dialogue practice

Observe picture and answer the question.

Pronunciation and intonation.

Character writing and stroke order

##### Module II

##### Intonation

Chinese foods and tastes – tofu, chowmian, noodle, Beijing duck, rice, sweet, sour....etc.

Learning to say phrases like – Chinese food, Western food, delicious, hot and spicy, sour, salty, tasteless, tender, nutritious, good for health, fish, shrimps, vegetables, cholesterol is not high, pizza, milk, vitamins, to be able to cook, to be used to, cook well, once a week, once a month, once a year, twice a week.....; Repetition of the grammar and verbs taught in the previous module and making dialogues using it.; Compliment of degree “de”.

##### Module III

Grammar the complex sentence “suiran ... danshi...”; Comparison – It is colder today than it was yesterday.....etc.; The Expression “chule...yiwai”. (Besides); Names of different animals.

Talking about Great Wall of China; Short stories

##### Module IV

Use of “huozhe” and “haishi”

Is he/she married?; Going for a film with a friend.; Having a meal at the restaurant and ordering a meal.

##### Module V

Shopping – Talking about a thing you have bought, how much money you spent on it? How many kinds were there? What did you think of others?; Talking about a day in your life using compliment of degree “de”. When you get up? When do you go for class? Do you sleep early or late? How is Chinese? Do you enjoy your life in the hostel?

Making up a dialogue by asking question on the year, month, day and the days of the week and answer them.

Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

C - Project + Presentation

I - Interaction/Conversation Practice

Text & References:

- "Elementary Chinese Reader " Part-II Lesson 39-46

Course Name	Course Code	LTP	Credit	Semester
STRATEGIC BUSINESS LEADER - III / (SBL-III)	BCH682	3:01:0	4	6

#### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Understand and apply the process of risk management
<b>CLO 2</b>	Organisation control and audit
<b>CLO 3</b>	Finance function in planning & decision making
<b>CLO 4</b>	Innovation and change management

#### B. SYLLABUS

##### Course Contents:

##### Module I: Risk Management

Identification, assessment & measurement of risk - framework of risk management systems - concepts of risk appetite and risk response - strategic & operational risks - assessing severity & probability of risk events - TARA framework for risk responses by management - monitoring of risks management strategies

##### Module II: Organisation Control & Audit

Features of effective internal control system - information flow for internal control - evaluating effectiveness of internal control system - role of internal control systems to help prevent fraud, errors & waste - importance of internal audit function - audit independence - effective audit committee - reporting on internal control & audit - linkage with financial reporting

##### Module III: Finance Function in Planning & Decision Making

Relationship between business strategy and financial objectives – developments in financial technology – alternative structures for finance function such as partnering, outsourcing, shared or global business services – role of finance function in investment decisions, financial reporting, tax implications, financial KPIs and ratios use of advanced cost and management accounting techniques

**Module IV: Innovation Management**

Enabling organisation success through organising, disruptive technology, talent management & performance excellence using concepts of FinTech, POPIT, Baldrige model and empowerment

**Module V: Change Management**

Different types of strategic change & its implications – assess organisation culture using Balogun & Hope Hailey’s contextual features – managing change using Lewin’s 3 stage model – assessing effectiveness of organisational processes & change therein using Harmon’s process-strategy matrix – leading and managing change projects – post project reviews

**Evaluation Scheme:**

Components	A	CT	CA	EE
Weightage (%)	5	15	30	50

**Text & References:**

- Kaplan Publishing, ACCA Strategic Business Leader (SBL)
- Business Policy and Strategic Management, Jauch & Glueck
- Strategic Management, Formulation, Implementation & Control, Pearce & Robinson (McGraw Hill), (9<sup>th</sup> Edition)

Course Name	Course Code	LTP	Credit	Semester
INTRODUCTION TO INDIAN ECONOMY	BCH679	2:01:0	3	6

**A. COURSE LEARNING OUTCOMES (CLO)**

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Develop ideas of the basic characteristics of Indian economy, its potential on natural resources
<b>CLO 2</b>	Understand the importance, causes and impact of population growth and its distribution, translate and relate them with economic development
<b>CLO 3</b>	Grasp the importance of planning undertaken by the government of India, have knowledge on the various objectives, failures and achievements as the foundation of the ongoing planning and economic reforms taken by the government

<b>CLO 4</b>	Understand agriculture as the foundation of economic growth and development, analyse the progress and changing nature of agricultural sector and its contribution to the economy as a whole
<b>CLO 5</b>	Not only be aware of the economy as a whole, they would understand the basic features of Indian economy, sources of revenue, how the state government finance its programmes and projects

## B. SYLLABUS

### Course Contents:

#### **Module I Indian economic growth, distribution and structural change: Comparative historical perspective**

Indian Economy at Independence, Planning and Economic Development, Economic Reforms, Growth and structural change, Fiscal and Budgetary developments.

#### **Module II Human Capital: Demography, health and education**

Population Growth and Economic Development, Population trends and Demographic Transition Theory, Microeconomic theory of fertility, National Population Policy, Demographic Dividend, Human Resource Development, Disparities and Divides, Health Indicators, Health care as Social responsibility, Discussion on NFHS

#### **Module III Growth and Distribution: Poverty, inequality, unemployment and policy interventions**

Poverty, Poverty lines in India, measuring poverty; Inequality meaning and trend, Unemployment, measuring unemployment, unemployment rate, Some characteristics of the Indian Labour market

#### **Module IV Agriculture**

Indian Agriculture, Development; Issues, Policies and agendas for reforms; Highlights of reports by National Commission for Farmers, Agricultural price policy, Farm Profitability, Government's initiative on doubling the farmers income and Food Security

#### **Module V Industry, Services and Infrastructure**

Industrial development since independence, Industrial Policy in India, MSMEs in India, Contribution of MSMEs to Indian Economy, the issues related to growth and sustenance of MSMEs, Overall Industrial Performance since Economic Reform, Competition Laws, Strategy of Disinvestment, Unemployment problem in India and the missing links, Growth process of India's Service Sector, Infrastructure and the Economic Development

#### **Module VI The External Sector**

Policies, Development and issues related to India's External Sector, India and World Trade Organisation (WTO), India's Balance of Payment

### Evaluation Scheme:

Components	A	CT	CA	EE
Weightage (%)	05	15	30	50

### Text & References:

Edited by Uma Kapila. (2019). Indian economy since independence. Delhi: Academic Foundation.

