

10 YEARS
OF UNIVERSITY
RECOGNITION
20 YEARS OF
ACADEMIC
EXCELLENCE



REVA
UNIVERSITY
Bengaluru, India

SCHOOL OF MANAGEMENT STUDIES

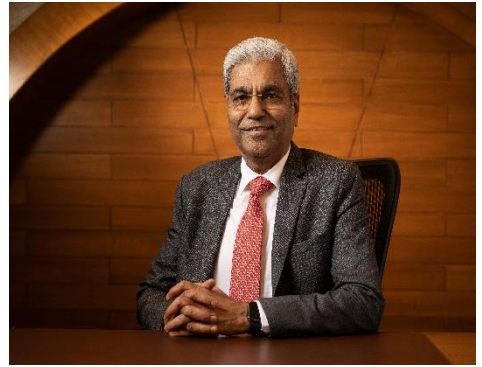
**BBA-HONORS (BBA-H)
HANDBOOK**

2021-2024

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Chancellor's Message

"Education is the most powerful weapon which you can use to change the world."
- Nelson Mandela.



There was a time when survival depended on just the realization of physiological needs. We are indeed privileged to exist in a time when ‘intellectual gratification’ has become indispensable. Information is easily attainable for the soul that is curious enough to go look for it. Technological boons enable information availability anywhere anytime. The difference, however, lies between those who look for information and those who look for knowledge. It is deemed virtuous to serve seekers of knowledge and as educators it is in the ethos at REVA University to empower every learner who chooses to enter our portals. Driven by our founding philosophy of ‘Knowledge is Power’, we believe in building a community of perpetual learners by enabling them to look beyond their abilities and achieve what they assumed impossible.

India has always been beheld as a brewing pot of unbelievable talent, acute intellect and immense potential. All it takes to turn those qualities into power is a spark of opportunity. Being at a University is an exciting and rewarding experience with opportunities to nurture abilities, challenge cognizance and gain competence.

For any University, the structure of excellence lies in the transitional abilities of its faculty and its facility. I’m always in awe of the efforts that our academic board puts in to develop the team of subject matter experts at REVA. My faculty colleagues understand our core vision of empowering our future generation to be ethically, morally and intellectually elite. They practice the art of teaching with a student-centered and transformational approach. The excellent infrastructure at the University, both educational and extra-curricular, magnificently demonstrates the importance of ambience in facilitating focused learning for our students.

A famous British politician and author from the 19th century - Benjamin Disraeli, once said ‘A University should be a place of light, of liberty and of learning’. Centuries later this dictum still inspires me and I believe, it takes team-work to build successful institutions. I welcome you to REVA University to join hands in laying the foundation of your future with values, wisdom and knowledge.

Dr. P. Shyama Raju

The Founder and Hon'ble Chancellor, REVA University

Vice- Chancellor's Message

The last two decades have seen a remarkable growth in higher education in India and across the globe. The move towards interdisciplinary studies and interactive learning have opened up several options as well as created multiple challenges. India is at a juncture where a huge population of young crowd is opting for higher education. With the tremendous growth of privatization of education in India, the major focus is on creating a platform for quality in knowledge enhancement and bridging the gap between academia and industry.



A strong believer and practitioner of the dictum “Knowledge is Power”, REVA University has been on the path of delivering quality education by developing the young human resources on the foundation of ethical and moral values, while boosting their leadership qualities, research culture and innovative skills. Built on a sprawling 45 acres of green campus, this ‘temple of learning’ has excellent and state-of-the-art infrastructure facilities conducive to higher teaching-learning environment and research. The main objective of the University is to provide higher education of global standards and hence, all the programs are designed to meet international standards. Highly experienced and qualified faculty members, continuously engaged in the maintenance and enhancement of student-centric learning environment through innovative pedagogy, form the backbone of the University.

All the programs offered by REVA University follow the Choice Based Credit System (CBCS) with Outcome Based Approach. The flexibility in the curriculum has been designed with industry-specific goals in mind and the educator enjoys complete freedom to appropriate the syllabus by incorporating the latest knowledge and stimulating the creative minds of the students. Bench marked with the course of studies of various institutions of repute, our curriculum is extremely contemporary and is a culmination of efforts of great think-tanks - a large number of faculty members, experts from industries and research level organizations. The evaluation mechanism employs continuous assessment with grade point averages. We believe sincerely that it will meet the aspirations of all stakeholders – students, parents and the employers of the graduates and postgraduates of REVA University.

At REVA University, research, consultancy and innovation are regarded as our pillars of success. Most of the faculty members of the University are involved in research by attracting funded projects

from various research level organizations like DST, VGST, DBT, DRDO, AICTE and industries. The outcome of the research is passed on to students through live projects from industries. The entrepreneurial zeal of the students is encouraged and nurtured through EDPs and EACs.

REVA University has entered into collaboration with many prominent industries to bridge the gap between industry and University. Regular visits to industries and mandatory internship with industries have helped our students. REVA University has entered into collaboration with many prominent industries to bridge the gap between industry and University. Regular visits to industries and mandatory internship with industries have helped our students become skilled with relevant to industry requirements. Structured training programs on soft-skills and preparatory training for competitive exams are offered here to make students more employable. 100% placement of eligible students speaks the effectiveness of these programs. The entrepreneurship development activities and establishment of “Technology Incubation Centers” in the University extend full support to the budding entrepreneurs to nurture their ideas and establish an enterprise.

With firm faith in the saying, “Intelligence plus character –that is the goal of education” (Martin Luther King, Jr.), I strongly believe REVA University is marching ahead in the right direction, providing a holistic education to the future generation and playing a positive role in nation building. We reiterate our endeavor to provide premium quality education accessible to all and an environment for the growth of over-all personality development leading to generating “GLOBAL PROFESSIONALS”.

Welcome to the portals of REVA University!

Dr. M Dhanmjay

Vice-Chancellor, REVA University

Director's Message

Today, as you prepare to join our campus and start the next chapter of your lives, in what can only be described as an increasingly divided and fast-shifting world, I want to offer some thoughts specific to the challenging times in which we find ourselves. Your responsibilities as Management student to lead businesses are more important today than ever. You will be graduating into a world in which trust and faith in business has declined significantly, and you have to develop the personality reflecting honesty and Ethics.



As Business Student- leaders, part of your responsibility is to rebuild this trust between business and society. My hope is that the many discussions you will have, in courses as varied as Leadership and Corporate Accountability and Finance, Ethical Management, Governance, HRM, HR, have given you tools and perspectives that will serve as a guide to you in the future. I hope you will develop, and will continue to develop, both the competence and character of true leadership. You will need both to fulfill your responsibility to rebuild trust. The way that you can do so is by creating shared prosperity; in essence, by ensuring that you create value for others before you claim value for yourself.

You can exercise your responsibility to help rebuild trust not only by the big decisions you make while leading organizations, but also by the smaller interactions you have every day. Business Leaders—rightly—are scrutinized more carefully than others, so even small signs of arrogance, excessive pride, or self-interest will be magnified. Hold yourself to a higher standard.

Many of our alumni currently lead some of the most admired and most valuable companies on the planet. They have been crucial to the creation and evolution of entire industries, including management consulting, mutual funds, private equity, venture capital, and social entrepreneurship, HR, Marketing, Entrepreneurship, and the like.

If you want your lives to have that kind of impact, you must REACH, that is stretch for things in life that seem just a bit outside your grasp, just a bit audacious. When we reach, we take a risk that

has the potential to fundamentally shift the trajectory of our lives and our organizations. We develop three types of behaviour in this school: 1. Modesty; 2. Honesty; and 3. Winning Attitude, focusing on knowledge, skills, and competency.

Often our biggest sense of accomplishment comes not when we reach for ourselves, but when we reach out on behalf of others. I experience this most often when I deal with our distinguished alumni who give back to so many causes. Today you join a group of alumni who are distinguished not only as leaders, but as philanthropists and energetic civic participants—people who lead and fund countless non-profits and philanthropies. It's a privilege for me to spend time with these people, and we ask that you RESPECT the people who are most important in your lives, and everyone with whom you interact along your road to leadership. Remember that nothing can be accomplished without the help of everyone in REVA University.

The Curriculum caters to and has relevance to local, regional, national, and global development needs. A maximum number of courses are integrated with cross-cutting issues with relevant to professional ethics, gender, human values, environment and sustainability.

Lastly, show respect on a daily basis to everyone you interact with: your co-students. As students, you will often get more credit than you deserve; be sure to share this credit by giving respect to all who contribute to any success. Let me in that spirit take a moment to thanks your parents, guardian who have collectively helped to educate you and bring you to this wonderful moment of Management World.

As you begin this exciting journey, I wish you all the best.

Dr Shubha A
Director, School of Management Studies

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RUKMINI EDUCATIONAL CHARITABLE TRUST

It was the dream of late Smt. Rukmini Shyama Raju to impart education to millions of underprivileged children as she knew the importance of education in the contemporary society. The dream of Smt. Rukmini Shyama Raju came true with the establishment of Rukmini Educational Charitable Trust (RECT), in the year 2002. **Rukmini Educational Charitable Trust (RECT)** is a Public Charitable Trust, set up in 2002 with the objective of promoting, establishing and conducting academic activities in the fields of Arts, Architecture, Commerce, Education, Engineering, Environmental Science, Management Studies, Legal Studies, Performing Arts and Science & Technology, among others. In furtherance of these objectives, the Trust has set up the REVA Group of Educational Institutions comprising of REVA Institute of Technology & Management (RITM), REVA Institute of Science and Management (RISM), REVA Institute of Management Studies (RIMS), REVA Institute of Education (RIE), REVA First Grade College (RFGC), REVA Degree College (Evening), REVA Independent PU College at Kattigenahalli, Ganganagar and Sanjaynagar and now REVA University. Through these institutions, the Trust seeks to fulfill its vision of providing world class education and create abundant opportunities for the youth of this nation to excel in the areas of Engineering, Commerce, Management, Education, Arts and Science & Technology.

Every great human enterprise is powered by the vision of one or more extraordinary individuals and is sustained by the people who derive their motivation from the founders. The Chairman of the Trust is Dr. P. Shyama Raju, a developer and builder of repute, a captain of the industry in his own right and the Chairman and Managing Director of the DivyaSree Group of companies. The idea of creating these top notch educational institutions was born of the philanthropic instincts of Dr. P. ShyamaRaju to do public good, quite in keeping with his support to other socially relevant charities such as maintaining the Richmond road park, building and donating a police station, gifting assets to organizations providing accident and trauma care, to name a few.

The Rukmini Educational Charitable Trust drives with the main aim to help students who are in pursuit of quality education for life. REVA is today a family of ten institutions providing education from PU to Post Graduation and Research leading to M. Phil and PhD degrees. REVA has well qualified experienced teaching faculty of whom majority are doctorates. The faculty is supported by

committed administrative and technical staff. Over 16,000 students study various courses across REVA's three campuses equipped with exemplary state-of-the-art infrastructure and conducive environment for the knowledge driven community.

ABOUT REVA UNIVERSITY

REVA University has been established under the REVA University Act, 2012 of Government of Karnataka and notified in Karnataka State Gazette dated 7th February, 2013. The University is recognised by UGC under Sec 2 (f) and empowered under Sec.22 of the UGC Act, 1956 to award degrees in any branch of knowledge. The University is a Member of Association of Indian Universities, New Delhi. The main objective of the University is to prepare students with knowledge, wisdom and patriotism to face the global challenges and become the top leaders of the country and the globe in different fields.

REVA University located in between Kempegowda International Airport and Bangalore city, has a sprawling green campus spread over 45 acres of land and equipped with state-of-the-art infrastructure that provide conducive environment for higher learning and research. The REVA campus has well equipped laboratories, custom-built teaching facilities, fully air-conditioned library and central computer centre, the well-planned sports facility with cricket ground, running track & variety of indoor and outdoor sports activities, facilities for cultural programs. The unique feature of REVA campus is the largest residential facility for students, faculty members and supportive staff.

The University is presently offering 27 Post Graduate Degree programs, 29 Degree and PG Degree programs in various branches of studies and has 15000+ students studying in various branches of knowledge at graduate and post graduate level and 494 Scholars pursuing research leading to PhD in 18 disciplines. It has 900+ well qualified, experienced and committed faculty members of whom majority are doctorates in their respective areas and most of them are guiding students pursuing research leading to PhD.

The programs being offered by the REVA University are well planned and designed after detailed study with emphasis with knowledge assimilation, applications, global job market and their social relevance. Highly qualified, experienced faculty and scholars from reputed universities / institutions, experts from industries and business sectors have contributed in preparing the scheme of

instruction and detailed curricula for this program. Greater emphasis on practice in respective areas and skill development to suit to respective job environment has been given while designing the curricula. The Choice Based Credit System and Continuous Assessment Graded Pattern (CBCS – CAGP) of education has been introduced in all programs to facilitate students to opt for subjects of their choice in addition to the core subjects of the study and prepare them with needed skills. The system also allows students to move forward under the fast track for those who have the capabilities to surpass others. These programs are taught by well experienced qualified faculty supported by the experts from industries, business sectors and such other organizations. REVA University has also initiated many supportive measures such as bridge courses, special coaching, remedial classes, etc., for slow learners so as to give them the needed input and build in them confidence and courage to move forward and accomplish success in their career. The University has also entered into MOUs with many industries, business firms and other institutions seeking their help in imparting quality education through practice, internship and also assisting students' placements.

REVA University recognizing the fact that research, development and innovation are the important functions of any university has established an independent Research and Innovation division headed by a senior professor as Dean of Research and Innovation. This division facilitates all faculty members and research scholars to undertake innovative research projects in engineering, science & technology and other areas of study. The interdisciplinary-multidisciplinary research is given the top most priority. The division continuously liaisons between various funding agencies, R&D Institutions, Industries and faculty members of REVA University to facilitate undertaking innovative projects. It encourages student research projects by forming different research groups under the guidance of senior faculty members. Some of the core areas of research wherein our young faculty members are working include Data Mining, Cloud Computing, Image Processing, Network Security, VLSI and Embedded Systems, Wireless Sensor Networks, Computer Networks, IOT, MEMS, Nano- Electronics, Wireless Communications, Bio-fuels, Nano-technology for coatings, Composites, Vibration Energies, Electric Vehicles, Multilevel Inverter Application, Battery Management System, LED Lightings, Renewable Energy Sources and Active Filter, Innovative Concrete Reinforcement, Electro Chemical Synthesis, Energy Conversion Devices, Nano-structural Materials, Photo-electrochemical Hydrogen generation, Pesticide Residue Analysis, Nano materials, Photonics, Nano Tribology, Fuel Mechanics, Operation Research, Graph theory, Strategic Leadership and Innovative Entrepreneurship, Functional Development Management, Resource Management and

Sustainable Development, Cyber Security, General Studies, Feminism, Computer Assisted Language Teaching, Culture Studies etc.

The REVA University has also given utmost importance to develop the much required skills through variety of training programs, industrial practice, case studies and such other activities that induce the said skills among all students. A full-fledged Career Development and Placement (CDC) department with world class infrastructure, headed by a dynamic experienced Professor & Dean, and supported by well experienced Trainers, Counselors and Placement Officers. The University also has University-Industry Interaction and Skill Development Centre headed by a Senior Professor & Director facilitating skill related training to REVA students and other unemployed students. The University has been recognized as a Centre of Skill Development and Training by NSDC (National Skill Development Corporation) under Pradhan Mantri Kaushal Vikas Yojana. The Centre conducts several add-on courses in challenging areas of development. It is always active in facilitating student's variety of Skill Development Training programs.

The University has collaborations with Industries, universities abroad, research institutions, corporate training organizations, and Government agencies such as Florida International University, Okalahoma State University, Western Connecticut University, University of Alabama, Huntsville, Oracle India Ltd, Texas

Instruments, Nokia University Relations, EMC2, VMware, SAP, Apollo etc, to facilitate student exchange and teacher-scholar exchange programs and conduct training programs. These collaborations with foreign universities also facilitate students to study some of the programs partly in REVA University and partly in foreign university, viz, M.S in Computer Science one year in REVA University and the next year in the University of Alabama, Huntsville, USA.

The University has also given greater importance to quality in education, research, administration and all activities of the university. Therefore, it has established an independent Internal Quality division headed by a senior professor as Dean of Internal Quality. The division works on planning, designing and developing different quality tools, implementing them and monitoring the implementation of these quality tools. It concentrates on training entire faculty to adopt the new tools and implement their use. The division further works on introducing various examination and administrative reforms.

To motivate the youth and transform them to become innovative entrepreneurs, successful leaders of tomorrow and committed citizens of the country, REVA organizes interaction between students and successful industrialists, entrepreneurs, scientists and such others from time to time. As a part of this exercise great personalities such as Bharat Ratna Prof. C. N. R. Rao, a renowned Scientist, Dr. N R Narayana Murthy, Founder and Chairman and Mentor of Infosys, Dr. K Kasturirangan, Former Chairman ISRO, Member of Planning Commission, Government of India, Dr. Balaram, Former Director I.I.Sc., and noted Scientist, Dr. V S Ramamurthy, Former Secretary, DST, Government of India, Dr. V K Aatre, noted Scientist and former head of the DRDO and Scientific Advisor to the Ministry of Defence Dr. Sathish Reddy, Scientific Advisor, Ministry of Defence, New Delhi and many others have accepted our invitation and blessed our students and faculty members by their inspiring addresses and interaction.

As a part of our effort in motivating and inspiring youth of today, REVA University also has instituted awards and prizes to recognize the services of teachers, researchers, scientists, entrepreneurs, social workers and such others who have contributed richly for the development of the society and progress of the country. One of such awards instituted by REVA University is 'Life Time Achievement Award' to be awarded to successful personalities who have made mark in their field of work. This award is presented on occasion of the "Founders' Day Celebration" of REVA University on 6th January of every year in presence of dignitaries, faculty members and students gathering. The first "REVA Life Time Achievement Award" for the year 2015 has been awarded to Shri. Kiran Kumar, Chairman ISRO, followed by Shri. Shekhar Gupta, renowned Journalist for the year 2016, Dr K J Yesudas, renowned play back singer for the year 2017. REVA also introduced "REVA Award of Excellence" in the year 2017 and the first Awardee of this prestigious award is Shri Ramesh Aravind, Actor, Producer, Director, Screen Writer and Speaker.

REVA organizes various cultural programs to promote culture, tradition, ethical and moral values to our students. During such cultural events the students are given opportunities to unfold their hidden talents and motivate them to contribute innovative ideas for the progress of the society. One of such cultural events is REVAMP conducted every year. The event not only gives opportunities to students of REVA but also students of other Universities and Colleges. During three days of this mega event students participate in debates, Quizzes, Group discussion, Seminars, exhibitions and variety of cultural events. Another important event is Shubha Vidaaya, - Graduation Day for the final year

students of all the programs, wherein, the outgoing students are felicitated and are addressed by eminent personalities to take their future career in a right spirit, to be the good citizens and dedicate themselves to serve the society and make a mark in their respective spheres of activities. During this occasion, the students who have achieved top ranks and won medals and prizes in academic, cultural and sports activities are also recognized by distributing awards and prizes. The founders have also instituted medals and prizes for sports achievers every year. The physical education department conducts regular yoga classes every day to students, faculty members, administrative staff and their family members and organizes yoga camps for villagers around.

Within short span of time, REVA University has been recognised as a fast-growing university imparting quality higher education to the youth of the country and received many awards, ranks, and accolades from various agencies, institutions at national and international level. These include: Asia's Greatest Brand and Leaders, by Asia One, National Award of Leadership Excellence, by ASSOCHAM India, Most promising University, by EPSI, Promising Upcoming Private University in the Country, by The Economic Times, Best University of India (South), by Dialogue India, Gold Brand by QS University Ranking, placed under 151-200 band by NIRF, 6TH Rank in the Super Excellence category by GHRDC, 6TH Rank in All India Law School Survey, ranked among Top 30 Best B Schools by Business World, India's Best Law Institution by Careers 360, to mention a few.

Advisory Board

Sl. No.	Name of Members
1	<p>Dr. B. Mahadevan Professor, IIM – Bangalore, Bannerghatta Road, Bangalore Phone: +91-80-26993275 E-mail: b.mahadevan@iimb.ernet.in</p>
2	<p>Dr S Nayana Tara Professor IIM- Bangalore, Bannerghatta Road, Bangalore Phone: +91-80-26993082 E-mail: tara@iimb.ernet.in</p>
3	<p>Dr. D N S Kumar Director (Research) Christ University, Bangalore (O) 40129018(M) 8880919142</p>
4	<p>Dr. M. S. Moodithaya Registrar, Nitte University Derlakatte, Mangalore (M) 9845370401</p>
5	<p>Dr. A. H. Chachadi Retired Professor, Karnataka University, Dharwad (M) 9448631340 (R) (0836) 2742820</p>
6	<p>Dr. Teerooven Soobaroyen School of Management, Faculty of Business and Law University of Southampton, Highfield, Southampton, SO17 1BJ, UK Email: t.soobaroyen@soton.ac.uk</p>
7	<p>Dr Collins Ntim - BSc, MSc, MRes, PhD, PGCTHE, FHEA. Professor of Accounting & Finance, Department of Accountancy University of Huddersfield, UK Email: c.ntim@hud.ac.uk</p>
8	<p>Dr. Shanthi S K Chair Professor - Union Bank Center for Banking Excellence, Greta Lakes University, Chennai--6303102 Email: shanthi.sk@greatlakes.edu.in</p>
9	<p>Mr. Nagaraj Kulkarni Director, Compgece Bangalore. Mobile: 9980540426 Email:- nagarjkulkarni@compegece.com</p>

SUMMARY OF REVA UNIVERSITY REGULATIONS FOR CHOICE BASED CREDIT SYSTEM (CBCS) AND CONTINUOUS ASSESSMENT GRADING PATTERN (CAGP) FOR THREE YEARS GRADUATE DEGREE PROGRAMS

1. Teaching and Learning Process:

The teaching & learning process under CBCS – CAGP of education in each course of study will have three components, namely:

(i) L= Lecture (ii) T= Tutorial (iii) P=Practice; where:

L stands for **Lecture** session consisting of classroom instruction.

T stands for **Tutorial** session consisting participatory discussion / Self-study/ desk work/ brief seminar presentations by students and such other novel methods that make a student to absorb and assimilate more effectively the contents delivered in the Lecture classes.

P stands for **Practice** session and it consists of Hands-on Experience / Laboratory Experiments / Field Studies / Case Studies that equip students to acquire the much-required skill component.

2. Courses of Study and Credits

- a. The study of various subjects in BBA (H) degree program is grouped under various courses. Each of these courses carries credits which are based on the number of hours of teaching and learning.
- b. In terms of credits, every **one-hour session of L amounts to 1 credit per Semester** and a minimum of **two-hour session of T or P amounts to 1 credit per Semester or a three-hour session of T / P amounts to 2 credits** over a period of one Semester of 16 weeks for teaching-learning process.
- c. **The total duration of a semester is 20 weeks inclusive of semester-end examination.**
- d. **A course shall have either or all the four components.** That means a course may have only lecture component, or only practical component or combination of any two or all the three components.
- e. The total credits earned by a student at the end of the semester upon successfully completing the course are L + T + P. **The credit pattern of the course is indicated as L: T: P**

Different **Courses of Study** are labeled and defined as follows:

a. Core Course:

A course which should compulsorily be studied by a candidate as a core-requirement is termed as a Core course. The CORE courses of Study are of THREE types, viz – (i) Foundation Course, (ii) Hard Core Course, and (iii) Soft Core Course.

b. Foundation Course (FC):

The foundation Course is a core course which should be completed successfully as a part of graduate degree program irrespective of the branch of study. These would include basic courses in Languages, courses of study prescribed by the University.

c. Hard Core Course (HC):

The **Hard-Core Course** is a Core Course in the main branch of study and related branch (es) of study, if any that the candidates have to complete compulsorily.

d. Soft Core Course (SC):

A Core course may be a **Soft Core** if there is a choice or an option for the candidate to choose a course from a pool of courses from the main branch of study or from a sister/related branch of study which supports the main branch of study.

e. Open Elective Course:

An elective course chosen generally from other discipline / subject, with an intention to seek exposure to the basics of subjects other than the main discipline the student is studying is called an **Open Elective Course**.

f. Project Work / Dissertation:

Project work / Dissertation work is a special course involving application of knowledge in solving / analyzing /exploring a real life situation / difficult problem. A project work carrying **FOUR or SIX** credits is called **Minor Project work / Dissertation**. A project work of **EIGHT, TEN, TWELVE or SIXTEEN** credits is called **Major Project work / Dissertation**. **A Minor Project work may be a hard core or a Soft Core as decided by the BOS / concerned. But the Major Project shall be Hard Core.**

3. Scheme, Duration and Medium of Instructions:

3.1. The BBA (H) Degree program is of 6 semesters - 3 years duration. A candidate can avail a maximum of 12 semesters - 6 years as per double duration norm, in one stretch to complete the BBA (H) including blank semesters, if any. Whenever a candidate opts for blank semester, he/she has to study the prevailing courses offered by the School when he/she resumes his/her studies.

3.2. The medium of instruction shall be English.

4. Credits and Credit Distribution

4.1. A candidate has to earn 150 credits for successful completion of Three Year BBA (H) degree with the distribution of credits for different courses as decided by the Board of Studies.

4.2. The concerned BOS based on the credits distribution pattern given above shall prescribe the credits to various types of courses and shall assign title to every course including project work, practical work, field work, self-study elective, as **Foundation Course (FC), Hard Core (HC) or Soft Core (SC) or Open Elective (OE)**.

4.3. A candidate can enroll for a maximum of 30 credits and a minimum of 20 credits per Semester. However he / she may not successfully earn a maximum of 30 credits per semester. This maximum of 30 credits does not include the credits of courses carried forward by a candidate.

4.4. Only such full time candidates who register for a minimum prescribed number of credits in each semester from I semester to VI semester and complete successfully 150 credits in 6 successive semesters shall be considered for declaration of Ranks, Medals, Prizes and are eligible to apply for Student Fellowship, Scholarship, Free ships, and such other rewards / advantages which could be applicable for all full time students and for hostel facilities.

Add- on Proficiency Certification:

To acquire **Add on Proficiency Certification** a candidate can opt to complete a minimum of 4 extra credits either in the same discipline /subject or in different discipline / subject in excess to 130 credits for the Three Year BBA (H) Degree program.

5. Add on Proficiency Diploma:

5.1. To acquire **Add on Proficiency Diploma**, a candidate can opt to complete a minimum of 18 extra credits either in the same discipline /subject or in different discipline / subject in excess to 150 credits for the Three Year BBA (H) Degree program.

5.2. The **Add on Proficiency Certification / Diploma** so issued to the candidate contains the courses studied and grades earned.

6. Scheme of Assessment & Evaluation

6.1. The Scheme of Assessment and Evaluation will have two parts, namely;

- i. Internal Assessment (IA); and
- ii. Semester End Examination

6.2. Assessment and Evaluation of each Course shall be for 100 marks. The Internal Assessment and Semester End Examination of UG non engineering programs and PG programs shall carry 50 marks each (i.e., 50 marks internal assessment; 50 marks semester end examination).

6.3. The 50 marks of Internal Assessment shall comprise of:

Internal Test	=	30 marks
Assignments	=	10 marks
Presentations / Quizzes / Case studies	=	10 marks

6.4. There shall be two internal tests conducted as per the schedule given below. The students have to attend all the two tests compulsorily.

- 1st test for 15 marks at the end of 8th week of the beginning of the Semester; and
 - 2nd test for 15 marks at the end of the 16th week of the beginning of the Semester;
- and

6.5. The coverage of syllabus for the said two tests shall be as under:

- For the 1st test syllabus shall be 1st and 2nd unit of the course;
- For the 2nd test it shall be 3rd and 4th unit;

6.6. The Semester End Examination for 50 marks shall be held during 18th and 19th week of the beginning of the semester and the syllabus for the semester end examination shall be entire 4 units.

6.7. The duration of the internal test shall be 75 minutes and for semester end examination the duration shall be 3 hours.

Summary of Continuous Assessment and Evaluation Schedule

Type of Assessment	Period	Syllabus	Marks	Activity
First Test	8 th Week	1 st and 2 nd Units	15	Consolidation of 1 st and 2 nd Unit
Allocation of Topics for Assignments	-	First Unit and second unit		Instructional process and Continuous Assessment
Submission of Assignments	-	First Unit and second unit	5	Instructional process and Continuous Assessment
Presentations / Quizzes/Case studies	-	First Unit and second unit	5	Instructional process and Continuous Assessment
Second Test	16 th Week	Third unit and Fourth unit	15	Consolidation of 3 rd and 4 th Unit
Allocation of Topic for 2nd Assignment	-	2 nd second and 3 rd Unit		Instructional process and Continuous Assessment
Submission of Assignments	-	2 nd second and 3 rd Unit	5	Instructional process and Continuous Assessment
Presentations / Quizzes / Case studies	-	2 nd second and 3 rd Unit	5	Instructional process and Continuous Assessment
Semester End Practical Examination	17 th Week	Entire syllabus	50	Conduct of Semester - end Practical Exams
Preparation for Semester–End Exam	16 th & 17 th Week	Entire Syllabus		Revision and preparation for semester–end exam
Semester End Theory Examination	18 th Week & 19 th Week	Entire Syllabus	50	Evaluation and Tabulation
	End of 20 th Week			Notification of Final Grades

Note: 1. *Examination and Evaluation shall take place concurrently and Final Grades shall be announced latest by 5 days after completion of the examination.*

1. *Practical examination wherever applicable shall be conducted after 2nd test and before*

semester end examination. The calendar of practical examination shall be decided by the respective School Boards and communicated well in advance to the Registrar (Evaluation) who will notify the same immediately

7.0. Evaluation of Practical's and Minor Project / Major Project / Dissertation

- 7.1. The performance in the practice tasks / experiments shall be assessed on the basis of:
- a) Knowledge of relevant processes;
 - b) Skills and operations involved;
 - c) Results / products including calculation and reporting.

7.2 The 50 marks meant for continuous assessment of the performance in carrying out Project shall further be allocated as under:

i	IA1 Report submission and Presentation	25 Marks
ii	IA2 Report submission and Presentation	25 Marks
	Total	50 marks

The

50 marks meant for Semester End Examination, shall be allocated as under:

i	Project Report	30 marks
iii	Viva Voce	20 marks
	Total	50 marks

7.3. The duration for semester-end practical examination shall be decided by the concerned School Board.

7.4 Evaluation of Minor Project / Major Project / Dissertation:

Right from the initial stage of defining the problem, the candidate has to submit the progress reports periodically and also present his/her progress in the form of seminars in addition to the regular discussion with the supervisor. At the end of the semester, the candidate has to submit final report of the project / dissertation, as the case may be, for final evaluation. The components of evaluation are as follows:

i	Periodic Progress and Progress Reports (25%)
ii	Results of Work and Draft Report (25%)
iii	Final Evaluation and Viva-Voce (50%). Evaluation of the report is for 30% and the Viva-Voce examination is for 20%.

8.1 Provision to Carry Forward the Failed Subjects / Courses:

A student who has failed in a given number of courses in odd and even semesters shall move to next semester of immediate succeeding year and final year of the study. However, he / she shall have to clear all the courses of all semesters within the double duration, i. e., within six years of admission of the first semester failing which the student has to re-register to the entire program.

9.2 Re-Registration and Re-Admission:

- a) In case a candidate's class attendance in aggregate of all courses in a semester is less than 75% or as stipulated by the University, such a candidate is considered as dropped the semester and is not allowed to appear for end semester examination and he / she shall have to seek re-admission to that semester during subsequent semester / year within a stipulated period.
- b) In such a case where in a candidate drops all the courses in a semester due to personal reasons, it is considered that the candidate has dropped the semester and he / she shall seek re-admission to such dropped semester.

10. Attendance Requirement:

- 10.1 All students must attend every lecture, tutorial and practical classes.
- 10.2 In case a student is on approved leave of absence (e g:- representing the university in sports, games or athletics, placement activities, NCC, NSS activities and such others) and / or any other such contingencies like medical emergencies, the attendance requirement shall be minimum of 75% of the classes taught.
- 10.3 Any student with less than 75% of attendance in aggregate of all the courses including practical courses / field visits etc, during a semester shall not be permitted to appear to the end semester examination and such student shall seek re-admission as provided above.
- 10.4 Teachers offering the courses will place the above details in the School Board meeting during the last week of the semester, before the commencement of examination, and subsequently a notification pertaining to the above will be brought out by the Director of the School before the commencement of examination. A copy of this notification shall also be sent to the office of the Registrar & Registrar (Evaluation).

11. Challenge Valuation

- a. A student who desires to apply for challenge valuation shall obtain a photo copy of the answer script by paying the prescribed fee within 10 days after the announcement of the results. He / She can challenge the grade awarded to him/her by surrendering the grade card and by submitting an application along with the prescribed fee to the Registrar (Evaluation) within 10 days after the announcement of the results. This challenge valuation is only for SEE.

- b. **The answer scripts for which challenge valuation is sought for shall be evaluated by the external examiner who has not involved in the first evaluation. The higher of two marks from first valuation and challenge valuation shall be the final.**

12. Grade Card and Grade Point:

- a. **Provisional Grade Card:** The tentative / provisional Grade Card will be issued by the Registrar (Evaluation) at the end of every semester indicating the courses completed successfully. The provisional grade card provides **Semester Grade Point Average (SGPA)**.
- b. **Final Grade Card:** Upon successful completion of BBA (H) Degree a Final Grade card consisting of grades of all courses successfully completed by the candidate will be issued by the Registrar (Evaluation).
- c. **The Grade and the Grade Point:** The Grade and the Grade Point earned by the candidate in the subject will be as given below:

Marks P	Grade G	Grade Point (GP=V x G)	Letter Grade
90>100	10	v*10	O
80>90	9	v*9	A+
70 > 80	8	v*8	A
60> 70	7	v*7	B+
55 > 60	6	v*6	B
50 > 55	5.5	V*5.5	C
40> 50	5	v*5	P
0-40	0	v*0	F
ABSENT			AB

O - Outstanding; A-Excellent; B-Very Good; C-Good; D-Fair; E-Satisfactory; F - Fail

Here, P is the percentage of marks ($P=[(IA)+M]$) secured by a candidate in a course which is **rounded to nearest integer**. V is the credit value of the course. G is the grade and GP is the grade point.

i. Computation of SGPA and CGPA

The following procedure to compute the Semester Grade Point Average (SGPA)

The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student in a given semester, i.e :

$$\text{SGPA (Si)} = \frac{\sum(C_i \times G_i)}{\sum C_i}$$

where C_i is the number of credits of the i^{th} course and G_i is the grade point scored by the student in the i^{th} course.

ii. Cumulative Grade Point Average (CGPA):

Overall Cumulative Grade Point Average (CGPA) of a candidate after successful completion of the required number of credits (140) for BBA (H) degree is calculated taking into account all the courses undergone by a student over all the semesters of a program i. e.,

$$\text{CGPA} = \frac{\sum(C_i \times S_i)}{\sum C_i}$$

where S_i is the SGPA of the i^{th} semester and C_i is the total number of credits in that semester.

The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.

CONVERSION OF GRADES INTO PERCENTAGE:

Conversion formula for the conversion of CGPA into Percentage is:

Percentage of marks scored = CGPA Earned x 10

Illustration: CGPA Earned 8.11 x 10 = 81.10

12.1 Classification of Results

The final grade point (FGP) to be awarded to the student is based on CGPA secured by the candidate and is given as follows.

CGPA	Grade (Numerical Index)	Letter Grade	Performance	FGP
	G			Qualitative Index
9 >= CGPA 10	10	O	Outstanding	Distinction
8 >= CGPA < 9	9	A+	Excellent	
7 >= CGPA < 8	8	A	Very Good	First Class
6 >= CGPA < 7	7	B+	Good	
5.5 >= CGPA < 6	6	B	Above average	Second Class
> 5 CGPA < 5.5	5.5	C	Average	
> 4 CGPA < 5	5	P	Pass	Satisfactory
CGPA < 4	-	F	Fail	-

$$\text{Overall percentage} = 10 * \text{CGPA}$$

12.2 Provision for Appeal

If a candidate is not satisfied with the evaluation, he/she can approach the grievance cell with the written submission together with all facts, the assignments, test papers etc, which were evaluated. He/she can do so before the commencement of semester-end examination. The grievance cell is empowered to revise the marks if the case is genuine and is also empowered to levy penalty as prescribed by the university on the candidate if his/her submission is found to be baseless and unduly motivated. This cell may recommend taking disciplinary/corrective action on an evaluator if he/she is found guilty. The decision taken by the grievance cell is final.

For every program there will be one grievance cell. The composition of the grievance cell is as follows:-

- The Registrar (Evaluation) - Ex-officio Chairman / Convener
- One Senior Faculty Member (other than those concerned with the evaluation of the course concerned) drawn from the school / department/discipline and/or from the sister schools / departments/sister disciplines – Member.
- One Senior Faculty Members / Subject Experts drawn from outside the University school / department – Member.

12.3 With regard to any specific case of ambiguity and unsolved problem, the decision of the Vice-Chancellor shall be final.