Dutt, R., & Sundaram, K. Indian Economy. New Delhi: S. Chand & Co. Ltd (2016).

Mishra, & Puri. Indian Economy. Bombay: Himalaya Publishing House (2015).  
 Edited by: Raghbendra Jha (2008). The Indian Economy Sixty Years After Independence.  
 London: Palgrave Macmillan

### Supplementary Readings

Balakrishnan, P. (2007). The recovery of India: Economic growth in the Nehru era. *Economic and Political Weekly*, 42(45-46), 52-66.

Bardhan, P. (2012). *Awakening giants, feet of clay: Assessing the economic rise of China and India*. Princeton University Press.

Basu, K., Maertens, A. (2007). The pattern and causes of economic growth in India. *Oxford Review of Economic Policy*, 23, 143-167.

Bhagwati, J., Panagariya, A. (2012). *India's tryst with destiny*, Collins Business.

Centre for Sustainable Employment. (2018). *State of working India 2018*. Azim Premji University.

Desai, S. (2015). Demographic deposit, dividend and debt. *The Indian Journal of Labour Economics*, 58, 217-232.

Dreze, J., Khera, R. (2017). Recent social security initiatives in India, *World Development*, 98, 555-572.

Dreze, J., Sen, A. (2013). *India: An uncertain glory*. Allen Lane.

Joshi, V. (2016). *India's long road: The search for prosperity*. Allen Lane.

Meenakshi, J. (2016). Trends and patterns in the triple burden of malnutrition in India. *Agricultural Economics*, 47, 115-134.

Ministry of Finance. (2016). Universal basic income: A conversation with and within the mahatma. Chapter 9 in *Economic Survey*, 172-212.

Panagariya, A., Mukim, M. (2014). A comprehensive analysis of poverty in India. *Asian Development Review*, 31, 1-5

Course Name	Course Code	LTP	Credit	Semester
DISSERTATION	BCH655	0:00:12	6	6

#### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	In-depth understanding of academic theory and the preparation of high-quality research pertinent to the field of study
<b>CLO 2</b>	Ability to select appropriate research methods and techniques suitable for the candidate's research field

<b>CLO 3</b>	In-depth understanding the current state of the art in the individual research area, and the ability to appropriately employ methods and existing research results in the development of new knowledge, theories and presentation of research in the individual research area
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## B. SYLLABUS

### The Aims of the Dissertation

The aim of the dissertation is to provide you with an opportunity to further your intellectual and personal development in your chosen field by undertaking a significant practical unit of activity, having an educational value at a level commensurate with the award of your degree

The dissertation can be defined as a scholarly inquiry into a problem or issues, involving a systematic approach to gathering and analysis of information / data, leading to production of a structured report.

### The Dissertation Topic

It is usual to give you some discretion in the choice of topic for the dissertation and the approach to be adopted. You will need to ensure that your dissertation is related to your field of specialization.

Deciding this is often the most difficult part of the dissertation process, and perhaps, you have been thinking of a topic for some time.

It is important to distinguish here between 'dissertation topic' and 'dissertation title'. The topic is the specific area that you wish to investigate. The title may not be decided until the dissertation has been written so as to reflect its content properly.

Few restrictions are placed on the choice of the topic. Normally we would expect it to be:

- relevant to business, defined broadly;
- related to one or more of the subjects or areas of study within the core program and specialisation stream;
- clearly focused so as to facilitate an in-depth approach, subject to the availability of adequate sources of information and to your own knowledge;
- of value and interest to you and your personal and professional development.

### Planning your dissertation

This will entail following:

- Selecting a topic for investigation.
- Establishing the precise focus of your study by deciding on the aims and objectives of the dissertation, or formulating questions to be investigated. Consider very carefully what is worth investigating and its feasibility.
- Drawing up initial dissertation outlines considering the aims and objectives of the dissertation. Workout various stages of dissertation
- Devising a timetable to ensure that all stages of dissertation are completed in time. The timetable should include writing of the dissertation and regular meetings with your dissertation guide.

### The dissertation plan or outline

It is recommended that you should have a dissertation plan to guide you right from the outset. Essentially, the dissertation plan is an outline of what you intend to do, chapter wise and therefore should reflect the aims and objectives of your dissertation.

There are several reasons for having a dissertation plan

- It provides a focus to your thoughts.
- It provides your faculty-guide with an opportunity, at an early stage of your work, to make constructive comments and help guide the direction of your research.
- The writing of a plan is the first formal stage of the writing process, and therefore helps build up your confidence.
- In many ways, the plan encourages you to come to terms with the reading, thinking and writing in a systematic and integrated way, with plenty of time left for changes.
- Finally, the dissertation plan generally provides a revision point in the development of your dissertation report in order to allow appropriate changes in the scope and even direction of your work as it progresses.

### Keeping records

This includes the following:

- Making a note of everything you read; including those discarded.
- Ensuring that when recording sources, author's name and initials, date of publication, title, place of publication and publisher are included. (You may consider starting a card index or database from the outset). Making an accurate note of all quotations at the time you read them.
- Make clear what is a direct quotation and what is your paraphrase.

### Dissertation format

All students must follow the following rules in submitting their dissertation.