ABOUT SCHOOL OF MANAGEMENT STUDIES

The School of Management Studies offers BBA (Industry Integrated), BBA (Honours), BBA (Entrepreneurship) and MBA Programs. It also facilitates research leading to Doctoral degree. The BBA (Industry Integrated), BBA (Honours), BBA (Entrepreneurship) and MBA are designed to provide adequate scope students to enter into wide range of business spheres, entrepreneurship, and reduce the widening gap between Industries – Academia. The BBA (Industry Integrated) degree offered by this school enriches the students' knowledge horizon and enables them to work in different national and multinational organizations and face the global challenges arising there from. It not only aims at imparting knowledge and skills in different areas of management and accounting, but also provides inputs necessary for the overall development of the personality of the students. It prepares student's right from the inception to get equipped with required skills through continuous training programs that adopt various methods of learning - case studies, group discussions / analysis,

simulation, games, debates, seminars, quiz and the like. The students are groomed with the right exposure to the practical events in the global market milieu.

The Masters degree in Management Studies not only provides adequate scope to enter into wide range of business spheres, and entrepreneurship but also teaching and research fields in different educational / research institutions. This program aims at imparting knowledge and skills in different areas of management, finance, accounting, marketing, human resource, banking and insurance, operations management and actuarial management. It further provides inputs necessary for the overall development of the personality of the students. It induces students' right from the beginning to get equipped with required skills through case studies, group discussions / analysis, simulation, games, debates, seminars, quiz and the like. The students are groomed with the right exposure to the practical environment through a semester long project work. The program also inculcates research culture and entrepreneurship.

The programs offered by REVA University are well planned and designed after detailed study with emphasis on knowledge assimilation, applications, global job market and their social relevance. Highly qualified, experienced faculty and scholars from reputed universities, institutions, experts from industries and business sectors have contributed in preparing schemes of instruction and curriculum for these programs.

Vision

- To produce world class management experts through excellent teaching and research so as to offer professional services at National and International levels.

Mission

- To provide high-standard, forward-looking, morally, socially and ethically responsive, coherent, interdisciplinary and career-oriented programs in a dynamic global education environment.
- To contribute to the enrichment and dissemination of knowledge through theoretical, applied and problem-oriented research for the benefit of students, faculty, and society in general;
- To serve the community by undertaking customer-oriented research, providing training and professional consultation for business, industry and government and pursue research in partnership with business and governmental organizations.

Values

- Excellence in all our academic and research endeavours
- Dedication and service to our stakeholders
- Leadership through innovation
- Accountability and transparency
- Creating conducive academic environment with service motto
- Integrity and intellectual honesty
- Ethical and moral behaviour Freedom of thought and expression
- Adaptability to the change
- Team-work

Program Educational Objectives (PEO)

PEO 1: Graduate after successful completion of the Program will be able to make decision and apply suitable quantitative and qualitative techniques in solving business problems.

PEO 2: Graduates after completion of the program will be able to work with diverse teams and are expected to take up Challenging tasks and take better decisions in complex situations.

PEO 3: Graduates will be able to incorporate social, ethical and moral principles in professional and personal life.

Program Specific Outcomes (PSO)

PSO	Description
PSO1	Demonstrate understanding of the basic concepts and theoretical knowledge used in the different commerce and business related areas.
PSO2	Develop ideas for start –ups through knowledge and skills developed during the course of the degree.
PSO3	Apply different tools and techniques in solving problems related to Business and in day to day situations during their career

Programme Outcomes

The School of Management studies was established in the year 2014 and BBA – Honors Program commenced in the year 2016, since then the School has defined Program Outcomes for the courses offered during the Board of Studies meeting. Based on the advice and suggestions of the BOS, EIGHT Program Outcomes have been formulated, keeping in view the Vision, Mission and Program Educational Objectives.

Description of the Program Outcomes

PO	Description
PO1	Communicate effectively with various stake – holders using new techniques
PO2	Foster Analytical and critical thinking abilities for data – based decision making
PO3	Ability to develop Value based leadership Ability
PO4	Ability to understand and analyse Global Perspectives of Business
PO5	Engage in Research and apply statistical tools and techniques for Problem solving and decision making.
PO6	Enhance skills required for a particular domain by integrating practical and theoretical knowledge
PO7	Gain knowledge through inter- disciplinary and Multi – disciplinary courses
PO8	Apply knowledge of Theory and Practices to solve business problems and incorporate Social and ethical aspects in business

BBA (Honors) Program
SCHEME OF INSTRUCTION
(Duration: 6 Semesters - 3 Years)
Semester-wise Summary of Credit Distribution

Sl No	COURSE CODE	Title of the Course	HC/SC/SE/CC	Credit Pattern			
				L	T	P	TOTAL
First Semester							
1	B21AHE101	Communicative English-I	FC	1	1	0	2
2	B21AHK102	Language – I: Kannada I	FC	1	1	0	2
3	B21AHH102	Language – I: Hindi I	FC				
4	B21AHA101	Language – II: Additional English I	FC				
5	B21MB0101	Fundamentals of Accounting	HC	3	0	1	4
6	B21MB0102	Business Economics – I	HC	3	1	0	4
7	B21MB0103	Management Principles and Application	HC	3	1	0	4
8	B21MB0104	Organizational Behaviour	SC	2	1	0	3
9	B21LSM102	Indian Constitution and Human Rights	FC	0	0	0	0
10	B21MA0105	SDC H I	FC	0	0	0	0
TOTAL CREDITS				13	05	01	19
Second Semester							
1	B21AHE201	Communicative English-II	CC	1	1	0	2
2	B21AHK202	Language – II: Kannada II	CC	1	1	0	2
3	B21AHH202	Language – II: Hindi II	CC				
4	B21AHA201	Language – II: Additional English II	CC				
5	B21MB0201	Business Statistics	HC	3	0	1	4
6	B21MB0202	Marketing Management	HC	3	1	0	4
7	B21MB0203	Accounting for Business	HC	3	0	1	4
8	B21MB0204	Human Resource Management	HC	3	1	0	4
9	B21ASM201	Environment Studies and Public Health	FC	0	0	0	0
10	B21MB0206	SDC H-II		0	0	0	0
TOTAL CREDITS				14	4	2	20

Third Semester						
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1	B21AHK302	Language – III: Kannada III	CC	1	1	0	2
2	B21AHH302	Language – III: Hindi III					
3	B21AHA301	Language – III: Additional English III					
4	B21MB0301	Macro Economics	HC	3	1	0	4
5	B21MB0302	Production and Operation Management	HC	3	0	1	4
6	B21MB0303	Financial Management	HC	3	0	1	4
7	B21MB0304	International Business Management	HC	3	1	0	4
8	B21MB0305	Leadership & Ethics	SC	2	1	0	3
9	B21MB0306	Export and Import Management	SC	2	1	0	3
10	B21MGO302	Open Elective – Introduction to Entrepreneurship	OE	2	0	1	3
11	B21MB0308	SDC H-III		0	0	0	0
	TOTAL CREDITS			19	5	3	27
Fourth Semester							
1	B21AHK402	Language –IV: Kannada IV	CC	1	1	0	2
2	B21AHH402	Language – IV: Hindi IV					
3	B21AHA401	Language – IV: Additional English IV					
4	B21MB0401	Cost Accounting	HC	3	0	1	4
5	B21MB0402	Business Research Methodology	HC	3	0	1	4
6	B21MB0403	Entrepreneurship and Development	HC	3	0	1	4
7	B21MB0404	Business Policy and strategy	HC	3	1	0	4
9	B21MB0405	SDC H IV		0	0	0	0
10	B21MB0406	Minor Project -I (Summer Internship)	HC	0	0	4	4
Specializations (Soft Core Courses (SC)); * Choose any ONE of the following specializations							
I. Specialization – Strategy and Leadership							
1	B21MBS411	Business Growth and Strategy	SC	2	1	0	3
2	B21MBS412	Strategic Management and Implementattion	SC	2	1	0	3
3	B21MBS413	Leadership and Change	SC	2	1	0	3
4	B21MBS414	Leadership and Power	SC	2	1	0	3
II. Specialization - New Venture Planning and Family Business Management							
1	B21MBS421	Business Plan Preparation for New Ventures	SC	2	1	0	3
2	B21MBS422	Project Feasibility Analysis	SC	2	1	0	3
3	B21MBS423	Growth and Diversification of Family Business	SC	2	1	0	3
4	B21MBS424	Succession Planning in Family Business	SC	2	1	0	3
III. Specialization – Talent Management and Marketing							
1	B21MBS431	Introduction to Talent Management	SC	2	1	0	3

2	B21MBS432	Talent Management and Organizational environment	SC	2	1	0	3
3	B21MBS433	Digital Marketing	SC	2	1	0	3
4	B21MBS434	Retail Management and Services	SC	2	1	0	3
IV. Specialization - Business Analytics and Design Thinking							
1	B21MBS441	Introduction To Business Analytics With Python	SC	2	1	0	3
2	B21MBS442	Advance statistics for Analytics	SC	2	1	0	3
3	B21MBS443	Introduction to design thinking	SC	2	1	0	3
4	B21MBS444	Business Models – Cases	SC	2	1	0	3
V. Specialization - Branding and Advertising							
1	B21MBS451	Strategic Brand Management	SC	2	1	0	3
2	B21MBS452	Branding and Ethics	SC	2	1	0	3
3	B21MBS453	Integrated Marketing Communication	SC	2	1	0	3
4	B21MBS454	Advertising Laws	SC	2	1	0	3
VI. Specialization - Finance and Banking							
1	B21MBS461	Financial Markets and Services	SC	2	1	0	3
2	B21MBS462	Advanced Financial Management	SC	2	1	0	3
3	B21MBS463	Banking system in India	SC	2	1	0	3
4	B21MBS464	Banking operations	SC	2	1	0	3
VII. Specialization - Management							
1	B21MBS471	Introduction to Hospital sector	SC	2	1	0	3
2	B21MBS472	Management of Hospital services	SC	2	1	0	3
3	B21MBS473	Introduction to Health care Sector	SC	2	1	0	3
4	B21MBS474	Management of Public Health system	SC	2	1	0	3
	TOTAL CREDITS			21	6	7	34
Fifth Semester							
1	B21MB0501	Direct Tax	HC	3	0	1	4
2	B21MB0502	Total Quality Management	HC	3	1	0	4
3	B21MB0503	Project Management	HC	3	1	0	4
4	B21MB0504	Management Accounting	HC	3	1	0	4
5	B21MB0505	Business Law	HC	3	1	0	4
6	B21MB0506	SDC H V		0	0	0	0
I. Specialization – STRATEGY and LEADERSHIP							
1	B21MBS511	Strategic Leadership	SC	2	1	0	3
2	B21MBS512	Strategic management and organisational development	SC	2	1	0	3
3	B21MBS513	Leadership and organization culture	SC	2	1	0	3
4	B21MBS514	Competency and behavioral approach to Leadership	SC	2	1	0	3
II. Specialization - New Venture Planning and Family Business Management							
1	B21MBS521	Managing Growth and Diversification	SC	2	1	0	3

2	B21MBS522	Business Negotiation Strategies	SC	2	1	0	3
3	B21MBS523	Corporate and Family Governance	SC	2	1	0	3
4	B21MBS524	Professionalization of Family Business	SC	2	1	0	3
III. Specialization – Talent Management and Marketing							
1	B21MBS531	Talent Management and Retention	SC	2	1	0	3
2	B21MBS532	Contemporary Talent Management – Issues , Challenges & best practices	SC	2	1	0	3
3	B21MBS533	Consumer Behavior	SC	2	1	0	3
4	B21MBS534	International Marketing	SC	2	1	0	3
IV. Specialization – Business Analytics and Design Thinking							
1	B21MBS541	Data Mining	SC	2	1	0	3
2	B21MBS542	Data Visualization	SC	2	1	0	3
3	B21MBS543	Design led Strategy	SC	2	1	0	3
4	B21MBS544	Innovation through Design	SC	2	1	0	3
V. Specialization - Branding and Advertising							
1	B21MBS551	Internet & Social Media Branding	SC	2	1	0	3
2	B21MBS552	Internationalization of Brands	SC	2	1	0	3
3	B21MBS553	Marketing & Branding in B2B	SC	2	1	0	3
4	B21MBS554	International Advertising & Branding	SC	2	1	0	3
VI. Specialization - Finance and Banking							
1	B21MBS561	Investment Analysis & Management	SC	2	1	0	3
2	B21MBS562	International Finance	SC	2	1	0	3
3	B21MBS563	Banking Technology & Management	SC	2	1	0	3
4	B21MBS564	Recent Trends in Banking	SC	2	1	0	3
VII. Specialization - Hospital and Health care Management							
1	B21MBS571	Organization & Administration of Super Speciality Services	SC	2	1	0	3
2	B21MBS572	Hospital Planning	SC	2	1	0	3
3	B21MBS573	Strategic Management in Health care setting	SC	2	1	0	3
4	B21MBS574	Management of National Health Programs	SC	2	1	0	3
	TOTAL CREDITS			23	08	01	32
Sixth Semester							
1	B21MB0601	Goods and Service Tax (GST)	HC	3	0	1	4
2	B21MB0602	Operational Research for Managerial Decision	HC	3	1	0	4
3	B21MB0603	Major Project (Based on Specialization)	HC	0	2	8	10
4	R21MB0606	SDC H VI			0	0	0
	TOTAL CREDITS			6	3	9	18
OR							

1	B21MB0601	Goods and Service Tax (GST)	HC	3	0	1	4
2	B21MB0602	Operational Research for Managerial Decision	HC	3	1	0	4
3	B21MB0603	Marketing Metrics	HC	2	1	0	3
4	B21MB0604	New Venture Creation	SC	3	0	1	4
5	B21MB0605	Supply Chain Management	SC	2	1	0	3
6	R21MB0606	SDC H VI			0	0	0
TOTAL CREDITS				13	3	2	18
							150

Semester-wise Summary of Credit Distribution

Semesters	No. of Credits
First Semester	19
Second Semester	20
Third Semester	27
Fourth Semester	34
Fifth Semester	32
Sixth Semester	18
Total Credits	150

Detailed Syllabus

(Effective from Academic Year 2021)

FIRST SEMESTER

Course Title: Communicative English – I
Course Code: B21AHE101
Course Description: This 2-credit course focuses on improving the spoken and written communication of the learners. The course develops personal, interpersonal and group skills among learners. It also addresses the functional aspects of language usage while providing specific linguistic tools through professional language learning software. The widespread reach of this course makes it highly practical and applicable.

<p>Course Objectives:</p> <ol style="list-style-type: none"> 1. To enhance functional communication skills. 2. To develop functional use of language in professional contexts. 3. To utilize oral presentations in multiple contexts. 4. To apply effective written skills in formal communication.
<p>Course Outcomes:</p> <p>After the completion of the course, students will be able to:</p> <p>CO1: Identify pressing issues relating to society, environment and media.</p> <p>CO2: Develop a process-oriented approach to writing.</p> <p>CO3: Apply the grammatical skills developed during the course aptly.</p> <p>CO4: Demonstrate a good command over language usage and refined interpersonal skills.</p>
<p>Course Pre-requisites: The student must have knowledge of intermediate English Grammar and LSRW skills.</p>
<p>Pedagogy: Direct method, ICT, Collaborative learning, Flipped Classroom.</p>
<p>LTP: 1:1:0</p>
<p>Course type: CC</p>
<p>Contact Hours: 39 Hours</p>

Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	<p>Functional English: Remedial Grammar: Past Simple; Past Continuous; Irregular Verbs Writing Skills: Paragraph Writing</p> <p>Activities: Conversations; Leaving Phone Messages</p> <p>Literature: Chief Seattle – The End of Leaving and Beginning of Survival</p>	10	CO1	PO5	
Unit-2	<p>Interpersonal Skills: Remedial Grammar: Present Simple & Present Continuous; Activity & State Verbs Writing Skills: Official Letters Activities: Making Apologies; Invitations & Making Arrangements Literature: Ruskin Bond – Tiger in the Tunnel</p>	10	CO2	PO5 & PO8	
Unit -3	<p>Multitasking Skills: Remedial Grammar: Present Perfect; For, Since & How Long; -ed & -ing adjectives; Prefix & Opposites of Adjectives. Writing Skills: Note Making. activities: Agreeing & Disagreeing with Opinions Literature: Jesse Owens - My Greatest Olympic Prize</p>	10	CO3	PO5 & PO8	
Unit-4	<p>Communication Skills: Remedial Grammar: Collocations; Prepositions. Writing Skills: Precise Writing. Activities: Offers, Suggestions & Requests. Literature: Avijit Pathak – Onscreen Magic</p>	09	CO4	PO5 & PO8	-

Reference Books:

1. Green, David. *Contemporary English Grammar Structures and Composition*. New Delhi: MacMillan Publishers, 2010.
2. Thorpe, Edgar and Showick Thorpe. *Basic Vocabulary*. Pearson Education India, 2012.
3. Leech, Geoffrey and Jan Svartvik. *A Communicative Grammar of English*. Longman, 2003.

4. Murphy, Raymond. *Murphy's English Grammar with CD*. Cambridge University Press, 2004.
5. Rizvi, M. Ashraf. *Effective Technical Communication*. New Delhi: Tata McGraw-Hill, 2005.
6. Riordan, Daniel. *Technical Communication*. New Delhi: Cengage Publications, 2011.
Sen et al. *Communication and Language Skills*. Cambridge University Press, 2015

Course Title : PÀ£ÀßqÀ – I
Course Code: B21AHK102
<p>Course Description: "sÁµÉAiÀÄ£ÄÄß "AiÁvÀ£ÁqÄÄ"À §gÉAiÄÄÄ"À PË±À@ã, ,Á»vÀázÀ §UEÍ ,ÄËÛ®"ÁV ¥ÁjZÀ-Ä,ÄÄ"À "ÄÄÆ®PÀ «zÁÿðUÀ¼À "ÄÄQÛvÁé «PÁ,À °ÁUÄÄ ,ÄzsÁðvÄäPÀ ¥ÁjÄPÉëUÀ¼Ä£ÄÄß UÄ"ÄÄ£ÄzÀ°èlÄÖPÉÆAqÄÄ, ¥Áæ,ÄÄÛvÀ ,ÄAzÀ"sÄðPÉÍ «zÁÿðUÀ¼Ä£ÄÄß ,ÄdÄÓUÉÆ½,Ä®Ä ¥ÁoÄä"Ä£ÄÄß gÄÆ ,Ä-ÁVzÉ. ,Á»vÀä, PÄ-É, "ÄtÄdä, DqÄ½vÁvÄäPÀ "ÄÄvÄÄÛ «eÄÖ£ÄzÀ «ZÁgÁUÄ½UÉ MvÄÛ£ÄÄß □ÄqÄ-ÁVzÉ. EzÄÄ "ÉÆzÀ® JgÄqÄÄ ,É«Ä,ÄÖgí "ÄÄÆgÄÄ PÉærmíUÀ¼Ä£ÄÄß; "ÄÄÆgÄÄ "ÄÄvÄÄÛ £Ä®lÉÉÄ ,É«Ä,ÄÖgí JgÄqÄÄ PÉærmíUÀ¼Ä£ÄÄß °ÉÆAçzÉ.</p>
<p>Course Objectives: £Ä®Äl ,É«Ä,ÄÖgíUÀ¼À°è ,Ä"ÄÄUÄæ PÀ£ÄßqÄ ,Á»vÀä"Ä£ÄÄß ¥ÁjZÀ-Ä,ÄÄ"À GzÉYÄ±Ä"Ä£ÄÄß °ÉÆAçzÉ. CzÁgÄAvÉ "ÉÆzÀ®£ÉAiÄÄ ,É«Ä,ÄÖgí£Ä°è d£Ä¥ÄzÄ, ¥ÁæaÄ£Ä, "ÄÄzsÄäPÄ°Ä£Ä PÄ"ÄÄUÄ¼ÄÄ, °ÉÆ,ÄUÄ£ÄßqÄzÄ ,ÄtÜPÄxÉUÄ¼ÄÄ °ÁUÄÄ £ÄlPÄ ,Á»vÀä"Ä£ÄÄß ¥ÁoÄä"Ä£ÄÄß DAIÉÄl "ÄiÄrPÉÆAqÄÄ, «zÁÿðUÀ¼À°è ,Á»vÀázÀ §UEÍ ,ÄzÄ©ügÄÄAiÄÄ£ÄÄß "ÄÄÆr,Ä-ÁUÄÄvÄÛzÉ. ÄÄ,ÄløwPÄ w¼ÄÄ"Ä½PÉAiÄÄ eÉÆvÉUÉ "ÄÄQÛvÁé «PÄ,Ä£ÄzÄ PÄqÉUÉ UÄ"ÄÄ£Ä □ÄqÄ-ÁUÄÄvÄÛzÉ.</p> <ol style="list-style-type: none"> 1. "sÁµÉ, ,Á»vÀä, Ew"Ä,Ä "ÄÄvÄÄÛ ,ÄÄ,ÄløwUÄ¼Ä£ÄÄß PÀ£ÄßqÄ, PÀ£ÄðlPÄPÉÍ ,ÄÄ§Açü"zÄAvÉ ¥ÁjZÀ-Ä,Ä-ÁUÄÄvÄÛzÉ. 2. «zÁÿðUÀ¼À ,Ä"ÄðvÉÆÄ"ÄÄÄR "É¼ÄÄÄtÄUÉUÉ C£ÄÄ"ÁUÄÄ"ÄAvÉ °ÁUÄÆ C"ÄgÄ°è "ÄiÄ£Ä"Ä ,ÄÄ§AzsÄUÄ¼Ä §UEÍ UÉgÄ"Ä, ,Ä"ÄiÄ£ÄvÉ "ÄÄÆr¹, "É¼É,ÄÄ"ÄÄ □nÖ£Ä°è ¥ÁoÄäUÄ¼Ä DAIÉÄlAiÄiÄVzÉ. 3. C"ÄgÄ°è ,ÄÉd£Ä²Ä®vÉ, ±ÄÄzÄP "sÁµÉ, GvÄÛÄÄÄ «"ÄÄ±Äð UÄÄt, □gÄUÄð¼ÄÄ ,Ä"sÁµÄuÉ, "sÁµÄt PÄ-É °ÁUÄÆ §gÄ°Ä PË±À@ãUÄ¼Ä£ÄÄß "É¼É,ÄÄ"ÄÄzÄÄ UÄÄjAiÄiÄVzÉ 4. ,ÄzsÁðvÄäPÄ ¥ÁjÄPÉëUÄ½UÉ C£ÄÄPÄÆ®"ÁUÄÄ"ÄAvÄ°Ä «µÄAiÄÄUÄ¼Ä£ÄÄß UÄ"ÄÄ£ÄzÄ°èèlÄÖPÉÆAqÄÄ ,ÄEPÄÛ ¥ÁoÄäUÄ¼Ä£ÄÄß DAIÉÄl "ÄiÄrPÉÆ¼Äl-ÁVzÉ.
<p>Course Outcomes: d£Ä¥ÄzÄ, ¥ÁæaÄ£Ä, "ÄÄzsÄäPÄ°Ä£ÄzÄ ««zsÄ ¥ÁæPÄgÄzÄ PÄ"ÄÄUÄ¼ÄÄ, °ÉÆ,ÄUÄ£ÄßqÄzÄ ,ÄtÜPÄxÉUÄ¼ÄÄ °ÁUÄÄ £ÄlPÄ ,Á»vÀä PÄ°PÉAiÄÄ "ÄÄÆ®PÄ PÄ®zÄ ¹ÜvÄÄAvÄgÄUÄ¼Ä£ÄÄß CzÁgÄ M¼Ä£ÉÆÄlUÄ¼Ä£ÄÄß "É¼É,ÄÄvÄÛzÉ. CO1: ,Ä"ÄiÄfPÄ, gÄdQÄAiÄÄ, zsÄ«ÄðPÄ, ,ÄÄ,ÄløwPÄ, ¥Áj,ÄgÄ °ÁUÄÆ °AUÄ,ÄÄ§Açü «ZÁgÄUÄ¼ÉqÉ UÄ"ÄÄ£Ä °Äj,ÄÄ"ÄÄzÄgÉÆAçUÉ «zÁÿðUÀ¼À°è ZÄZÄð "ÄÄ£ÉÆÄ"sÄ"Ä"ÄÄ "É¼ÉAiÄÄÄvÄÛzÉ. CO2:fÄ"Ä£ÄzÄ°è §gÄÄ"Ä Cü¥ÁæAiÄÄ "ÉÄzsÄUÄ¼ÄÄ, ,Ä"ÄÄ,ÉÄUÄ¼Ä£ÄÄß DzsÄÄ□PÄ ,ÄzÄ"sÄðzÄ°è "ÄiÄ£Ä«ÄAiÄÄvÉAiÉÆAçUÉ □Äð»,ÄÄ"ÄAvÉ ¥ÉæÄgÉÄl,ÄÄvÄÛzÉ. CO3:GvÄÛÄÄÄ ,ÄÄ"Ä°Ä£Ä PÄ-ÉAiÄÄ£ÄÄß "É¼É,ÄÄ"ÄÄ GzÉYÄ±Ä"Ä£ÄÄß FqÉÄj,ÄÄvÄÛzÉ. CO4: ,ÄÄ±ÉÆÄzÄ£ÄÄ "ÄÄ£ÉÆÄ"sÄ"ÄÄ "ÄÄvÄÄÛ ,ÄzsÁðvÄäPÄ ¥ÁjÄPÉëUÄ½UÉ «zÁÿðUÀ¼Ä£ÄÄß ,ÄdÄÓUÉÆ½,ÄÄvÄÛzÉ</p>

Course Pre-requisites:					
<ul style="list-style-type: none"> • PÀÆÀßqÀ "sÁµÉAiÄÄ §UÉUÉ ¥ÁæxÀ«ÄPÀ w¼ÄÄªÄ½PÉ CUÀvÄä.. • "sÁµÉAiÄÄÆÄÄß NzÄ®ÄªÄÄvÄÄÜ §gÉAiÄÄ®Ä w½çgÄ"ÉÄPÄÄ. • ¥ÄzÄ« ¥ÄÆªÄð²PÄëtZÄ°è PÀÆÀßqÀ "sÁµÉAiÄÄÆÄÄß NçgÄ"ÉÄPÄÄ. 					
Pedagogy: Direct method, ICT and Digital support, Collaborative and Cooperative learning, Differentiated Instruction, Flipped Classroom					
LTP: 1 :1:0					
Course type: CC					
Contact Hours: 39					
Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	dÆÄ¥ÄzÄ/¥ÄæaÄÆÄªÄÄzsÄäPÄ°ÄÆÄ PÄªÄä 1. PÉgÉUÉ °ÁgÄ –dÆÄ¥ÄzÄ PÄªÄä 2. ,ÁªÄiÄÆÄªÄªÄÉÄ §UÉAiÉÄ "sÄªÄvÉiÄ±Ä¥Ä±Ä ¥Äæ¥ÄAZÄÄ? - ¥ÄÄ¥Ä 3. ¥ÉÆ®èªÉÄAiÉÄ ¯ÉÄ,ÄÄ ÆÄ®ègÄ ªÉÄAiÉÆª¼i – dÆÄß	10	CO1, CO2, CO3, CO4	PO5, PO8	00
Unit-2	ªÄÄzsÄäPÄ°ÄÆÄ PÄªÄä 1. ÆÄ¼ÄPÄÆ§gÄÆÄ ¥Äæ,ÄAUÄ - ÆÄUÄZÄAzÄæ 2. ªÄZÄÆÄUÄ¼ÄÄ – DÄiÄÄÝ ªÄZÄÆÄUÄ¼ÄÄ 3. E¼ÉAiÄiÄÄqÄ UÄÄrªÄiÄgÄÆÄ gÄUÄ¼É - °Äj°ÄgÄ	10	CO1, CO2, CO3, CO4	PO5, PO8	00
Unit-3	,ÄtÜ PÄxÉUÄ¼ÄÄ 1. PÉÆÉÉAiÄÄ VgÄQ - çgÄAdÆÄ 2. ¥ÄæªÄ¥Äæ"sÄÄvÄé ªÄÄvÄÄÜ ªÄÄÆgÄÄ ªÄÄAUÄUÄ¼ÄÄ - "É,ÄUÄgÄ°Ä½i gÄªÄÄtÜ 3. "ÉAzÄPÄ¼ÄÆgÄÄ – «dÄiÄiª°ÄÄUÄgÄ	10	CO1, CO2, CO3, CO4	PO5, PO8	00
Unit-4	ÆÄiPÄ 1. d®UÄgÄ – PÄÄªÉAYÄÄ	09	CO1, CO2, CO3, CO4	PO5, PO8	00

Reference Books:

1. ªÄÄUÄ¼ gÄÄ.ªæÄ., PÀÆÀßqÄ ,Á»vÄä ZÄjvÉæ, ¥ÄæPÄ±ÄPÄgÄÄ VÄvÄ §ÄPi °È,i, ªÉÄÈ,ÄÆgÄÄ. 2014
2. ,ÄAUÄæ°Ä. ÆÄUÉÄUËqÄ JZi.Ji., ZÄjwæPÄ dÆÄ¥ÄzÄ PÄxÄÆÄ PÄªÄäUÄ¼ÄÄ, ¥ÄæPÄ±ÄPÄgÄÄ PÄÆÄðiPÄ eÆÄ¥ÄzÄ ¥ÄjuÄvÄÄÜ, "ÉAUÄ¼ÄÆgÄÄ. 2008
3. ªÄªÄiÄwÄvÄ PÀÆÀßqÄ ,Á»vÄä ZÄjvÉæ ,ÄÄ¥ÄÄl 1,2,3,4,5 ªÄÄvÄÄÜ 6, PÄÄªÉAYÄÄ PÀÆÀßqÄ CzsÄªÄiÄÄÆÄ ,ÄÄ,ÉÜ, ªÉÄÈ,ÄÆgÄÄ «±Äé«zÄªç®ÄiÄÄ, ªÉÄÈ,ÄÆgÄÄ. 2014
4. ,ÄAUÄæ°Ä. ÆÄUÉÄUËqÄ JZi.Ji., PÀÆÀßqÄ dÆÄ¥ÄzÄ PÄxÄÆÄ PÄªÄäUÄ¼ÄÄ, ¥ÄæPÄ±ÄPÄgÄÄ PÄÆÄðiPÄ eÆÄ¥ÄzÄ ¥ÄjuÄvÄÄÜ, "ÉAUÄ¼ÄÆgÄÄ. 2007
5. ÆÄgÄÄiÄÄt |,«, ZÄÄ¥ÄÆ PÄ«UÄ¼ÄÄ, ¥ÄæPÄ±ÄPÄgÄÄ ,Äé¥Äß §ÄPi °È,i, "ÉAUÄ¼ÄÆgÄÄ. 2010

6. PÁ¼ÉÄUËqÀ £ÁUÀªÁgÀ, wæ¥Àç, gÁUÀ¼ÉªÄvÄÄÛ eÁ£À¥ÁzÀ ,Á»vÄå, ¥ÀæPÁ±ÀPÀgÄÄ ,Àé¥Àß §ÄPî °Ë,î, "ÉAUÀ¼ÄÆgÄÄ. 2010
7. ,À. "É£ÀUÀ¯î gÁªÄ gÁªîªÄvÄÄÛ ¥Á£ÀªÁ ,ÄÄzÀgÀ ±Á¹ÛçÄ, ¥ÄÄgÁt £ÁªÄ ZÀÆqÁªÄtÄ, ¥ÀæPÁ±ÀPÀgÄÄ ¥Àæ,ÁgÁAUÄ,ªÉÄË,ÀÆgÄÄ «±Áé«zÁå»@AiÄÄ. 2010
8. qÁ. az£ÀAzÀªÄÆwð,ªZÀ£À ,Á»vÄå, ¥ÀæPÁ±ÀPÀgÄÄ ,Àé¥Àß §ÄPî °Ë,î, "ÉAUÀ¼ÄÆgÄÄ. 2013
9. ,ÀªÄÄgÄÄ¼Ä¹zÁÝ¥Àª PÉ, £ÁUÀgÁd Q.gÄÄ.ªZÀ£À PªÄÄÄäl, ¥ÀæPÁ±ÀPÀgÄÄ ,Àé¥Àß §ÄPî °Ë,î, "ÉAUÀ¼ÄÆgÄÄ. 2016
- 10.ªÄÄgÄÄ¼Ä¹zÁÝ¥Àª PÉ, µÀlàç ,Á»vÄå, ¥ÀæPÁ±ÀPÀgÄÄ ,Àé¥Àß §ÄPî °Ë,î, "ÉAUÀ¼ÄÆgÄÄ. 2010
11. ,À. ,ÉÄvÄÄgÁªÄ gÁªî C.gÁ.,ªæÄ ®Qëöäª±Á£À eÉÊ«Ä» "sÁgÁvÀ(ªÄÄÆ®-vÁvÀªAiÄÄð-ÄavÄæ), ¥ÀæPÁ±ÀPÀgÄÄ PªªÄzsÉ£ÄÄ ¥ÄÄ,ÀÛPÀ "sªª£À, "ÉAUÀ¼ÄÆgÄÄ. 2010
12. ,À. ,ÉÄvÄÄgÁªÄ gÁªî C.gÁ.,ª±ÄÄ£¼Ä ±ÄjÄ¥sÁgÀ £ÀÆgÁgÄÄ vÁvÀª¥ÁzÀU¼ÄÄ, ¥ÀæPÁ±ÀPÀgÄÄ PªªÄzsÉ£ÄÄ ¥ÄÄ,ÀÛPÀ "sªª£À, "ÉAUÀ¼ÄÆgÄÄ. 2007
13. ,À. f.J,î."sAmî., PªªªiÁgªª,À£À Pªªªl "sÁgÁvÀ PªªªªÄÄadj ¥ÀæªÉª±À, ¥ÀæPÁ±ÀPÀgÄÄ CPªægÀ ¥ÀæPª±Á£À, °ÉUÉÆIªqÄÄ, ,ÁUÀgÀ. 2006
14. gÁAeÁ£î zÁUÁð, ±ÁgÁtgÀ ,ªªªUªæ PªªAw, ¥ÀæPÁ±ÀPÀgÄÄ. "ÉÆÄ»AiAi ¥ÀæPª±Á£À, §¼Äj. 2015
15. QªvÀð£ÁxÀ PªªvÀðPÉÆÄn, PªªªqÀ ,Á»vÄå ,ÁAUÁw, ¥ÀæPÁ±ÀPÀgÄÄ PªªvÀðPÉÆÄnªÉªÉÆÄjAiÄÄ¯î læ,îÖ, zsÁgªªqÀ. 2009
- 16.ªªªÄgªAiÄÄ vÀ,ªª., PªªªqÀ ,Á»vÄå ZªjvÉæ, ¥ÀæPÁ±ÀPÀgÄÄ v¼ÄÄQ£ÀªÉPÀtUªiÄÄª,ªægÁPÀ UªæAxªªiÁÉ,ªÉÄË,ÀÆgÄÄ -2014
- 17.ªªªÄzªæ¥Àª f.J,î. PªªªqÀ ,Á»vÄå ,ªªªPÉë, ¥ÀæPÁ±ÀPÀgÄÄ ,Àé¥Àß §ÄPî °Ë,î, "ÉAUÀ¼ÄÆgÄÄ. 2013
18. ,À.f.J,î.CªªªÆgÀ, PªªªqÀ ,ªªª Pªªª¼ÄÄ, £Áµª£À¯î §ÄPî læ,îÖ, £ªªzÉª°, 2000
19. ,À. qÁ. "ÉÉgªªªAUª® gªªÉªªUËqÀ,ªvÀðªiÁ£ªzÀ Pªªª¼ÄÄ, PªªªqÀ ,Á»vÄå ¥ÄjµAvÄÄÛ, "ÉAUÀ¼ÄÆgÄÄ 2011

Course Title: Hindi
Course Code: B21AHH102
Course Description: यह पाठ्यक्रम नौसिखिया अपनी भाषा की क्षमता का विकास करने हेतु तथा विभिन्न साहित्यिक प्रक्रियाओं द्वारा समाज, संस्कृति एवं जीवन के मूल्यों को समझने हेतु अभिकल्पित है
Course Objectives: <ol style="list-style-type: none"> 1. संदर्भानुसार उचित भाषा का प्रयोग करने की दक्षता को छात्रों में उत्पन्न करना 2. साहित्य के माध्यम से समाज एवं मानवीय मूल्यों को समझाकर, उन मूल्यों की रक्षा हेतु प्रेरित करना 3. छात्रों में पुस्तक पठन एवं लेखन की अकृतिम प्रवृत्ति स्थापित करना 4. अध्येताओं में साहित्य के माध्यम से प्रभावी एवं कुशल संचार का विकास करना

Course Outcomes:

अध्ययन की समाप्ति पर अध्येता –

CO1: सामाजिक मूल्य एवं नैतिक जवाबदेही को स्वीकार कर सकता है।

CO2: साहित्य की प्रासंगिकता को जीवन में समझने की दक्षता रखता है।

CO3: समाज में अंतर्निहित पद्धतियाँ एवं विचारधाराओं का व्याख्यान करने में सक्षम बन सकता है।

CO4: साहित्य के माध्यम से प्रभावी एवं कुशल संचार का विकास कर सकता है।

Course Pre-requisites:

- अध्येता, पी.यु.सी के स्तर पर द्वितीय भाषा के रूप में हिन्दी का अध्ययन करना चाहिए।
- हिन्दी साहित्य के इतिहास का संक्षिप्त ज्ञान की आवश्यकता है।
- हिन्दी व्याकरण का अवबोधन आवश्यक है।
- अंग्रेज़ी – हिन्दी अनुवाद से संबंधित जानकारी जरूरी है।