- Front page should provide title, author, Name of degree/diploma and the date of submission.
- Second page should be the table of contents giving page references for each chapter and section.
- The next page should be the table of appendices, graphs and tables giving titles and page references.
- Next to follow should be a synopsis or abstract of the dissertation (approximately 500 words) titled: Executive Summary
- Next is the 'acknowledgements'.
- Chapter I should be a general introduction, giving the background to the dissertation, the objectives of the dissertation, the rationale for the dissertation, the plan, methodological issues and problems. The limitations of the dissertation should also be hinted in this chapter.
- Other chapters will constitute the body of the dissertation. The number of chapters and their sequence will usually vary depending on, among others, on a critical review of the previous relevant work relating to your major findings, a discussion of their implications, and conclusions, possibly with a suggestion of the direction of future research on the area.
- After this concluding chapter, you should give a list of all the references you have used. These should be cross - references with your text. For articles from journals, the following details are required e.g.  
Draper P and Pandyal K. 1991, The Investment Trust Discount Revisited, Journal of Business Finance and Accounting, Vol18, No6, Nov, pp 791-832.  
For books, the following details are required:  
Levi, M. 1996, International Financial Management, Prentice Hall, New York, 3rd Ed, 1996
- Finally, you should give any appendices. These should only include relevant statistical data or material that cannot be fitted into the above categories.

## Guidelines for the assessment of the dissertation

While evaluating the dissertation, faculty guide will consider the following aspects:

1. Has the student made a clear statement of the objective or objective(s).
2. If there is more than one objective, do these constitute parts of a whole?
3. Has the student developed an appropriate analytical framework for addressing the problem at hand.
4. Is this based on up-to-date developments in the topic area?
5. Has the student collected information / data suitable to the frameworks?
6. Are the techniques employed by the student to analyse the data / information appropriate and relevant?
7. Has the student succeeded in drawing conclusion form the analysis?
8. Do the conclusions relate well to the objectives of the project?
9. Has the student been regular in his work?
10. Layout of the written report.

### Evaluation:

Dissertation: 75

Viva Voce: 25

Total: 100



Course Name	Course Code	LTP	Credit	Semester
ENTREPRENEURSHIP DEVELOPMENT	BCH671	2:01:0	3	6

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Develop understanding of core concepts of entrepreneurship and the role of entrepreneur in business and society.
<b>CLO 2</b>	Ability to analyze marketing environment in which the small business related to tourism operates and provide solutions based on a critical examination of available information.
<b>CLO 3</b>	Critically analyse and apply management strategies based on product, price, place and promotion objectives, under ethical consideration of different market situations and develop a successful Business plan.
<b>CLO 4</b>	Develop an integrated marketing communications plan, which includes promotional strategies, unique marketing mixes and selling propositions for specific service offerings
<b>CLO 5</b>	Develop the ability to collect, process, and analyze market information to make informed decisions

### B. SYLLABUS

Course Contents:

#### Module I: Basic Concepts

Qualities, Characteristics of an entrepreneur, Venture idea generation, Ideas and the entrepreneurship, Women entrepreneurs, Preliminary Screening, Drawbacks or Problems of entrepreneurship, Reasons of failure, Overview of setting up an enterprise.

#### Module II: Project Appraisal

Pre-feasibility Report, Project Report, Comparative Rating of Product ideas, Cash Flow, Financial Analysis and Planning, Sources of Finance. Stages of Project Feasibility Analysis- Market, Technical, Financial, Social Analysis, Project Implementation Stages

#### Module III: Financial Analysis

Financing the project, Sources of finance, Venture Capital Sources, What Investor looks in the Investment Proposal, Outline for a Venture Capital Proposal. Sources of finance from different banks, Proposal with IDBI etc.

#### Module IV: Market and Materials Management Analysis

Vendor development, vendor selection decision factors, methods of price determination, direct and hidden cost in material management, market development, market feasibility, activities and decisions in materials management

#### Module V: Project Management

Steps and procedure for setting up small scale, Role of Banks and Financial Institutions in Development, E-Commerce, E-Business, E-Auction. Project management problems.

#### Evaluation Scheme:

Components	A	CT	CA	EE
Weightage (%)	5	15	30	50

#### Text & References:

- Developing Entrepreneurship, Udai Pareek Sanjeev & Rao T.V, Printers, Ahmedabad
- Issues and Problems: Small: 1, Sharma, S.V.S., Industry Extension Training Institute, Hyderabad
- A Practical Guide to Industrial Entrepreneurs; Srivastave, S.B., Sultan Chand & Sons
- Entrepreneurship Development; Bhanussali, Himalaya Publishing, Bombay

Course Name	Course Code	LTP	Credit	Semester
SPREADSHEET MODELING BUSINESS	IN BCH672	2:01:0	3	6

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	study the computer programs for business and financial modeling and structuring and solving financial problems using spreadsheets and structured programming techniques.
<b>CLO 2</b>	develop skills in translating financial models into spreadsheets using Microsoft Excel and to utilize and integrate spreadsheet functionalities, programming, and interfaces in financial applications.