Pedagogy: ICT and Digital support, Collaborative and Cooperative learning, Flipped Classroom

LTP:1:1:0

Course type: CC

Contact Hours:39

Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	इकाई - 1 1 कहानी – तावान – प्रेमचंद 2 कहानी – उसकी रोटी – मोहन राकेश 3 व्यंग्य रचना – वैष्णव की फिसलन – हरीशंकर परसाई	10Hrs.	CO1& CO2	PO5& PO8	1
Unit-2	इकाई - 2 1 कहानी -वापसी– उषा प्रियंवदा 2 कहानी -तीसरी बेटी के नाम– सुधा अरोड़ा 3 निबंध – अच्छी हिन्दी – रवीन्द्रनाथ त्यागी	10Hrs.	CO1& CO2	PO5& PO8	2
Unit-3	इकाई - 3 4 कहानी – जल्लाद – पांडेय बेचन शर्मा ‘उग्र’ 5 रेखाचित्र – बुधिया कब आएगा – ज्ञानचंद मर्मज्ञ 6 एकांकी – अंधेर नगरी – भारतेन्दु हरिश्चंद्र	10Hrs.	CO3& CO4	PO5& PO8	3
Unit-4	इकाई - 4 अनुवाद अनुच्छेद)अंग्रेजी से हिन्दी में(9Hrs.	CO3& CO4	PO5& PO8	4

	संक्षेपण निबंध लेखन सूचना : प्रत्येक इकाई 25 अंक के लिए निर्धारित है।				
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Reference Books:

1. हिन्दी पाठ्य पुस्तक – रेवा विश्वविद्यालय।
2. सुबोध व्यवहारिक हिन्दी – डॉ. कुलदीप गुप्त
3. अभिनव व्यवहारिक हिन्दी – डॉ. परमानन्द गुप्त
4. हिन्दी साहित्य का इतिहास - डॉ. नागेन्द्र
5. आधुनिक हिन्दी साहित्य का इतिहास - डॉ. बच्चन सिंह
6. हिन्दी साहित्य का नवीन इतिहास - डॉ. लाल साहब सिंह
7. शुद्ध हिन्दी कैसे बोले कैसे लिखे- पृथ्वीनाथ पाण्डे
8. कार्यालय अनुवाद निदेशिका
9. संक्षेपण और पल्लवन - के.सी.भाटिया&तुमन सिंग
10. हिन्दी निबंध लेखन – प्रो. विराज
11. निबंध माला – योगेशचंद्र जैन

Course Title: Additional English – I
Course Code: B21AHA101
Course Description: This is a 2-credit course designed to help the learner gain competency in language through the introduction of various genres of literature. The course aims to inculcate a critical view among learners while sensitizing them to the contemporary issues around. It facilitates creative learning and helps to appreciate, assimilate and research on the various dimensions of society, culture and life.
Course Objectives:
<ol style="list-style-type: none"> 1. To develop linguistic prowess of the students. 2. To appraise different genres of literature. 3. To illustrate the fundamentals of creative language. 4. To enhance consistent reading habits.

<p>Course Outcomes: After the completion of the course, students will be able to: CO1: Demonstrate a thorough understanding of sensitive and critical social issues. CO2: Develop reading skills and a wide range of vocabulary. CO3: Critically analyze a piece of prose or poetry. CO4: Explain their opinion in a coherent and communicable manner.</p>
<p>Course Pre-requisites: The student must possess fundamentals of language skills and be aware of social issues.</p>
<p>Pedagogy: Direct method, ICT, Collaborative learning, Flipped Classroom.</p>
<p>LTP: 1:1:0</p>
<p>Course type: CC</p>
<p>Contact Hours: 39</p>

Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	<p>Values & Ethics: Literature: Rabindranath Tagore - Where the Mind is Without Fear William Wordsworth – Three Years She Grew in Sun and Shower Saki – The Lumber-room William Shakespeare – Extract from Julius Caesar (Mark Antony’s Speech) Language: Vocabulary Building</p>	10Hrs.	CO1	PO5	1
Unit-2	<p>Natural & Supernatural: Literature: John Keats – La Belle Dame Sans Merci Charles Dickens – The Signal Man Hans Christian Anderson - The Fir Tree William Shakespeare – An Excerpt from The Tempest Language: Collective Nouns</p>	10Hrs.	CO2	PO8	2
Unit-3	<p>Travel & Adventure: Literature: R.L. Stevenson – Travel.Elizabeth Bishop - The Question of Travel.H.G. Wells – The Magic Shop.Jonathan Swift – Excerpt from Gulliver’s Travels Book – I.Writing Skills: Travelogue</p>	10Hrs.	CO3	PO8	3
Unit-4	<p>Success Stories: Literature: Emily Dickinson – Success is Counted Sweetest.Rupert Brooke – Success.Dr. Martin Luther King - I Have a Dream Helen Keller – Excerpt from The Story of My Life Writing Skills: Brochure & Leaflet</p>	09Hrs.	CO4	PO5&PO8	4

Reference Books:

1. Tagore, Rabindranath. Gitanjali. Rupa Publications, 2002.
2. Wordsworth, William. The Complete Works of William Wordsworth. Andesite Press, 2017.
3. Munro, Hector Hugh. The Complete Works of Saki. Rupa Publications, 2000.
4. Shakespeare, William. The Complete Works of William Shakespeare. Sagwan Press, 2015.
5. Chindhade, Shirish. Five Indian English Poets: Nissim Ezekiel, A.K. Ramanujan, ArunKolatkhar, DilipChitre, R. Parthasarathy. Atlantic Publications, 2011.

6. Dickens, Charles. The Signalman and Other Horrors: The Best Victorian Ghost Stories of Charles Dickens: Volume 2. Createspace Independent Publications, 2015.
7. Anderson, Hans Christian. The Fir Tree. Dreamland Publications, 2011.
8. Colvin, Sidney. The Works of R. L. Stevenson. (Edinburgh Edition). British Library, Historical Prints Edition, 2011.
9. Bishop, Elizabeth. Poems. Farrar, Straus and Giroux, 2011.
10. Swift, Jonathan. Gulliver's Travels. Penguin, 2003.
11. Dickinson, Emily. The Complete Poems of Emily Dickinson. Createspace Independent Publications, 2016.
12. Brooke, Rupert. The Complete Poems of Rupert Brooke. Andesite Press, 2017.
13. King, Martin Luther Jr. & James M. Washington. I Have a Dream: Writings And Speeches That Changed The World. Harper Collins, 1992.
14. Keller, Helen. The Story of My Life. Fingerprint Publishing, 2016.
15. Green, David. Contemporary English Grammar Structures and Composition. New Delhi: MacMillan Publishers, 2010.
16. Thorpe, Edgar and Showick Thorpe. Basic Vocabulary. Pearson Education India, 2012.
17. Leech, Geoffrey and Jan Svartvik. A Communicative Grammar of English. Longman, 2003.
18. Murphy, Raymond. Murphy's English Grammar with CD. Cambridge University Press, 2004.

Course Title: Fundamentals of Accounting
Course Code: B21MB0101
Course Description: The course introduces the basic framework of accounting to all students to understand accounting concepts and constraints, and help them in preparation of financial records, statements and analysis of the major financial statements.
Course Objectives: <ol style="list-style-type: none"> 1. To educate students about the accounting principles and practices 2. To get detailed knowledge of the practice of accounting in different forms of business 3. To gain the ability of using accounting information as a tool in applying solutions for managerial problems, evaluating the financial performance, and interpreting the financial structure. 4. To Understand the single entry system of Accounting with a Comparison of Double Entry system.
Course Outcomes: CO1: Acquire conceptual knowledge of basics of accounting and Identify events that need to be recorded in the accounting records CO2: Identify and analyze the reasons for the difference between cash book and pass book balances CO3: Equip with the knowledge of accounting process and preparation of final accounts of sole

trader & partnership firm					
CO4: Develop the ability to use accounting information to solve a variety of business problems					
Course Pre-requisites: Basic Accounts					
Pedagogy: Direct Method and ICT					
LTP: 3:0:1					
Course type: HC					
Contact Hours: 52 Hours					
Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	INTRODUCTION TO ACCOUNTING & ACCOUNTING PROCESS Introduction – Meaning and Definition-Objectives of Accounting – Functions of Accounting – Users of Accounting information- Limitations of Accounting – Accounting Principles –Accounting Concepts and Conventions. Meaning – Process of Accounting – Kinds of Accounts – Rules – Transaction Analysis – Journal – Ledger – Balancing of Accounts – Trail Balance Problems	14 hrs	1	1,2	1
Unit-2	SUBSIDIARY BOOKS Meaning – Significance – Types of Subsidiary Books – Purchases Book – Sales Book – Purchase Returns Book – Sales Return Book – Bills Receivable Book – Bills Payable Book – Cash Book (Simple Cash Book, Double Column Cash Book, Three Column Cash Book and Petty Cash Book) and Journal proper. Reconciliation Statement – Preparation of Bank Reconciliation Statement	12 hrs	2	2,5	2
Unit - 3	FINAL ACCOUNTS OF SOLE PROPRIETORSHIP Preparation of Trading and Profit and Loss account and Balance Sheet of sole trading concerns and partnership firms including all adjustments (vertical form).	14 hrs	3	3,5	2
Unit-4	SINGLE ENTRY SYSTEM Meaning – Features – Types – Merits – Demerits – Differences between single entry and double entry systems – Preparation of Opening Statement of Affairs, Closing Statement of Affairs, Computation of Profit/Loss and Revised Statement of Affairs. Conversion of single entry to double entry system.	12 hrs	4	5,6	3

Reference Books:

1. Libby, B., Libby, P., and Short, D., Financial Accounting, McGraw-Hill Publishing Company
2. Harrison, W.T. and Horngren, C.T., Financial Accounting, Prentice Hall
3. Nuhoglu, Irem, Principles of Accounting, 7th edition, 2014, Bogazici University Printhouse
4. S. P Jain and K. L. Narang; Financial Accounting, Kalyani Publishers.
5. Dr. Alice Mani: Fundamentals of Accounting, SBH.

Course Title: Business Economics - I					
Course Code: B21MB0102					
Course Description: Business economics is a field of applied economics that studies the financial, organizational, market-related, and environmental issues faced by corporations. Economic theory and quantitative methods form the basis of assessments on factors affecting corporations such as business organization, management, expansion, and strategy. Studies might include how and why corporations expand, the impact of entrepreneurs, the interactions among corporations, and the role of governments in regulation.					
Course Objectives:					
1. To provide knowledge about economic situation in the country.					
2. To impart knowledge and awareness about the basic issues hindering the development of the country					
3. To provide knowledge about the factors that influences the buying behaviour of the consumers					
4. To impart knowledge about those factors which influence the business economics					
Course Outcomes:					
Student will be able to					
CO1: Analyse the basic problems related to Indian Economy.					
CO2: Understand the concepts related to micro and macro economics.					
CO3: Understand the demand determinants which influence the decisions taken by corporate.					
CO4: Comprehend the concepts related to demand and supply elasticity.					
Course Pre-requisites: Students should have basic understanding of the economic concepts.					
Pedagogy: Lectures, Interactive sessions and class exercises using ICT models.					
LTP: 3:1:0					
Course type: HC					
Contact Hours: 52					
Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Unit-1: Introduction Business Economics, Meaning, Scope, Importance, Goals of a business firm. Ordinal utility theory: (Indifference curve approach): Consumer's preferences; Budget line; Consumer's equilibrium; Effects on Consumer Equilibrium; Revealed preference theory.	13	CO1	1	1
Unit-2	Unit-2: Consumer Theory Demand and supply: Meaning, Determinants of demand, movements vs. shift in demand curve, Law of demand Criticisms of the law of demand, Determinants of supply, movement along a supply curve vs. shift in supply curve; -Market equilibrium and price determinants. Elasticity of demand and supply, application of demand and supply. Income Distribution and Factor Pricing: Demand for factors, Supply of factor, backward bending supply curve for labour concepts of economic rent; Functional Distribution of Income.	13	CO2	2,3	2
Unit - 3	Unit-3: Production and Cost	13	CO3	3,5	3

	Production: Firm as an agent of production. Concepts of Production function. Law of variable proportions; Iso-quants; Return to scale; Economies and Diseconomies of scale. Costs: Costs in the short run, Costs in the long run, Profit maximization and cost minimization, Equilibrium of the firm, Technological change.				
Unit-4	<p>Unit-4: Market Structure</p> <p>Perfect Competition: Assumption; Theory of a firm under perfect competition; Demand and Revenue; The long run industry supply curve; Increasing, decreasing and constant cost industry. Allocation efficiency under perfect competition.</p> <p>Monopoly: Short-run and long-run equilibrium of monopoly firm; Concept of supply curve under monopoly; Price discrimination.</p> <p>Imperfect Competition: Difference between perfect and imperfect competitions, monopoly and imperfect competition, Monopolistic Competition: Features; Short-run Equilibrium; Long-run Equilibrium; Concepts of excess capacity;</p> <p>Oligopoly: Causes for the existence of oligopolistic firms in the market rather, Cooperative vs. Non cooperative firms, Behaviour and dilemma of oligopolistic firms.</p>	13	CO4	5	3

Reference Books:

- 1) Salvatore, D. Schaum'S. "Outline of Theory and Problems of Microeconomic Theory", New Delhi: McGraw-Hill, International Edition.
- 2) Ahuja, H.L. Business Economics. New Delhi: S. Chand & Co.
- 3) Pindyck, R.S., and Rubinfeld, D.L. Microeconomics. Prentice-Hall of India Pvt. Ltd.
- 4) Deepashree, Business Economics, New Delhi: Ane Books Pvt. Ltd.
- 5) Varian, H.R. Intermediate Microeconomics: A Modern Approach, New Delhi: Affiliated East-West Press.

Course Title: Management Principles and Application
Course Code: B21MB0103
Course Description: Management Principles and Application is a field of management studies. It involves the study of various management concepts and their applicability. Enabling students to understand the basic concepts of management such as planning, organizing, directing and controlling. And their effect on the organization.
<p>Course Objectives:</p> <ol style="list-style-type: none"> 1. To provide knowledge about basic concepts of management. 2. To impart knowledge about various theories of the Management. 2. To impart knowledge and awareness about the applicability of the management concepts. 3. To provide knowledge about the factors that influences various management functions.
<p>Course Outcomes:</p> <p>This course will enable students to:</p> <p>CO1: understand the various basic concepts of management.</p> <p>CO2: gain knowledge of the various management theories.</p>

CO3: analyse the various management functions.					
CO4: comprehend the concepts related to management.					
Course Pre-requisites: Students should have basic understanding of the organization and management concepts.					
Pedagogy: Lectures, E-content , ,ICT					
LTP: 2:1:0					
Course type: SC					
Contact Hours: 39 Hours					
Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Unit-1: Introduction Concept : Need for study; Managerial functions-An overview; Coordination Essence of management, Evolution of Management Thought : Classical approach-Taylor, Fayol, Neo classical and Human relations approach-Hawthorne experiments, Behavioural approach, Systems approach, Trends and Challenges of Management in Global Scenario Emerging issues in management	10	CO1	1,2	1
Unit-2	Unit-2: Planning Types of Plan – an overview to highlight the differences. Strategic planning – Concept, process, Importance and limitations. Environmental Analysis and diagnosis (Internal and external environment) - Definition, Importance and Techniques (SWOT/TOWS/ WOT SUP, BCG Matrix, Competitor Analysis), Business environment; Concept and Components. Decision – making – concept, importance.	10	CO2	2,3	2
Unit -3	Unit-3: Organizing Concept, Process of organizing – An overview, Span of management, Different types of authority (line and staff and functional), Decentralization, Delegation Formal and Informal Structure Principle of Organizing	9	CO3	3,5	2
Unit-4	Unit-4: Leading & control Leadership – Concept, Importance, Theories of Leadership (Likert's scale theory,Blake and Mouten's Grid theory). Transactional leadership, Transformational Leadership, Transforming Leadership Control : Concept, Process, Limitation, Principles of Effective Control, Major Techniques of control – Ratio Analysis (ROI), Budgetary Control, PERT/CPM. Emerging issues in Management	10	CO4	3,4	3

Reference Books:

1. Jones, G. R., & George, J. M. (2015). Essentials of Contemporary Management (6th international edition). Boston, MA: McGraw-Hill/Irwin.
2. Robbins, Coulter, DeCenzo (2012). Fundamentals of Management. 10th edition, Pearson.

3. Drucker, P. F. (1974). Management: Tasks, responsibilities, practices. New York: Harper & Row.
4. Koontz, H., O'Donnell, C., & Wehrich, H. (1982). Essentials of management. New York: McGraw-Hill

Course Title: ORGANISATIONAL BEHAVIOUR					
Course Code: B21MB0104					
Course Description: The course is designed to give students a comprehensive analysis of individual and group behavior in organizations. Its purpose is to provide an understanding of how organizations can be managed more effectively and at the same time enhance the quality of employees work life.					
Course Objectives:					
<ol style="list-style-type: none"> 1. To acquaint the students with the fundamentals of Management and Organization Behavior. 2. To help students interpret and summarize the Determinants and Theories of Personality. 3. To help students acquaint and demonstrate the concepts of Learning and Learning Theories. 4. To help students identify and express the difference between Values, Attitude and Beliefs. 					
Course Outcomes:					
CO1: Apply the concept of Organization and Organization Behavior to the Modern-day Management					
CO2: Develop the prospects and implications of Management to Organization.					
CO3: Demonstrate the practical applications of determinants of Personality.					
CO4: Analyze and Classify the difference between Values, Attitude and Behavior					
Course Pre-requisites: The student must have knowledge of intermediate English Grammar and LSRW skills.					
Pedagogy: Direct Method, ICT, Flipped classroom and case study discussions					
LTP: 2:1:0					
Course type: SC					
Contact Hours: 39 Hours					
Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	UNIT- 1: INTRODUCTION TO OB Meaning - need and importance of organization – classification of organization – Difference between formal and Informal organization. prospectus of formal organization - Organizational Behavior – Nature and Scope – contribution from other discipline.	9	CO1	1	1
Unit-2	UNIT -2: PERSONALITY & LEARNING Definition - Determinants of personality - Theories of personality – Erickson’s personality - Freudian theory and Trait theory - Meaning of learning – Learning process – Learning theory of Organizational Behavior – Classical - Operant conditioning- Cognitive-Observation Theory. Effectiveness of learning	10	CO2	3	2
Unit -3	UNIT -3: ATTITUDE & PERCEPTION Meaning – Characteristics - Components and Formation of attitudes - Change in attitude - Barriers to change-How to minimize the barriers. Attitude formation. Perception: - Meaning and definition – Need - Factors influencing perception - perceptual consistency - Context and definition - Interpersonal perception.	10	CO3	3	2
Unit-4	UNIT-4: GROUP BEHAVIOR AND GROUP DYNAMICS	10	CO4	3	3

Meaning – Types – Groups in the organization – Group size and status – Influences – Roles and relationship and group behavior – Characteristics – Behavior problem – Group dynamics Group norms/formation – Cohesiveness – features, Effects – Group thinking – Symptoms - Influence and Remedy – Group decision making techniques.				
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Reference Books:

1. Essential Reading Singh, K. (2012). Organizational Behaviour: Text and Case. New Delhi: Pearson Education.
2. Aswathappa, K. (2010). Organizational Behaviour (Text, Cases and Games). Bangalore: Himalaya Publication.
3. Greenberg, J., & Baron, R. A. (2008). Behaviour in Organizations. Pearson Prentice Hall. Nelson, D. L., & Quik, J. C. (2008).
4. Organization Behaviour. Thomson South Western. Robbins, S. P., Judge, T. A., & Vohra, N. (2011).