### B. SYLLABUS

#### Course Contents:

##### Module I: Basics of MS Excel

Understanding Basics of Spreadsheet; Sorting Data; Filtering Data; Conditional Formatting; Inserting and Copying Formulas; Freeze Panes; Range Names, Paste Special Command, Text Functions, Count Functions, Text Functions

##### Module II: Charts

Bar Chart, Line Chart, Column Chart, Pie Chart, Area Chart, Stock Chart, Surface Chart, Doughnut Chart, Scatter Diagram, Bubble Diagram, Radar diagram

##### Module III: Data Analysis using MS Excel

Basic Pivot Tables, Pivot Charts, What if Analysis: Goal Seek, Data Table, Scenario Manager; Using Data Analysis Tool for Statistical Analysis; Using Solver, NPV, IRR, Inferential Statistics: Chi Square Test, t-test, One Way ANOVA, Correlation & Regression Analysis

##### Module IV: Advanced functions using MS Excel

Creating and using Macros, sensitivity Analysis, creating profit and loss account, Handling balance sheets through excel

#### Evaluation Scheme

Components	CPA	CT	Q/S	A	CE	EE
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<b>Weightage (%)</b>	<b>15</b>	<b>30</b>	<b>-</b>	<b>5</b>	<b>50</b>	<b>0</b>
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#### Text & References:

- Benninga, S. (2000), Financial Modeling, 2<sup>nd</sup> Ed, MIT Press
- Microsoft excel 2010 All in One for Dummies by H. Greg, 2010, Willey Publishing, Inc

Course Name	Course Code	LTP	Credit	Semester
REGULATION OF DOMESTIC AND FOREIGN EXCHANGE MARKETS	BCH661	2:01:0	3	6

#### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Analyzing the nature and functioning of Indian and foreign exchange markets,
<b>CLO 2</b>	To understand determination of exchange rates and their forecasting
<b>CLO 3</b>	Explaining the foreign exchange risks and to identify risk management strategies
<b>CLO 4</b>	Understanding foreign exchange markets, international financial markets and their functions & needs
<b>CLO 5</b>	Analyzing foreign exchange risks and risk management strategies

#### B. SYLLABUS

##### Course Contents:

##### Module I: Regulation of Domestic Markets

Basic functions of government; Market efficiency; Market failure; the meaning & cause; public policy towards monopoly and competition.

##### Module II: Foreign Exchange Markets & Regulatory Compliances

The Foreign Exchange Management Act, 1999, Spot and Forward Markets, Trading Terminologies & Mechanism, Currency Convertibility, Major/Minor currencies. ISO

Currency codes, linkages to other Global Markets & Events, Using benchmark rates LIBOR/MIBOR. Reserve Bank of India's remittance guidelines for individuals & Corporate.

### Module III : Foreign Exchange Rate Determination

Exchange Rate Determination, Cross-currency calculations, Interest Rate & Purchasing Power Parity, Negotiating FX rates for inflow/outflow for different international transactions, Exchange Arithmetic.

### Module IV: Foreign Exchange Rate Exposure & Trading Strategies

Transaction, Translation and Operating Exposure. FX Trading Strategies for Hedging, Speculation & Arbitrage

### Module V: Foreign Trade Policy and Procedures

Current Foreign trade policy -Merchandise exports from India scheme, Service exports from India Scheme. Duty remission schemes ,EPCG, etc; EOUs, EHTPs, STPs, BPTs, and SEZs

### Module VI: Industries Development Regulation An overview of current Industrial Policy;

Regulatory Mechanism under Industries Development and Regulation Act., 1951. The Micro, Small and Medium Enterprises Development Act., 2006.

#### Evaluation Scheme:

Components	A	CT	CA	EE
Weightage (%)	5	15	30	50

#### Text & References:

Apte P.G. (1998), International Financial Management, Tata McGraw-Hill Publication  
 Thummuluri Siddaiah (2010), International Financial Management, Pearson Education  
 Levi, M.D. (1996), International Finance, McGraw Hill International  
 Errunza, V.R., Singh, D. and Srinivasan, T.S. (1994), International Business Finance, Global Business Press  
 Hull, J.C. (1999), Introduction to Futures and Options Markets, Prentice Hall of India  
 Edwards, F.R and Ma C.W. (1992), Futures and Options, McGraw-Hill International.  
 Kolb, R.W. (1997), Understanding Futures Markets, Prentice Hall of India  
 Rebonato, R. (1996), Interest Rate Option Models: Understanding, Analysing and Using Models for Exotic Interest Rate Options, John Wiley and Sons  
 Kohn, M (1998) Financial Institutions and Markets, Tata McGraw Hill Publishing

Course Name	Course Code	LTP	Credit	Semester
VENTURE PLANNING	BCH662	2:01:0	3	6

#### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Understand different aspects of starting new business
<b>CLO 2</b>	Generate the creative processes in new ideas.

## B. SYLLABUS

### Course Contents:

#### Module I

Generation of New Idea: Creative Thinking, Brain Storming, Different other Techniques of generating New Ideas, Imagination, research & Identification of opportunities, New Venture creation or acquiring an established venture, opportunities, Legal framework, and regulation, Issues related to creating acquiring venture or franchising.

#### Module II

Intellectual Property Protection: Patents, Trademarks, and Copyrights. Requirements and Procedure for filing a Patent, Trademark, and Copyright, Legal acts governing businesses in India, Identifying Form of Organization; Sole Proprietorship, Partnership, Limited Liability Partnership and Company

#### Module III

The Entrepreneur's Search for Capital, The Venture Capital Market, Criteria for evaluating New- Venture Proposals Evaluating the Venture Capitalist. Financing stages, Alternate Sources of Financing for Indian Entrepreneurs, Bank Funding, Government Policy Packages, State Financial Corporation's (SFCs), Business Incubators and Facilitators, Informal risk capital: Angel Investors

#### Module IV

Developing a Marketing Plan: Customer Analysis, Sales Analysis and Competition Analysis, Market Research, Sales Forecasting, Evaluation, Pricing Decision

#### Module V

Business Plan: Concept. Pitfalls to Avoid in Business Plan, Benefits of a Business Plan, Developing a Well-Conceived Business Plan. Elements of a Business Plan: Executive Summary. Business Description, Marketing: Market Niche and Market Share. Research, Design and Development, Operations Management, Finances. Critical-Risk, Harvest Strategy. Milestone Schedule