Course Title: Indian Constitution and Human Rights
Course Code: B21MB0102
Course Description: This course provides the student with indepth information about the Indian constitution, directive principles and Human rights, that every citizen of the country should know and follow. It provides a good understanding about constitutional, statutory and institutional aspects of human rights protection in India. It covers constitutional provisions dealing with human rights and special legislations regarding protection of human rights and minority rights.
Course Objectives: 1. To acquire the knowledge of evolution of the Indian constitution and to comprehend the union and state executive, legislature and judiciary function. 2. To discuss the concepts and development human rights in India and to describe the protection of Human Right Act and evolution of human right in India.
Course Outcomes: After the completion of the course, students will be able to: CO1: Acquire the knowledge of preamble, fundamental rights and duties. CO2: Identify and recognize how state legislature and judiciary function. CO3: Know aware the knowledge about of Human Rights Act. CO4: Understand the evolution, protection and judiciary activities of Human Rights in India.
Course Pre-requisites: Basic Knowledge of Constitution
Pedagogy: ICT & Digital Support
LTP: 0:0:0
Course type: FC
Contact Hours: 30 Hours

Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Indian Constitutional Philosophy: Features of the Constitution and Preamble Fundamental Rights and Fundamental Duties, Directive Principles of State Policy	7	CO1	1	1
Unit-2	Union and State Executive, Legislature and Judiciary: Union Parliament and State Legislature: Powers and Functions, President, Prime Minister and Council of	8	CO2	2	2

	Ministers, State Governor, Chief Minister and Council of Ministers, The Supreme Court and High Court: Powers and Functions				
Unit - 3	Concept and Development of Human Rights: Meaning Scope and Development of Human Rights, United Nations and Human Rights- UNHCR, UDHR 1948, ICCR 1996 and ICESCR 1966	8	CO3	3	3
Unit-4	Human Rights in India: Protection of Human Rights Act, 1993(NHRC & SHRC) , First, Second and Third Generations- Human Rights, Judicial Activities and Human Rights	7	CO4	4	-4

Reference Books:

1. M.P. Singh (ed.), V.N. Shukla, Constitutional Law of India (2000), Oxford.
2. S.C Kashyap, Human Rights and Parliament (1978) Metropolitan, New Delhi.
3. Durga Das Basu, Human Rights in Constitutional Law, Prentice – Hall of India Pvt. Ltd. New Delhi.
4. Subash Kashyap, Indian Constitution, National Book Trust.

SECOND SEMESTER

Course Title: Communicative English – II					
Course Code: B21AHE201					
Course Description: This 2-credit course focuses on enhancing written proficiency required for professional enhancement. It also polishes the spoken skills of the learners to make them effective and confident presenters. It also addresses the functional aspects of language usage while providing specific linguistic tools through professional language learning software. The practical components discussed in this course enables a fruitful transition from academia to the industry of their choice.					
Course Objectives:					
1.To build skills essential for corporate communication.					
2.To enhance context specific language skills.					
3.To discover the creative linguistic potential through language and literature.					
4. To develop communication skills necessary for employability.					
Course Outcomes:					
After the completion of the course, students will be able to:					
CO1: Apply acquired skills to communicate effectively in a corporate scenario.					
CO2: Demonstrate command over rhetoric of language.					
CO3: Develop critical and creative thinking through assimilated language skills.					
CO4: Utilize the communication skills learnt to match industry standards.					
Course Pre-requisites: The student must possess functional knowledge of LSRW skills.					
Pedagogy: Direct method, ICT, Collaborative learning, Flipped Classroom.					
LTP: 1:1:0					
Course type: CC					
Contact Hours: 39 Hours					
Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Language Acquisition	9	CO1	PO8	1

	Remedial Grammar: Questions & Negatives; Questions Tags Writing Skills: Email Writing Activities: Group Discussions Literature: Alphonse Daudet - The Last Lesson				
Unit-2	Persuasive Skills Remedial Grammar: Past Simple & Past Perfect Writing Skills: Report Writing Activities: Book & Movie Reviews Literature: Lord Alfred Tennyson – Ulysses	10	CO2	PO8	2
Unit -3	Cognitive Skills Remedial Grammar: Present & Past Passive; Conditionals Writing Skills: Creative Writing Activities: Role Plays Literature: O. Henry – The Gift of the Magi	10	CO3	PO8	3
Unit-4	Employability Skills Remedial Grammar: Reported Speech; Idioms Writing Skills: Cover Letter & CV Activities: Exchanging Information Literature: Saki – The Open Window	10	CO4	PO8	-4

Reference Books:

1. Bansal, R.K. and J.B. Harrison. *Spoken English*. Orient Blackswan, 2013.
2. Raman, Meenakshi and Sangeeta Sharma. *Technical Communication*. Oxford University Press, 2015.
3. Thorpe, Edgar and Showick Thorpe. *Objective English*. Pearson Education, 2013.
4. Dixon, Robert J. *Everyday Dialogues in English*. Prentice Hall India Pvt Ltd., 1988.
5. Turton, Nigel D. *ABC of Common Errors*. Mac Millan Publishers, 1995.
6. Samson, T. (ed.) *Innovate with English*. Cambridge University Press, 2010.
7. Kumar, E Suresh, J. Savitri and P Sreehari (ed). *Effective English*. Pearson Education, 2009.
8. Goodale, Malcolm. *Professional Presentation*. Cambridge University Press, 2013.

Course Title: PÀ£ÀßqÀ – II
Course Code: B21AHK202
Course Description: “sÁµÉAiÄÄ£ÄÄß ªÄiÁvÀ£ÁqÄÄªÀ §gÉAiÄÄªÀ PË±À®ã, Á»vÄázÀ §UEÍ ,ÀÆÜ®ªÁV ¥ÀjZÀ-Ä,ÄªªÀ ªÄÄÆ®PÀ «zÁáyðUA¼À ªÄÄQÛvÀé «PÁ,À °ÁUÄÄ ,ÄzsÁðvÄªPÀ ¥ÀjÄPÉëUA¼À£ÄÄß UAªÄÄ£ÄZÀ°èlÄÖPÉÆAqÄÄ, ¥Äæ,ÄÄÛvÀ ,ÄAzÀ~sÀðPÉÌ «zÁáyðUA¼À£ÄÄß ,ÄdÄÓUÉÆ½,À®Ä ¥ÀoÄªªÄ£ÄÄß gÄÆ,Ä-ÁVzÉ. ,Á»vÄª, PÄ-É, ªÁtÄdª, DqÄ½vÁvÄªPÀ ªÄÄvÄÄÛ «eÁÖ£ÄZÀ «ZÁgÄUA¼UÉ MvÄÛ£ÄÄß ¢ÄqÄ-ÁVzÉ. EzÄÄ ªÉÆzÄ® JgÄqÄÄ ,É«Ä,ÄÖgí ªÄÄÆgÄÄ PÉærmíUA¼À£ÄÄß; ªÄÄÆgÄÄ ªÄÄvÄÄÛ £ÄÄÌ£ÉÄ ,É«Ä,ÄÖgí JgÄqÄÄ PÉærmíUA¼À£ÄÄß °ÉÆAçzÉ.
Course Objectives: £Ä®ÄÌ ,É«Ä,ÄÖgíUA¼À°è ,ÄÄÄUÄæ PÀ£ÀßqÀ ,Á»vÄªªÄ£ÄÄß ¥ÀjZÀ-Ä,ÄªªÀ GzÉYÄ±ªÄ£ÄÄß °ÉÆAçzÉ. CzÁgÄAvÉ JgÄqÄ£ÉAiÄÄ ,É«Ä,ÄÖgí£Ä°è ªÄÄzsÄªPÀ°£Ä PÄªÄUA¼ÄÄ, -ÉAR£AU¼ÄÄ °ÁUÄÄ ,ÄAQÄtð, Á»vÄªªÄ£ÄÄß ¥ÀoÄªªÄ£ÄÄBV DAIÉÄÌ ªÄiÁrPÉÆAqÄÄ, «zÁáyðUA¼À°è ,Á»vÄázÀ §UEÍ ,ÄzÀ©ügÄÄAiÄÄ£ÄÄß

ªÁÄÆr,À´ÁUÄÄvÀÛÉ. ,ÁA,ÀÌøwPÀ w¼ÄÄª½PÉAiÄÄ eÉÆvÉUÉ ªÄQÛvÄé «PÀ,ÀÆÀZÀ PÀqÉUÉ UÀªÄÆÀ ðqÀ´ÁUÄÄvÀÛÉ.

1. “sÁµÉ, ,Á»vÄä, Ew°Á,À ªÄvÀÄÛ ,ÁA,ÀÌøwUÀ¼ÄÆÀÄß PÀÆÀßqÀ, PÀÆÁðIPÁPÉÌ ,ÁAŞAçü¹zÀAvÉ ¥ÀjZÀ-Ä,À´ÁUÄÄvÀÛÉ.
2. «zÁäyðUÀ¼Ä ,ÁªÄðvÉÆÄªÄÄÄR “É¼ÄªÄtÁUÉUÉ CÆÄªªÁUÄÄªÄAvÉ °ÁUÄÆ CªÁgÁ°èªÁiÁÆÄªÄ ,ÁAŞAZsÁUÀ¼Ä §UÉÍ UÉgªª, ,ÁªÁiÁÆÄvÉªÄÆr¹, “É¼É,Äªª ðnÖÆÁ°è ¥ÄoÄªUÀ¼Ä DAIÉÄÌAiÄiÁVzÉ.
3. CªÁgÁ°è ,ÀEdfÁ²Ä@vÉ, ±ÄÄzÀP “sÁµÉ, GvÄÛªÄª «ªÄª±Äð UÄÄt, ðgÁUÄð¼Ä ,ÁA“sÁµÄuÉ, “sÁµÄt PÄ´É °ÁUÄÆ §gÁ°À PÉ±Ä@ªUÀ¼ÄÆÄÄß “É¼É,ÄªªÄzÄÄ UÄÄjAiÄiÁVzÉ
4. ,ÄzsÁðvÄªPÀ ¥ÄjÁPÉèUÀ½UÉ CÆÄÄPÀÆªªÁUÄÄªÄAv°À «µÄAiÄÄUÀ¼ÄÆÄÄß UÄªÄÆÄzÀ°èèlÄÖPÉÆAqÄÄ ,ÀEPÄÛ ¥ÄoÄªUÀ¼ÄÆÄÄß DAIÉÄÌªÁiÁrPÉÆ¼ÄÄi´ÁVzÉ.

Course Outcomes:

ªÄZsÄªPÁ°ÄÆÄzÀ ««zsÄ ¥ÄæPÁgÄzÀ PªªÄªUÀ¼ÄÄ,´ÉÄRÆÄUÀ¼ÄÄªÄªvÄÄÛ ,ÁAQÄtð §gÁ°À ,Á»vÄä PÀ°PÉAiÄÄªÄÆªPÀ PªªzÀ¹ÛvÄªAvÄgÄUÀ¼ÄÆÄÄß CzÁgÀ M¼ÄÆÉÆÄI UÀ¼ÄÆÄÄß “É¼É,ÄªvÀÛÉ.

CO1: ,ÁªÁiÁFPÀ, gÁdQÄAiÄÄ, zsÄ«ÄðPÀ, ,ÁA,ÀÌøwPÀ, ¥Äj,ÀgÀ °ÁUÄÆ °AUÄ,ÁAŞAçü «ZÁgÄUÀ¼ÄEqÉ UÄªÄÆÄª°Äj,ÄªªªÄzÁgÉÆAçUÉ «zÁäyðUÀ¼Ä°è ZÁZÁðªÄÆÉÆÄ“sÁªªÄª “É¼ÉAiÄÄªvÀÛÉ.

CO2: fªªÆÄzÀ°è §gÄªªª C©ü¥ÄæAiÄÄ “ÉÄzsÄUÀ¼ÄÄ, ,ÁªÄ,ÉªUÀ¼ÄÆÄÄß DzsÄÄªPÀ ,ÁAzª“sÄðzÀ°èªÁiÁÆÄ«ÄAiÄÄvÉAiÉÆAçUÉªªÄð»,ÄªªAvÉ ¥ÉæÄgÉÄ,ÄªvÀÛÉ.

CO3: GvÄÛªÄª ,ÁAªª°ÄÆÀ PÄ´ÉAiÄÄÆÄÄß “É¼É,Äªªª GzÉÝª±ªªÆÄÄß FqÉÄj,ÄªvÀÛÉ.

CO4: ,ÁA±ÉÆÄzÀÆÄªªÄªÄªvÄÄÛ ,ÄzsÁðvÄªPÀ ¥ÄjÁPÉèUÀ½UÉ «zÁäyðUÀ¼ÄÆÄÄß ,ÄÄÖUÉÆ½,ÄªvÀÛÉ.

Course Pre-requisites:

- PÀÆÀßqÀ “sÁµÉAiÄÄ §UÉUÉ ¥ÄæxÄ«ÄPÀ w¼ÄÄªª½PÉ CUÄvÄä..
- “sÁµÉAiÄÄÆÄÄß NzÄªÄªªvÄÄÛ §gÉAiÄÄªÄª w½çgÀ´ÉÄPÄÄ.
- ¥ÄzÀ« ¥ÄÆªÄð²PÄëtZÀ°è PÀÆÀßqÀ “sÁµÉAiÄÄÆÄÄß NçgÀ´ÉÄPÄÄ.

Pedagogy: Direct method, ICT and Digital support (Links attached), Collaborative and Cooperative learning, Differentiated Instruction, Flipped Classroom

LTP: 1:1:0

Course type: CC

Contact Hours: 39 hours

Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	<p>ªÄZsÄªPÁ°ÄÆÄ Pªªª</p> <ol style="list-style-type: none"> 1. UÁÆÁgÁtÁAiÄÄgÀ ,ÁAªAzÀ – gÁWªªAPÀ 2. ¹qÀ® ¥ÉÆIÖt PÄnÖ,ÉÄRªÄ PÉÆqÄªªÄgÉ – PÄªªAiÁgÄªªÄ ,ÁAªððÖÆªªAzÀÆÄUÀ¼ÄÄ - ,ÁAªððÖ 	10	CO1, CO2, CO3, CO4	PO5, PO8	1

Unit-2	<p>°ÄÄzsÄâPÄ°Ä£Ä PÄ°Äâ</p> <p>1. V½AiÄÄÄ ¥ÄAdgÄZÉÆ½®è - ¥ÄÄgÄAzÄgÄzÄ,Ä</p> <p>2. JÄègÄÄ °ÄiÄqÄÄ°ÄÄzÄÄ - PÄ£ÄPÄzÄ,Ä</p> <p>3. J®ègÄAvÄ°Ä£Ä®è £Ä£ÄUÄAqÄ - ²±ÄÄ£Ä¼Ä ±ÄjÄ¥sÄ</p>	10	CO1, CO2, CO3, CO4	PO5, PO8	2
Unit-3	<p>ÉÄR£ÄUÄ¼ÄÄ</p> <p>1. ¥ÉË¥ÉÆÄnUÉ ,ÄeÁÓUÄÄwÛgÄÄ°Ä zÉÄ±Ä - J. . eÉ. C§ÄÝÄi PÄÄÄ</p> <p>2. °Ä¥ÄÄ aAvÄ£É - ©. J. ²æÄzsÄgÄ</p> <p>3. °sÄgÄvÄ ,ÄA«zsÄ£ÄPÉÌ °sÄÆvÄ' ZÉÄµÉÖ - zÉÄ°Ä£ÄÆgÄÄ °ÄÄ°ÄzÉÄ°Ä</p>	10	CO1, CO2, CO3, CO4	PO5, PO8	3
Unit-4	<p>ÄÄQÄtð §gÄ°Ä</p> <p>1. ,Ä°Äd PÄÈ¶ - ¥ÄÆtð ZÄAzÄæ vÉÄd¹é</p>	9	CO1, CO2, CO3, CO4	PO5, PO8	4

Reference Books:

1. °ÄÄÄUÄ½ gÄÄ. ²æÄ., PÄ£ÄßqÄ ,Ä»vÄâ ZÄjvÉæ, ¥ÄæPÄ±ÄPÄgÄÄ VÄvÄ §ÄPï °Ë, i, °ÉÄË,ÄÆgÄÄ. 2014
2. ,ÄAUÄæ°Ä. £ÄUÉÄUËqÄ JZi.JÄi., ZÄjwæPÄ d£Ä¥ÄzÄ PÄxÄ£Ä PÄ°ÄâUÄ¼ÄÄ, ¥ÄæPÄ±ÄPÄgÄÄ PÄ£ÄðPÄ eÄ£Ä¥ÄzÄ ¥ÄjµÄvÄÄÜ, °ÉAUÄ¼ÄÆgÄÄ. 2008
3. ¹Ä°ÄiÄwÄvÄ PÄ£ÄßqÄ ,Ä»vÄâ ZÄjvÉæ ,ÄA¥ÄÄl 1,2,3,4,5 °ÄÄvÄÄÜ 6, PÄÄ°ÄA¥ÄÄ PÄ£ÄßqÄ CzsÄâAiÄÄ£Ä ,ÄÄ,ÉÜ, °ÉÄË,ÄÆgÄÄ «±Äé«zÄâ®ÄiÄÄ, °ÉÄË,ÄÆgÄÄ. 2014
4. ,ÄAUÄæ°Ä. £ÄUÉÄUËqÄ JZi.JÄi., PÄ£ÄßqÄ d£Ä¥ÄzÄ PÄxÄ£Ä PÄ°ÄâUÄ¼ÄÄ, ¥ÄæPÄ±ÄPÄgÄÄ PÄ£ÄðPÄ eÄ£Ä¥ÄzÄ ¥ÄjµÄvÄÄÜ, °ÉAUÄ¼ÄÆgÄÄ. 2007
5. £ÄgÄÄiÄÄt |; «, ZÄA¥ÄÆ PÄ«UÄ¼ÄÄ, ¥ÄæPÄ±ÄPÄgÄÄ ,Äé¥Äß §ÄPï °Ë, i, °ÉAUÄ¼ÄÆgÄÄ. 2010
6. PÄ¼ÄÉÄUËqÄ £ÄUÄ°ÄgÄ, wæ¥Äç, gÄUÄ¼ÄÉ °ÄÄvÄÄÜ eÄ£Ä¥ÄzÄ ,Ä»vÄâ, ¥ÄæPÄ±ÄPÄgÄÄ ,Äé¥Äß §ÄPï °Ë, i, °ÉAUÄ¼ÄÆgÄÄ. 2010
7. ,ÄÄ. °É£ÄUÄÄi gÄ°ÄÄ gÄ°Äi °ÄÄvÄÄÜ ¥Ä£ÄâÄ ,ÄÄzÄgÄ ±Ä¹ÜçÄ, ¥ÄÄgÄt £Ä°ÄÄ ZÄÆqÄ°ÄÄtÄ, ¥ÄæPÄ±ÄPÄgÄÄ ¥Äæ,ÄgÄAUÄ, °ÉÄË,ÄÆgÄÄ «±Äé«zÄâ®ÄiÄÄ. 2010
8. qÄ. azÄ£ÄAzÄ °ÄÄÆwð, °ÄZÄ£Ä ,Ä»vÄâ, ¥ÄæPÄ±ÄPÄgÄÄ ,Äé¥Äß §ÄPï °Ë, i, °ÉAUÄ¼ÄÆgÄÄ. 2013
9. ,ÄÄ °ÄÄgÄÄ¼Ä¹zÄÝ¥Äà PÉ, £ÄUÄgÄd Q.gÄÄ. °ÄZÄ£Ä PÄ°ÄÄäl, ¥ÄæPÄ±ÄPÄgÄÄ ,Äé¥Äß §ÄPï °Ë, i, °ÉAUÄ¼ÄÆgÄÄ. 2016
10. °ÄÄgÄÄ¼Ä¹zÄÝ¥Äà PÉ, µÄlàç ,Ä»vÄâ, ¥ÄæPÄ±ÄPÄgÄÄ ,Äé¥Äß §ÄPï °Ë, i, °ÉAUÄ¼ÄÆgÄÄ. 2010
11. ,ÄÄ. ,ÉÄvÄÄgÄ°ÄÄ gÄ°Äi C.gÄ., ²æÄ ®QööÄ±Ä£Ä eÉË«Ä® °sÄgÄvÄ(°ÄÄÆ®-vÄvÄâAiÄÄð-ÄavÄæ), ¥ÄæPÄ±ÄPÄgÄÄ PÄ°ÄÄzsÉÄ£ÄÄ ¥ÄÄ,ÄÜPÄ °sÄ°Ä£Ä, °ÉAUÄ¼ÄÆgÄÄ. 2010
12. ,ÄÄ. ,ÉÄvÄÄgÄ°ÄÄ gÄ°Äi C.gÄ., ²±ÄÄ£Ä¼Ä ±ÄjÄ¥sÄgÄ £ÄÆgÄgÄÄ vÄvÄé¥ÄzÄUÄ¼ÄÄ, ¥ÄæPÄ±ÄPÄgÄÄ PÄ°ÄÄzsÉÄ£ÄÄ ¥ÄÄ,ÄÜPÄ °sÄ°Ä£Ä, °ÉAUÄ¼ÄÆgÄÄ. 2007
13. ,ÄÄ. f. JÄi.°sÄmi., PÄÄ°ÄiÄgÄ°ÄÄ,Ä£Ä PÄuÄðl °sÄgÄvÄ PÄxÄ°ÄÄÄdj ¥Äæ°ÉÄ±Ä, ¥ÄæPÄ±ÄPÄgÄÄ CPÄègÄ ¥ÄæPÄ±Ä£Ä, °ÉUÉÆiÄqÄÄ, ,ÄUÄgÄ. 2006

14. gÀAeÁfi zÀUÁð, ±ÀgÀtgÀ ,ÀÀÄUÀæ PÀæAw, ¥ÀæPÀ±ÀPÀgÀÄ. ¯ÉÆÄ»AiÀiÁ ¥ÀæPÀ±ÀfÀ, §¼Áij. 2015
15. QÄvÀðÉÁxÀ PÄÄvÀðPÉÆÄn, PÀÉÀßqÀ ,Á»vÀå ,ÀAUÁw, ¥ÀæPÀ±ÀPÀgÀÄ PÄÄvÀðPÉÆÄn ªÉÄªÉÆÄjAiÀÄ¯i læ, iÖ, zsÁgÀªÁqÀ. 2009
16. ±ÀªÄÄgÀAiÀÄ vÀ, ,Ä., PÀÉÀßqÀ ,Á»vÀå ZÄjvÉæ, ¥ÀæPÀ±ÀPÀgÀÄ vÀ¼ÄÄQÉÀ ªÉAPÀtÚAiÀÄª ,ÁägÀPÀ UÀæAxÀªAiÁÉ, ªÉÄÉ, ÀÆgÀÄ -2014
17. ªªÁgÀÄzÀæ¥Àà f.J,i. PÀÉÀßqÀ ,Á»vÀå ,À«ÄÄPÉë, ¥ÀæPÀ±ÀPÀgÀÄ ,Àé¥Àß §ÄPï °É, i, ¯ÉAUÀ¼ÄÆgÀÄ. 2013

Course Code: B21AHH202

Course Description:

यह पाठ्यक्रम नौसिखिया अपनी भाषा की क्षमता का विकास करने हेतु तथा विभिन्न साहित्यिक प्रक्रियाओं द्वारा समाज, संस्कृति एवं जीवन के मूल्यों को समझने हेतु अभिकल्पित है।

Course Outcomes:

अध्ययन की समाप्ति पर अध्येता –

- CO1: सामाजिक मूल्य एवं नैतिक जवाबदेही को स्वीकार कर सकता है।
- CO2: साहित्य की प्रासंगिकता को जीवन में समझने की दक्षता रखता है।
- CO3: समाज में अंतर्निहित पद्धतियाँ एवं विचारधाराओं का व्याख्यान करने में सक्षम बन सकता है।
- CO4: साहित्य के माध्यम से प्रभावी एवं कुशल संचार का विकास कर सकता है।

Course Pre-requisites:

- अध्येता, पी.यु.सी के स्तर पर द्वितीय भाषा के रूप में हिन्दी का अध्ययन करना चाहिए।
- हिन्दी साहित्य के इतिहास का संक्षिप्त ज्ञान की आवश्यकता है।
- हिन्दी व्याकरण का अवबोधन आवश्यक है।
- अंग्रेज़ी – हिन्दी अनुवाद से संबंधित जानकारी जरूरी है।

Pedagogy: ICT and Digital support, Collaborative and Cooperative learning, Flipped Classroom

LTP: 1:1:0

Course type: CC

Contact Hours:39						Course Title: Hindi
Units	Detailed Syllabus	CH	CO	PO	PSO	
Unit-1	इकाई - 1 1 कबीरदास के दोहे – कबीरदास 2 कविता -अर्जुन की प्रतिज्ञा– मैथिलीशरण गुप्त 3 कविता – वीरों का कैसा हो बसंत – सुभद्रकुमारी चौहान	10Hrs.	CO1	PO5& PO8	1	
Unit-2	इकाई – 2 1 तुलसीदास के पद –तुलसीदास 2 कविता – संध्या सुंदरी – सूर्यकांत त्रिपाठी ‘निराला’ 3 कविता – करमवीर – अयोध्या सिंह उपाध्याय ‘ हरिऔंध’	10Hrs.	CO2	PO5& PO8	2	
Unit-3	इकाई – 3 4 मीराबाई के पद – मीराबाई 5 कविता – मधुशाला – हरिवंशराय बच्चन 6 कविता – हम झुक नहीं सकते – अटलबिहारी बाजपाई	10Hrs.	CO3	PO5& PO8	3	
Unit-4	इकाई - 4 अनुवाद अनुच्छेद)हिन्दी से अंग्रेजी(सृजनात्मक व्यक्तित्व अ कबीर, महादेवी वर्मा, प्रेमचंद आ महात्मा गांधी, डॉ बाबासाहेब आंबेडकर, अब्दुल कलाम सूचना : प्रत्येक इकाई 25 अंक के लिए निर्धारित है।	09Hrs.	CO4	PO5& PO8	4	
Reference Books: <ol style="list-style-type: none"> 1. हिन्दी पाठ्य पुस्तक – रेवा विश्वविद्यालय। 2. सुबोध व्यवहारिक हिन्दी – डॉ. कुलदीप गुप्त 3. अभिनव व्यवहारिक हिन्दी – डॉ.परमानन्द गुप्त 4. हिन्दी साहित्य का इतिहास - डॉ. नागेन्द्र 						

5. आधुनिक हिन्दी साहित्य का इतिहास - डॉ. बच्चन सिंह

Course Title: Additional English – II

Course Code: B22AHA201

Course Description: This is a 2-credit course designed to help the learner gain competency in language through the introduction of various genres of literature. The course aims to inculcate a critical view among learners while sensitizing them to the contemporary issues around. It facilitates creative learning and helps to appreciate, assimilate and research on the various dimensions of society, culture and life.

Course Objectives:

- 1.To assess ecological and environmental concerns through literature.
- 2.To identify the unequal structures of power in society.
- 3.To compare the position of men and women in society.
- 4.To interpret the representation of society in popular culture.

Course Outcomes:

After the completion of the course, students will be able to:

- CO1: Demonstrate a thorough understanding of sensitive and critical ecological and environmental issues.
- CO2: Analyze the rigid structure of center and margin in our society.
- CO3: To criticize the subordinate position of women in society.
- CO4: To justify the depiction of society in popular culture.

Prerequisites: The student must possess fair knowledge of language and literature.

Pedagogy: Direct method / ICT / Collaborative Learning / Flipped Classroom.

LTP: 1:1: 0

Course type: CC

Contact Hours: 39

Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Ecology & Environment Literature: Toru Dutt - Casuarina Tree Robert Frost – Stopping by Woods on a Snowy Evening Tomas Rivera –The Harvest C.V. Raman – Water – The Elixir of Life Language: Degrees of Comparisos	10Hrs.	CO1	PO81	1
Unit-2	Voices from the Margin Literature: Tadeusz Rozewicz – Pigtail Jyoti Lanjewar – Mother Sowvendra Shekhar Hansda – The Adivasi Will Not Dance Harriet Jacobs – Excerpt from Incidents in the Life of a Slave Girl Language: Prefix and Suffix	10Hrs.	CO2	PO8	2
Unit 3:	Women & Society Literature: Kamala Das – An Introduction Usha Navrathnaram – To Mother Rabindranath Tagore – The Exercise Book Jamaica Kincaid – Girl	10Hrs.	CO3	PO5&8	3

	Writing Skills: Dialogue Writing				
Unit 4:	Popular Culture Literature: Rudyard Kipling – The Absent-minded Beggar Sir Arthur Conan Doyle – The Hound of the Baskervilles Aldous Huxley – The Beauty Industry Writing Skills: Story Writing4	09Hrs.	CO4	PO5	4

Reference Books:

1. Agrawal, K.A. Toru Dutt the Pioneer Spirit of Indian English Poetry - A Critical Study. Atlantic Publications, 2009.
2. Latham, Edward Connery (ed). The Poetry of Robert Frost. Holt Paperbacks, 2002.
3. Gale, Cengage Learning. A Study Guide for Tomas Rivera's The Harvest. Gale, Study Guides, 2017.
4. Basu, Tejan Kumar. The Life and Times of C.V. Raman. PrabhatPrakashan, 2016.
5. Rozewicz, Tadeusz. New Poems. Archipelago, 2007.
6. Manohar, Murli. Critical Essays on Dalit Literature. Atlantic Publishers, 2013.
7. Hansda, SowvendraShekhar. The Adivasi Will Not Dance: Stories. Speaking Tiger Publishing Private Limited, 2017.
8. Jacobs, Harriet. Incidents in the Life of a Slave Girl. Createspace Independent Publication, 2014.
9. Das, Kamala. Selected Poems. Penguin Books India, 2014.
10. Tagore, Rabindranath. Selected Short Stories of Rabindranath Tagore. Maple Press, 2012.

Course Title: Business Statistics
Course Code: B21B0201
Course Description: The aim of the course is to help develop an understanding of the core quantitative techniques from statistics. A particular emphasis is placed on developing the ability to interpret the numerical information that forms the basis of decision-making in business. Enable students for using the computer program MS Excel, apply basic statistical techniques and methods for grouping, tabular and graphical display, analysis and interpretation of statistical data.
Course Objectives: 1. Provide basic knowledge of the application of mathematics and statistics to business disciplines; 2. Develop the ability to analyze and interpret data to provide meaningful information to assist in making management decisions; 3. Develop an ability to apply modern quantitative tools (Microsoft Excel) to data analysis in a business context. 4. Develop the student's ability to deal with numerical and quantitative issues in business.
Course Outcomes: CO1: Describe and discuss the key terminology, concepts tools and techniques used in business statistical analysis CO2: Critically evaluate the underlying assumptions of analysis tools CO3: Understand and critically discuss the issues surrounding sampling and significance CO4: Use a statistical package frequently used by practitioners to analyze the data using techniques
Course Pre-requisites: Exposure to set theory, permutation and combination

Pedagogy: Flipped class rooms, ICT					
LTP: 3:0:1:					
Course type: HC					
Contact Hours:52 Hrs					
Units	Detailed Syllabus	Contact hours	CO	PO	PSO
Unit-1	Statistics an over view Growth and development of Statistics– Definition–Application of Statistics in managerial decision making; Importance and scope of Statistics – Limitations of statistics, Presentation of data to convey meaning– Tables, Graphs and Frequency Distribution. Measures of Central Tendency: Arithmetic mean – Weighted mean, – Median, – Mode, Measures of dispersion: Range, – Quartile deviation, – Mean Deviation– Standard deviation, – Coefficient of variation, Skewness, Kurtosis.	14 hrs	1	2	3
Unit-2	Correlation and Regression analysis Correlation: Meaning and definition – Uses – Types –Karl Pearson’s coefficient of correlation – Probable error – Spearman’s Rank Correlation Coefficient. Regression: Meaning, Uses, Regression Line, Regression Equation. Correlation Coefficient through Regression, Coefficient Relation between Correlation coefficient and Regression coefficients.	12 hrs	2	5	3
Unit-3	Statistical Inference Introduction to Sampling Distributions and Estimation: The need for sampling distributions, sampling distribution of the mean and the proportion, sampling techniques. Estimation: Point and Interval estimation for population parameters of large sample and small samples, determining the sample size (simple Problems on sample size). Estimation theory and Hypothesis Testing: Sampling Theory; Formulation of Hypotheses; Application of Z-test, t-test and Chi-Square test. One way and two ways ANOVA.	14 hrs	3	2	3
Unit-4	Use of Computers in Descriptive Statistical Analysis Time Series Analysis and Forecasting: Importance, – Components, –Trend – Free hand method, –Method of semi averages, Method of moving averages, –Method of least squares. Note: Introduction and overview, using statistical packages for quantitative data analysis, simple statistical analysis using EXCEL. Modern and latest statistical Analysis	12 hrs	4	5	3

Reference Books:

1. Beri, G. C. (2014). *Business Statistics*, New Delhi: Tata McGraw Hill Educations Pvt Ltd.
2. Business Statistics by Ken Black, pub: Tata Macgraw Hill
3. Sharma, J. K. (2017). *Fundamentals of Business Statistics*. New Delhi: Vikas Publishers.
4. Gupta, S. P. (2014). *Statistical Methods*. New Delhi: Sultan Chand.

5. Sharma, J. K. (2011). *Business Statistics*, New Delhi: Pearson Publishers.

6. Business Statistics By Mr. R. S. Bharadwaj , pub: Excel Book

Course Title : Marketing Management					
Course Code: B21MB0202					
Course Description: This course covers topics such as role and importance of marketing in the firm and other organizations, marketing plans/strategies, marketing research, market segmentation, targeting, positioning and competitive strategies					
Course Objectives: 1.To provide basic knowledge of concepts, principles, tools and techniques of marketing 2.To give detailed knowledge about marketing environment and consumer behavior 3.To create deep understanding about the marketing mix 4.To make students aware about segmentation, positioning and competitive dynamics					
Course Outcomes: CO1: Describe the concepts, principles, tools and techniques of marketing CO2: Analyze the marketing environment and consumer behavior dimensions CO3: Apply the knowledge of marketing mix in business applications CO4: Explain the concepts of segmentation, positioning and competitive dynamics					
Course Pre-requisites: prior knowledge of basic concepts of marketing					
Pedagogy: ICT and Digital support					
LTP: 3:1:0					
Course type: HC					
Contact Hours: 52					
Units	Detailed Syllabus	Contact hours	CO	PO	PSO
Unit-1	Introduction to Marketing Meaning & Definition – Goals – Concepts of Marketing – Approaches of Marketing – Functions of Marketing, Core Marketing Concepts, Role of Strategic Planning in Marketing, and Recent trends in Marketing	9 hours	1	1	1
Unit-2	Marketing Environment and Consumer Behaviour Marketing Research process; Importance of Macro & Micro environment (trends), factors measuring and forecasting Market Demand, Factors Influencing Consumer Behavior, Buying Decision Process, Difference between Business Market and Consumer Market.	10 hours	2	6	2
Unit-3	Marketing Mix Meaning, Elements, Product, Product Mix, Product Line, New product Development, PLC: Design Marketing Strategies for each Stage of the Product Lifecycle; Branding, Packaging, Labeling, Pricing –	10 hours	3	6	1

	Objectives, Factors influencing Pricing Policy and Methods of Pricing. Process of Pricing; Physical Distribution – Meaning – Types of Marketing channel, Factors affecting Channel Selection –Promotion – Meaning and Significance of Promotion Mix: Advertising, Sales Promotion, Personal Selling, Public Relations and Publicity				
Unit-4	Segmentation, Targeting, Positioning, and Competitive Dynamics Segment Consumer Markets based on Demographic Variables, Psychographic Variables, Behavioral Variables; Segmenting Business Markets, Effective segmentation criteria and Targeting Strategies; Examine Competitive Strategies for Market Leaders, Examine Competitive Strategies for Market Challengers and Followers, Develop and Establish an Effective Positioning Strategy.	10 hours	4	4	3

Reference Books:

1. Michael J. Etzel, Bruce J. Walker, and William J Stanton, (2019) Tata Mc Graw Hill, Publishing Co Ltd
2. Philip Kotler, Kevin Lane Keller (2015) 15th edition, Marketing Management, Pearson.
3. Kuranakaran, (2010) Marketing Management, Himalaya Publishers.
4. William J. Stanton, Michael J. Etzel, Bruce J Walker, Fundamentals of Marketing, McGraw Hill Education.
5. Kotable and Helsen, Global Marketing Management, 7th edition, John Wiley