### Evaluation Scheme:

Components	A	CT	CA	EE
Weightage (%)	5	15	30	50

### Text & References:

- Rajeev Roy: Entrepreneurship- 3<sup>rd</sup> edition, 2020, OUP India  
 Robert, H. M., Manimala, M. Peters, and D. Shepherd, Entrepreneurship 11<sup>th</sup> edition, McGraw Hill, India  
 Barringer, B. R., and R. D. Ireland, Entrepreneurship: Successfully Launching New Ventures 6<sup>th</sup> edition, Pearson Education, India  
 Dhruv Nath, Funding Your Startup: And other Nightmares (2020) Penguin Portfolio  
 Pankaj Goyal, Before You Start Up: How to Prepare to Make Your Startup Dream a Reality(2017) Finger print! publishing  
 Kumar, Arya, Entrepreneurship: Creating and Leading an Entrepreneurial Organization, Pearson, India.  
 Fraser Doherty, 48-Hour Start-Up: From Idea to Launch in 1 Weekend(2016) Harper Thorsons



Course Name	Course Code	LTP	Credit	Semester
BANKING & INSURANCE	BCH663	2:01:0	3	6

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Understand the rudimentary aspects of Banking and Insurance.
<b>CLO 2</b>	Explain the reasons behind the happenings in the banking and insurance sector.
<b>CLO 3</b>	Trace the growth of the sector in past and future
<b>CLO 4</b>	Enhance their skills for best matching for the sector

### B. SYLLABUS

#### Course Contents:

##### Module I

Origin of banking: definition, Types of deposits, Origin and growth of commercial banks in India, Banking Sector Reforms, International security standards in banking, Global Financial Crisis and India's banking Sector. Technological Channels for the Delivery of Financial Services, Role of Foreign Banks, Advantages and Disadvantages of Foreign Banks for domestic economy

##### Module II

Principles of sound lending, Secured vs. unsecured advances, Types of advances, Advance against various securities. Securitization of Standard Assets, Anti-money Laundering Guidelines, Credit Information Bureau of India Ltd. (CIBIL) Basel I, Basel II, Migration to Basel II Norms, Balance Sheet of a Bank; special items, off balance sheet items.

##### Module III

Basic concepts of risk, Types of business risk, Assessment and transfer, Basic principles of utmost good faith, Insurable interest, Indemnity, Economic function, Proximate cause, Subrogation and contribution. Legal Aspects of insurance contract, Re-insurance, Risk and return relationship, Insurance as an Investment, Insurance and Taxation, Advantages and Disadvantages of insurance

##### Module IV

Life Insurance Contract: Nature and Classification of Policies, Selection of Risk, Calculation of premium, Investment of Funds, Surrender Value, Retirement Planning, Pension Plans. Fire Insurance : Nature and uses, Kinds of Policies, Policy Conditions, Rate Fixation Payment of claim, Motor Insurance, Personal Accident, Health and Medical Insurance. Regulatory Framework of Insurance: Role, power and functions of IRDA, IRDA Act 1999.

#### Evaluation Scheme:

Components	A	CT	CA	EE
Weightage (%)	5	15	30	50

#### Text & Références

Bhasin, Niti, Indian Financial System: Evolution and Present Structure, New Century Publications  
 Agarwal, O.P., Banking and Insurance, Himalaya Publishing House  
 Suneja, H.R., Practical and Law of Banking, Himalaya Publishing House  
 Saxena, G.S., Legal Aspects of Banking Operations, Sultan Chand and Sons  
 Gupta, P.K., Insurance and Risk Management, Himalaya Publishing House



Mishra, M.N., Principles and Practices of Insurance, S. Chand and Sons  
 Black, K. and H.D. Skipper, Life and Health Insurance, Pearson Education  
 Vaughan, E.J. and T. Vaughan, Fundamentals of Risk and Insurance, Wiley & Sons  
 Suri, Niti, Banking and Financial Institution, New Century Publications

Course Name	Course Code	LTP	Credit	Semester
E-COMMERCE AND ITS APPLICATIONS	BCH673	2:01:0	3	6

### C. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Discuss the e-Commerce process
<b>CLO 2</b>	Describe an example of system architecture for an e-Business
<b>CLO 3</b>	List the seven major elements of web design
<b>CLO 4</b>	Discuss security issues and explain procedures used to protect against security threats

### D. SYLLABUS

#### *Course Contents:*

#### **Module I: E-Commerce Concept**

Meaning, definition, concept, features, function of E-Commerce, E-Commerce practices v/s traditional practices, scope and basic models of E-Commerce, limitations of E-Commerce, precaution for secure E-Commerce, proxy services. Concept of EDI, difference between paper based Business and EDI Based business, Advantages of EDI, Application areas for EDI, Action plan for Implementing EDI, Factors influencing the choice of EDI, Software Concept of Electronic Signature, Access Control.

#### **Module II: Types of E-Commerce**

Meaning of B2C, B2B, C2C, P2P, Applications in B2C- E-Banking, E-Trading, E-Auction - Introduction and overview of these concepts, Application of B2B- E-distributor, B2B service provider, benefits of B2B on Procurement, Just in time delivery. Consumer to consumer and peer to peer business model Introduction and basic concepts

#### **Module III: E-Marketing**

Traditional Marketing V/S E-Marketing, Impact of Ecommerce on markets; marketing issue in E-Marketing, Promoting your E-Business, Direct marketing, one to one marketing

#### **Module IV: E-Finance**

Areas of E-Financing, E-Banking, traditional v/s E-Banking, operations in E-Banking; E-Trading-Stock marketing, trading v/s E-Trading, Importance of E-Trading, Advantages of E-trading, operational aspects of E-Trading

#### Module V: E-Payment

Transactions through Internet, Requirements of E-Payment system, Post paid payment system- Credit card solutions, cyber cash Internet cheques; Instant Paid payment system- Debit card, direct debit. Prepaid payment system- Electronic cash, smart cards

#### Evaluation Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

#### Text & References:

- Bajaj. (2000). E-Commerce: The Cutting Edge of Business (1 ed.). McGraw Hill.
- Joseph, P. (2008). E-Commerce:An Indian Perspective (3 ed.). PHI.

Course Name	Course Code	LTP	Credit	Semester
ADVERTISING AND PERSONAL SELLING	BCH611	2:01:0	3	6

#### E. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Identify and relate the problems to the field of adverting and sales promotion if any
<b>CLO 2</b>	Investigate the root cause for the ineffectiveness of the campaign
<b>CLO 3</b>	Develop efficient and effective plans to run the campaigns
<b>CLO 4</b>	Evaluate the steps taken and be in a position to provide recommendations.

#### F. SYLLABUS

## Course Contents:

**Module I: Introduction** - Advertising purpose and functions; Economic, social & ethical aspects of advertising; Advertising & the marketing mix, types of advertising; Major Institutions of advertising management, structure & functions of an advertising agency

**Module II Advertising and campaign planning**- Marketing strategy & situation analysis; Advertising plan; Advertising objectives; Creative approaches; the art of copywriting; Advertising copy testing; creativity in communication, motivational approaches & appeals, advertising budget process; methods of determining advertising appropriations.

**Module III - Advertising media strategy** -Role of media; types of media; their advantages and disadvantages; media research & advertising decisions; media planning, selection & scheduling strategies, Methods of measuring advertising effectiveness

**Module IV: Personal Selling** - The nature of personal selling; Personal Selling in marketing mix; Sales Management environment; Sales forecasting & Sales management planning, Organizing & executing the sales effort. The nature of sales management positions; the sales organization; sales department relations;

**Module V: Sales force management** - Recruitment & selection of sales personnel; Training, motivating, compensating & controlling sales personnel; controlling the sales effort - sales budget, sales quotas, sales territories, sales control & cost analysis. Sales process

### Evaluation Scheme:

Components	A	CT	CA	EE
Weightage (%)	5	15	30	50

### Text & References:

- Belch, George E & Belch, Michael A. (2009). Advertising and Promotion. McGraw-Hill Irwin.
- Wells W.D, Burnett J, & Moriarty S. (2009), Advertising Principles and Practice, Pearson Higher Education
- Batra R, Myers G.J., Aaker D (2003), Advertising Management, Pearson Education.
- Still Cundiff, Sales Management Decision Strategies, Fifth Edition, Prentice Hall
- Panda Tapan K., Sahadev Sunil, Sales and Distribution Management, 2005, Oxford University Press.

Course Name	Course Code	LTP	Credit	Semester
SERVICE MARKETING	BCH612	2:01:0	3	6

## A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

CLO 1	Understand the Concept of Services and intangible product
CLO 2	Discuss the relevance of the services Industry to Industry
CLO 3	Examine the characteristics of the services industry
CLO 4	Analyse the role and relevance of Quality in Services
CLO 5	Visualise future changes in the Services Industry

## B. SYLLABUS

### Course Contents:

#### Module I: Services an Overview

Services: concept, characteristics. Marketing of goods v/s marketing of services. Significance of services marketing. Role of services sector in economy. Growth of service sector. Services- Global and Indian Scenario. Introduction to service marketing mix

#### Module II: Consumer Behaviour in Services

Consumer decision-making process. Consumer Expectations: Concept. Factors influencing customer expectation of services. Service encounter and moments of truths. Managing Customer Satisfaction. Service failure and recovery.

#### Module III: Service Quality & Productivity

Concept of service quality. GAP Model of service quality. Measuring and improving service quality. Managing service operations and operational design for services. Concept of productivity in service context. Approaches to improve productivity. Managing service demand and capacity: Understanding capacity constraints, understanding demand patterns. Strategies for matching demand and suppl.

#### Module IV: Service Environment

Importance of service environment. Designing service environment and marketing strategies.

#### Module V: Managing service personnel

Role of service personnel and developing customer-focused personnel. Job characteristics. Dealing with conflict and stress. Internal marketing.

#### Module VI: Pricing and Distribution for services

Price determinants, pricing modifications. Approaches to pricing services. Pricing strategies linking to value definitions. Customer-focused pricing. Channel structures, distribution-growth options.

#### Module VII: Integrated Marketing Communications for services

Role of communications, communication options, integrative communications program.

#### Evaluation Scheme:

Components	A	CT	CA	EE
Weightage (%)	5	15	30	50

#### Text & References:

- Clow Kenneth E. and Kurtz David L. , Services marketing operations, management and strategy, biztantra innovations in management, John Willey & Sons
- Valarie A Zeithaml and mary J Bitner , Services Marketing, Third Edition, Tata McGraw Hill Companies

- Christopher Lovelock, Service Marketing (people, technology and strategy), 2001, Fifth Edition, Pearson Education.
- Rampal M.K., Gupta S.L., Service Marketing, 2006 Galgotia Publishing Company

Course Name	Course Code	LTP	Credit	Semester
ETHICS AND GOVERNANCE	BCH674	2:01:0	3	6

### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	To understand the Business Ethics and to provide best practices of business ethics
<b>CLO 2</b>	To learn the values and implement in their careers to become a good managers
<b>CLO 3</b>	To develop various corporate social Responsibilities and practise in their professional life
<b>CLO 4</b>	To Imbibe the ethical issues in corporate governance and to adhere to the ethical codes

### B. SYLLABUS

#### Course Objective:

#### Course Contents:

##### Module I: Overview of Corporate Governance

Governance & Responsibility, Corporate Governance, Social Responsibility, Ethics and Ethical Dimensions; Scope of Governance, Agency Relationships and Theories; Different Approaches to Corporate Governance

##### Module II: Board of Directors (BoD)

Major players in Corporate Governance, Role of BoD, Legal aspects and liabilities; The Board of Directors, Board Committees, Directors' Remuneration. Duties of the BoD, Committees of the Board-Cadbury Report, Green bury report, CII's recommendation, etc.