Course Title: Accounting for Business
Course Code: B21MB0203
Course Description: Continued in-depth analysis of the accounting standards and principles for preparing financial statements; recording, analyzing, and disclosing accounting information related to liabilities, owners' equities, Goodwill; conversation of partnership firm to limited company and related topics.
Course Objectives: 1 To explore in the area of underwriting of shares & its share value. 2. To initiate the concept of goodwill and valuation methods 3. To enable the students, analyze the rationale behind conversion of partnership into a limited company
Course Outcomes: CO1: To understand the fundamentals of underwriting in Companies. CO2: To understand the valuation of shares and goodwill and prepare financial statements accordingly CO3: To understand appropriate accounting techniques, standards, and perform the accounting treatment for each type of inter-entity relationship CO4: Describe and apply the basic techniques of financial statement analysis and Reporting to Management.
Course Pre-requisites: Basic Knowledge of Financial Accounting concepts
Pedagogy: ICT
LTP: 3: 0: 1

Course type: HC					
Contact Hours: 52 Hrs.					
Units	Detailed Syllabus	Contact hours	CO	PO	PSO
Unit-1	Underwriting of shares Meaning - Terms used Underwriting-Underwriter-Marked Applications-Unmarked Applications - Partial underwriting- Complete Underwriting-Pure Underwriting-Firm Underwriting- Underwriting Commission- Determination of Net Liability and Total Liability.	13 hrs.	1	6	1
Unit-2	Valuation of Goodwill and Shares Goodwill Meaning- circumstance of valuation of Goodwill- Factors influencing the value of Goodwill-Methods of Valuation of Goodwill- Average Profit method- Super profit Method- Capitalization of Super profit method- Annuity Method- Capitalization of Profit Method problems. Shares meaning – need for valuation – factors affecting valuation- Methods of Valuation: intrinsic value method, yield method, Earning capacity method, Fair value method problems	13 hrs.	2	6	2
Unit-3	Holding Company Introduction- types of control –legal definition-preparation of accounts- Holding company and its subsidiary- Rules of preparation of Consolidated Balance sheet – investments in the subsidiary Company-minority interest –cost of control –goodwill or capital Reserve- Capital Profits –Revenue Profits – Intercompany transactions –goods sold on credit – Debtors – Bills Receivable – Creditors- Bills payable-Contingent liabilities – intercompany unrealized profits – Revaluation of Assets and Liabilities – dividends – Bonus issue.	13 hrs.	3	2	3
Unit-4	FINANCIAL STATEMENTS ANALYSIS Analysis of Financial Statement-Comparative Statements, Comparative Income Statement, Comparative Balance Sheet – Common Size Statements, Common Size Income Statement, Common Size Balance Sheet – Trend Analysis (Problems on financial analysis) Reporting to Management-Management Decision and Analysis.	13 hrs.	4	5	3

Reference Books:

1. Paul S.K, 2008 “Advanced Financial Accounting,” New central Agency Book Private limited,
2. Anil Kumar, 2017 “Advance Financial Accounting” HPS,
3. Maheswari, S N & Maheswari, S K, 2018 “Corporate Accounting”, 7th Edition
4. Bhattacharya, Asish K, 2014 “Financial Accounting for Business Managers”, , 5TH Edition

Course Title: Human Resource Management
Course Code: B21MB0204
Course Description: The course develops a critical understanding of the role and functions of the various human resource activities in an organization, providing students with a comprehensive review of key HRM concepts, techniques, and issues. Topics include job analysis and design, recruitment and selection, evaluation, performance management, occupational health and safety, and the strategic contribution of HRM to organizational performance and evaluating HRM effectiveness. Working with contemporary case studies, students not only engage in collaborative and individual work processes but use communication and discourse characteristic of the HRM context and environment.
Course Objectives: 1. To familiarize the students about the different aspects of managing people in the organization from the stage of acquisition to development and retention. 2. To comprehend the various aspects of human resource development strategies for better management of people in the organizations 3. HR skills and their ability to assess the constraints and opportunities associated with managing employees in different socio-economic and political context.
Course Outcomes: CO1: Integrated perspective on role of HRM in modern business. Ability to plan human resources and implement techniques of job design CO2: Competency to recruit, train, and appraise the performance of employees CO3: To analyze the strategic issues and strategies required to select and develop manpower resources. CO4: To integrate the knowledge of HR concepts to take ethical business decisions
Course Pre-requisites: Basis knowledge of HR concepts and functions.
Pedagogy: Lectures, Videos, Case studies, Role play
LTP: 3:1:0
Course type: HC
Contact Hours: 39 Hours

Units	Detailed Syllabus	Contact hours	CO	PO	PSO
Unit 1	Introduction to Human Resource Management: Meaning and Objectives of HRM, Meaning and Objectives of HRP, Differences between HRM and HRP, functions of HRM, role of HR Manager, The Future of Human Resource Management, Globalization and HRM, Generational Differences, Future Trends in Human Capital and Talent Management, Impact of HRM practices on organizational performance.	9 hrs.	1	1	1
Unit 2	Recruitment, Selection And Training: Recruitment, Meaning, Methods of Recruitment, Selection, Meaning, Steps in Selection Process, Induction, Problems Involved in Placement.	10 hrs.	2	6	2

	Meaning and purpose of Induction: Training- Need for training, methods of training.				
Unit 3	Compensation Function: Job evaluation – Merit rating – Methods ‘of wage, payment, incentive compensation – Types, advantages, perquisites. Wage system in India – Minimum wage, fair wage, living wage. Performance appraisal – purpose, factors, methods 360-degree feedback uses and application, human resource accounting.	10 hrs.	1	6	3
Unit 4	Employee Mobility: Meaning of Promotion, Purpose, basis of promotion, Meaning and reasons for demotion, meaning of transfer, reasons for transfer, types of transfer, right sizing of work force, need for right sizing. Retention – Meaning need and purpose Human Resource Maintenance And Development :Meaning of HRD, Role of training in HRD, Employee health and safety: Employee welfare: Social security (excluding legal provisions), Employer- employee relations- An overview: Grievance handling and redressal, Industrial disputes: Causes and settlement machinery	10 hrs.	4	1	2

Reference Books:

- 1.Dessler, G. (2015). Human resource management. Pearson Education India.
2. Bratton, J., & Gold, J. (2017). Human resource management: theory and practice. Palgrave.
- 3.DeCenzo, D.A.& Robbins (2017). Fundamentals of Human Resource Management, New York: John Wiley & Sons.
- 4.Rao, V.S.P (2017) Human Resource Management - Text and Cases, Excel Books.
- 5.K. Ashwathappa, (2017), Human Resources Management: Text and cases, Mc-Graw Hill India, 8th Edition

Course Title : Environment Studies and Public Health
Course Code: B21ASM201
Course Description: The course would enable the students to get indepth knowledge about environmental aspects and public health issues. The student comprehends and is able to apply the concepts of climate change, implications on health, waste management, policies and practices related to environment protection and diseases in contemporary society.
Course Objectives: <ol style="list-style-type: none"> 1. To provide detailed information about environment and health. 2. To create awareness about climate change and implications on public health. 3. To develop basic understanding about diseases in contemporary society and interventions in public health.

Course Outcomes:**At the end of the course student shall be able to-**

CO1: Apply the knowledge about environment and health in improving personal health.

CO2: Appreciate and apply the awareness about climate change and implications on personal health.

CO3: Explain the diseases in contemporary society

CO4: Discuss about the perspectives and interventions in public health.

Course Pre-requisites: Basic knowledge about science and environment**Pedagogy: ICT, Lectures, Flip classrooms, collaborative methods****LTP:****Course type:** Foundation course**Contact Hours:** 30 hours

Units	Detailed Syllabus	Contact hours	CO	PO	PSO
Unit-1	Linkages Between Environment and Health: Understanding linkages between Environment and Public Health Effect of quality of air, water and soil on health. Perspective on Individual health: Nutritional, socio –cultural and developmental aspects, Dietary diversity for good health; Human developmental indices for public health.	6 Hours	1	1	1,2
Unit-2	Climate Change and Implications on Public Health: Global warming – Agricultural practices (chemical agriculture) and Industrial technologies (use of non-biodegradable materials like plastics, aerosols, refrigerants, pesticides): Manifestations of Climate change on Public Health-Burning of Fossil fuels, automobile emissions and Acid rain. <i>Environmental Management Policies and Practices</i> . Municipal solid waste management: Definition, sources, characterization collection and transportation and disposal methods. Solid waste management system in urban and rural areas. Municipal Solid waste rules. Policies and practices with respect to Environmental Protection Act, Forest Conservation Act, Wild life protection Act, Water and Air Act, Industrial, Biomedical and E waste disposal rules.	8hours	2	1	1,2

Unit-3	Diseases in Contemporary Society: Definition – need for good health- factors affecting health. Types of diseases – deficiency, infection, pollution diseases- allergies, respiratory, cardiovascular, and cancer Personal hygiene-food – balanced diet. Food habits and cleanliness, food adulterants, avoiding smoking, drugs and alcohol.Communicable diseases: Mode of transmission –epidemic and endemic diseases. Management of hygiene in public places – Railway stations, Bus stands and other public places. Infectious diseases: Role of sanitation and poverty case studies on TB, diarrhea, malaria, viral diseases. Non-communicable diseases: Role of Lifestyle and built environment. Diabetes and Hypertension.	8 hours	3	1	1,2
Unit-4	Perspectives and Interventions in Public Health : Epidemiological perspective – Disease burden and surveillance; Alternative systems of medicine – Ayurveda, Yoga, Unani, Siddha and Homeopathy (AYUSH); Universal Immunization Programme (UIP); Reproductive health-Youth Unite for Victory on AIDS (YUVA) programme of Government of India. Occupational health hazards-physical-chemical and biological, Occupational diseases-prevention and control.	8 hours	4	1	1,2

Reference Books:

1. Singh, Y.K, Environmental Science, New Age International, 2006.
2. Arvind Kumar, A Textbook on Environmental Science, APH Publishing, 2004.
3. Desai R.G. - Environmental studies. Himalaya Pub. House.
4. Agarwal, K.C. 2001 Environmental Biology, Nidi Publ. Ltd. Bikaner.
5. Carson, R. 2002. Silent Spring. Houghton Mifflin Harcourt.
6. Gadgil, M., & Guha, R.1993. This Fissured Land: An Ecological History of India. Univ. of California Press.
7. Gleeson,B. and Low, N. (eds.) 1999. Global Ethics and Environment, London, Routledge.
8. Gleick, P.H. 1993. Water in Crisis. Pacific Institute for Studies in Dev., Environment & Security. Stockh Env. Institute, Oxford Univ. Press.
9. Groom, Martha J. Gary K. Meffe and Carl Ronald carroll Principles of Conservation Biology.

THIRD SEMESTER

Course Title: PÀ£ÀßqÀ – III

Course Code: B21AHK302

Course Description:

ˆsÁµÉAiÀÄ£ÄÄß ªÀiÁvÀ£ÁqÄÄª §gÉAiÄÄÄª PË±À®ª, ª»vÀázÀ §UEÎ ªÆÜ®ªÁV ¥ÀjZÀ-Ä, Äªª ªÄÄÆ®PÀ «zÁâyðUÄ¼Ä ªÄªQÛvÀé «PÀ,À °ÁUÄÄ ªàzsÁðvÀäPÀ ¥ÀjÄPÉëUÄ¼Ä£ÄÄß UÄªÄÄ£ÄzÀ°èlÄÖPÉÆAqÄÄ, ¥Àæ,ÄÄÛvÀ ªAzÀˆsÄðPÉÏ «zÁâyðUÄ¼Ä£ÄÄß ªdÄÓUÉÆ½,Ä®Ä ¥ÀoÄªªÄ£ÄÄß gÄÆ|,Ä-ÁVzÉ. ª»vÀª, PÀ-É, ªÁtÄdª, DqÄ½vÁvÄäPÀ ªÄvÄÄÛ «eÁÕ£ÄzÀ «ZÁgÀUÄ½UÉ MvÀÛ£ÄÄß ¢ÃqÄ-ÁVzÉ. EzÄÄ ªÉÆzÄ® JgÄqÄÄ ª«Ä,ÄÖgï ªÄÄÆgÄÄ PÉærmïUÄ¼Ä£ÄÄß; ªÄÄÆgÄÄ ªÄvÄÄÛ £Ä®Ï£ÉÄ ª«Ä,ÄÖgï JgÄqÄÄ PÉærmïUÄ¼Ä£ÄÄß °ÉÆAçzÉ.

Course Objectives:

£Ä®ÏÏ ª«Ä,ÄÖgïUÄ¼Ä°è ªÄÄUÄæ PÀ£ÀßqÀ ª»vÀªªÄ£ÄÄß ¥ÀjZÀ-Ä,Äªª GzÉYÄ±ªÄ£ÄÄß °ÉÆAçzÉ. CzÁgÄAvÉ ªÄÄÆgÄ£ÉAiÄÄ ª«Ä,ÄÖgï£Ä°è £ÄªÉÇzÄAiÄÄ PÀªª, £Äªª PÀªª, ªÁtÄdª PÀ£ÀßqÀ, ªÉÉeÁÕ®PÀ -ÉÄÆ£ÄUÄ¼ÄÄ ªÄvÄÄÛ KPÁAPÀ ª»vÀªªÄ£ÄÄß ¥ÀoÄªªÄ£ÄÄß DAIÉÄÏ ªÄiÁrPÉÆAqÄÄ, «zÁâyðUÄ¼Ä°è ª»vÀázÀ §UEÎ ªzÀ©ügÄÄªAiÄÄ£ÄÄß ªÄÄÆr,Ä-ÁUÄÄvÄÛzÉ. ªÄ,ÄÏøwPÀ w¼ÄÄªª½PÉAiÄÄ eÉÆvÉUÉ ªÄªQÛvÀé «PÀ,Ä£ÄzÀ PÀqÉUÉ UÄªÄÄ£ÄÄ ¢ÃqÄ-ÁUÄÄvÄÛzÉ.

1. ˆsÁµÉ, ª»vÀª, Ewª,Ä ªÄvÄÄÛ ªÄ,ÄÏøwUÄ¼Ä£ÄÄß PÀ£ÀßqÀ, PÀ£ÄðIPÁPÉÏ ªÄAçü¹zÄAvÉ ¥ÀjZÀ-Ä,Ä-ÁUÄÄvÄÛzÉ.
2. «zÁâyðUÄ¼Ä ªªðvÉÆªªÄÄÄR ˆÉ¼ÄªÁtÄUÉUÉ C£ÄªªÁUÄÄªªAvÉ °ÁUÄÆ CªÁgÄ°èªAiÁ£Äª, ªÄAçzÄUÄ¼Ä §UEÎ UÉgªª, ªªAiÁ£ÄvÉ ªÄÄÆr¹, ˆÉ¼É,ÄªªÄ ¢nÕ£Ä°è ¥ÀoÄªUÄ¼Ä DAIÉÄÏAiÄiÁVzÉ.
3. CªÁgÄ°è ªÉdfÄ²Ä®vÉ, ±ÄÄzÄP ˆsÁµÉ, GvÄÛªª «ªª±Äð UÄÄt, ¢gÄUÄð¼Ä ªªˆsÁµÄÉ, ˆsÁµÄt PÀ-É °ÁUÄÆ §gªª PË±À®ªUÄ¼Ä£ÄÄß ˆÉ¼É,ÄªªªÄzÄÄ UÄÄjAiÄiÁVzÉ
4. ªàzsÁðvÄäPÀ ¥ÀjÄPÉëUÄ½UÉ C£ÄÄPÀÆ®ªÁUÄÄªªAvªª «µÄAiÄÄUÄ¼Ä£ÄÄß UÄªÄÄ£ÄzÀ°èlÄÖPÉÆAqÄÄ ªÆPÄÛ ¥ÀoÄªUÄ¼Ä£ÄÄß DAIÉÄÏ ªÄiÁrPÉÆ¼ÄÏ-ÁVzÉ.

Course Outcomes:

£ÀªÉÇÃzÀAiÄÄ PÁªÀª, £ÀªÀª PÁªÀª, ªÁtÁdª PÀ£ÀßqÀ, ªÉÊeÁÕªPÀ ¯ÉÃR£ÀUÀ¼ÄÄ ªÄÄvÄÄÛ KPÁAPÀ £ÁIPzÀ PÀªPÉAiÄÄ ªÄÄÆªPÀ PÁªzÀ ¹ÛvÀªAvÀgÀUÀ¼ÄÄ£ÄÄß CzÀgÀ M¼ÄÄ£ÉÆÁIUA¼ÄÄ£ÄÄß ¯É¼É, ÄÄvÀÛZÉ.

CO1: ,ÁªÁiÁfPÀ, gÁdQÄAiÄÄ, zsÁªÄðPÀ, ,ÁA, ÀìøwPÀ, ¥Áj, ÀgÀ ªÁUÀÆ ªAUÀ, ÄAŞAçü «ZÁgÀUÀ¼ÉqÉ UÀªÄÄ£À ªÁj, ÄÄªÄzÀgÉÆAçUÉ «zÁâyðUÀ¼Äª» ZAZÁð ªÄÄ£ÉÆÄ¯sÁªÀªÄ ¯É¼ÉAiÄÄÄvÀÛZÉ.

CO2: fÄªÀ£ÄzÀª»è §gÄÄª Cªü¥ÁæAiÄÄ ¯ÉÄzsÀUÀ¼ÄÄ, ,ÁªÄÄ, ÉãUÀ¼Ä£ÄÄß DzsÄÄªPÀ , ÄAzÀ ¯sÄðzÀª»è ªÁiÁ£À«ÄAiÄÄvÉAiÉÆAçUÉ ¯ªÄð», ÄÄªAvÉ ¥ÉæÄgÉÄ¯, ÄÄvÀÛZÉ.

CO3: GvÀÛªÄÄ , ÁAªªª£À PÀ¯ÉAiÄÄ£ÄÄß ¯É¼É, ÄÄª GzÉÝÄªªª£ÄÄß FqÉÄj, ÄÄvÀÛZÉ.

CO4: ,ÄªªÉÆzÀ£Á ªÄÄ£ÉÆÄ¯sÁªÀ ªÄÄvÄÄÛ , ÄªzsÁðvÄªPÀ ¥ÁjÄPÉªUÀ¼UÉ «zÁâyðUÀ¼Ä£ÄÄß , ÄÄªªªUÉÆ½, ÄÄvÀÛZÉ.

Course Pre-requisites:

- PÀ£ÀßqÀ ¯sÁªÉAiÄÄ §UÉUÉ ¥