##### Module III: Code of Corporate Governance

What is a Code, Why a Code, and Value of a Code in Indian Environment Governance: Reporting and Disclosure, Public Sector Governance, Internal Control and Review.

##### Module IV: Corporate Governance - A question of Ethics

Understanding values, Values and organization, Conveyance of values, Ethics and Ethos, Values and Corporate Governance, Economic, Legal and ethical Analysis Professional values, ethics and social responsibility, Ethical theories, Different approaches to ethics and social responsibility.

##### Module V: Ethical Concerns

Professions and the public interest, Professional practice and codes of ethics, Conflicts of interest and the consequences of unethical behavior, Ethical characteristics of professionalism, Social and environmental issues in the conduct of business and of ethical behavior.

#### Module VI: Evaluation - A tool for Improved Corporate Governance

Evaluation & feed-back cycle in a Board, Conducting Boards performance evaluation Internal control and reporting, Management information in audit and internal control, Identifying and assessing risk, Risk and the risk management process, Categories of risk, Identification, assessment and measurement of risk, Controlling risk, Targeting and monitoring risk, Methods of controlling and reducing risk, Risk avoidance, retention and modeling.

Evaluation Scheme:

Components	A	CT	CA	EE
Weightage (%)	5	15	30	50

#### Text & References:

- Rao, V S. (2012). Corporate Management, Governance and Ethics: Best Practices, 1st Ed., Wiley Publication.
- Bhatia S K. (2006). Business Ethics and Corporate Governance, Deep and Deep Publications Pvt. Ltd.
- Fernando AC, Business Ethics and Corporate Governance, 1st Ed., Pearson Education India
- Rezaee Zabihollah. (2008). Corporate Governance and Ethics, Wiley Publication

Course Name	Course Code	LTP	Credit	Semester
COMPENSATION MANAGEMENT	BC614	2:01:0	3	6

#### A. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	to understand the concept of compensation management
<b>CLO 2</b>	<b>To understand and implement</b> wage policies keeping in view the labour legislations.

Course Contents:

#### Module I

Introduction, concept of compensation, Importance of an ideal compensation plan, Compensation plan and business strategy, devising a compensation plan, factors affecting Compensation.

## Module II

Broad branding, establishing pay rates, Pricing managerial and professional jobs, Pay Packet - Constituents - Basic, D A, H R A, and other allowance, Perquisites.

## Module III

Wage Policy - Concept of wage, theories on wages, wage policy in India, determinants of wage policy, Impact of income tax on Wage and salary administration, Tools used for fixation of wages.

## Module IV

Pay-for-performance & Financial incentives, Pre-requisites of effective incentive system, Scope of incentive schemes, types of incentives - group incentive plan, for indirect workers, for operations employees, for managers and professionals, for sales persons.

## Module V

Employee benefits, services and employee leasing - insurance, retirement, employee services benefit and others. Flexible benefit programs, administration of benefits and services. The future of fringe Benefits, guidelines to make benefit program more effective.

## Module VI

Labour legislations: Over view and aspects covered by Payment of wages Act, Payment of Bonus Act, Equal Remuneration Act, ESI Act, maternity benefit Act, Payment of Gratuity Act, Factories Act, Minimum Wage Act, Industrial Employment (Standing Orders) Act, Industrial Disputes Act, PF Act.

Recent trends in compensation management -Recent trends in compensation management and the use of information technology

### Evaluation Scheme:

Components	A	CT	CA	EE
Weightage (%)	5	15	30	50

### Text & References:

- A.M. Sharma, Understanding Wage System.
- N.D. Kapoor, Labour Legislation.
- C.B. Memoria, Personnel management.



Course Name	Course Code	LTP	Credit	Semester
ADVANCE FINANCIAL MANAGEMENT - II / (AFM-II)	BC684	5:01:0	6	6

## B. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Use advanced investment appraisal techniques & estimating cost of capital
<b>CLO 2</b>	Financing of investment including international investments
<b>CLO 3</b>	Advanced risk management techniques
<b>CLO 4</b>	Mergers and acquisitions

## C. SYLLABUS:

### Course Contents:

#### MODULE I: ADVANCED INVESTMENT APPRAISAL TECHNIQUES

Merits & demerits of traditional techniques like NPV and IRR – use of modified IRR – concept of duration and modified duration – adjusted present value method (APV) (impact of financing on project NPV) – use of options theory in evaluating investment projects having embedded real option (using Black-Scholes model) – Assessing Value at risk (VaR model) – multi-period capital rationing (linear programming (only setting up LP problem & interpreting the output) – estimating project specific cost of capital using MM model and process Beta and CAPM

#### MODULE II: COST OF CAPITAL

Approaches to capital structure – capital structure theories and their impact on cost of capital & company valuation – use of MM propositions in financial management

#### MODULE III: INTERNATIONAL PROJECT APPRAISAL

Financial evaluation of international projects – estimating exchange rates using purchasing power parity (PPP) and interest rate parity (IRP) equations – applying Fischer equation – estimating cash flows and estimating relevant cost of capital – effect of double taxation avoidance agreements – exchange controls & withholding taxes

#### MODULE IV: ADVANCED RISK MANAGEMENT

Role of treasury in financial risk management – organising treasury function (centralised v/s decentralised) – transaction, translation & economic risks related to currency fluctuations – currency hedging tools (internal – currency of invoice, leading & lagging, matching, netting and external – forwards, futures, options & swaps, money market) *candidates are expected to*

illustrate working knowledge of setting up the hedging - managing interest rate risk through different techniques (internal - matching & smoothing, asset/liability management, external - forward rate agreement (FRA), futures, options and swaps)

#### **MODULE V: MERGERS & ACQUISITIONS**

Principles of Business Valuation - Asset-Based Models - Market-Based Models - Cash-Based Models - Valuation of High Growth Start-Ups & firms with Product Options - Methods of Financing Mergers - Assessing a Given Offer - Effect of an offer on Financial Position and performance

#### **Evaluation Scheme:**

Components	A	CT	CA	EE
Weightage (%)	5	15	30	50

#### **Text & References:**

- **Kaplan Publishing, ACCA Advance Financial Management (AFM)**
- Brigham Eugene F & Daves Phillip R, Intermediate Financial Management, Cengage
- Paul SK, Advanced Financial Management, New Central Book Agency (P) Ltd
- Chandra Prasanna, Financial Management: Theory and Practice, Tata Mc Graw Hill
- Arnold Glen, Essentials of Corporate Financial Management, Financial Times Prentice Hall

Course Name	Course Code	LTP	Credit	Semester
ADVANCE PERFORMANCE MANAGEMENT - II / (APM-II)	BC685	5:01:0	6	6

#### D. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Applying strategic performance measurement in private sector organisations
<b>CLO 2</b>	Divisional performance & transfer pricing issues
<b>CLO 3</b>	Strategic performance measures in not-for-profit organisations
<b>CLO 4</b>	Alternative views of performance measurement & management

#### E. SYLLABUS

##### **Course Contents:**

##### **MODULE I: PERFORMANCE MEASUREMENT IN PRIVATE SECTOR**

Primary performance objectives – measuring financial KPIs such as ROCE, ROI, EPS, EBIDTA, Residual income, Economic value added (EVA), liquidity & gearing ratios – Non-financial performance indicators

##### **MODULE II: DIVISIONAL PERFORMANCE & TRANSFER PRICING**

Evaluation of performance in divisional organisation – use of ROI, RI and EVA tools – divisional performance and manager's performance assessment – effect of transfer pricing on divisional performance – transfer pricing methods and objective of goal congruence – transfer pricing in international environment

##### **MODULE III: PERFORMANCE MANAGEMENT SYSTEMS - PMS**

Components of a PMS - Developing PMS in context of an organisation – use of technology in the PMS – reporting for different management levels using PMS – PMS and reward system

##### **MODULE IV: PERFORMANCE MEASUREMENT IN NOT-FOR-PROFIT ORGANISATIONS (NFP)**

Assess diversity of performance objectives in NFP organisation – difficulties in measuring performance of NFPs – use of league tables in managing performance – Value-for-money (VFM) approach – use of non-financial performance indicators

##### **MODULE V: ALTERNATIVE VIEWS OF PERFORMANCE MANAGEMENT**

Use of management accounting techniques such as Kaizen costing, target costing, JIT and TQM - six sigma approach - performance measurement models such as balanced scorecard, building blocks, performance pyramid - value based and activity based performance measurement - performance issues in complex structures such as joint ventures, alliances - predicting & preventing corporate failures using Z-score and A-score models

#### Evaluation Scheme:

Components	A	CT	CA	EE
Weightage (%)	5	15	30	50

#### Text & References:

- Kaplan Publishing, ACCA Advance Performance Management (APM)
- Caldwell Charles M, Performance Management, American Management Association
- Marr Bernard, Strategic Performance Management, Butterworth Heinemann
- Bhattacharyya Dipak Kumar, Performance Management Systems and Strategies, Pearson
- Cokins Gary, Performance Management, Wiley Publication

Course Name	Course Code	LTP	Credit	Semester
ADVANCE AUDIT & ASSURANCE- I / (AAA-I)	BC686	5:01:0	6	6

#### F. COURSE LEARNING OUTCOMES (CLO)

At the successful completion of this course you (the student) should be able to:

<b>CLO 1</b>	Apply the International Standards on Auditing
<b>CLO 2</b>	Evaluate findings and the results of work performed and draft suitable reports on assignments
<b>CLO 3</b>	Identify and formulate the work required to meet the objectives of non-audit assignments
<b>CLO 4</b>	Understand the current issues and developments relating to the provision of audit-related and assurance services

#### G. SYLLABUS

#### MODULE 1 - PLANNING AND CONDUCTING AN AUDIT OF HISTORICAL FINANCIAL INFORMATION

Planning, materiality and assessing the risk of material misstatement - Materiality and Performance materiality - Business risks, audit risks and risks of material misstatement

Evidence and testing considerations - Substantive and test of controls - Audit procedures and obtaining evidence - Analytical procedures for financial and non-financial data

## **MODULE 2 - AUDIT OF GROUPS AND USING THE WORK OF OTHERS**

Using the work of Experts - Using the Work of Internal Auditors - Potential impact of an internal audit department - Impact of outsourced functions on the conduct of an audit - Joint Audits - Group audits - specific matters to be considered before accepting appointment as group auditor to a group

## **MODULE 3 - COMPLETION AND REVIEW**

Subsequent events and going concern - Audit procedures, or evaluate the evidence that might be expected to be available and assess the appropriateness of the going concern

basis in given situations - Completion and final review - use of written representations from management - emphasis of matter paragraph, other matter paragraph and KAM disclosure

## **MODULE 4- AUDITORS REPORT AND OTHER REPORTING**

Auditor's reports - Reports to those charged with governance and management - content of reports to those charged with governance and management - Reporting on other assignments - content of a report for an Evaluation of prospective financial information.

## **MODULE 5 - OTHER ASSIGNMENTS**

Audit-related and assurance services - Specific assignments - Due Diligence - Review of interim financial information - Prospective financial information - Forensic audits - The audit of social, environmental and integrated reporting - The audit of performance information (pre-determined objectives) in the public sector

### **Evaluation Scheme:**

<b>Components</b>	<b>A</b>	<b>CT</b>	<b>CA</b>	<b>EE</b>
<b>Weightage (%)</b>	<b>5</b>	<b>15</b>	<b>30</b>	<b>50</b>

### **Reference book:**

- Kaplan Publishing, ACCA Advanced Audit and Assurance (AAA)

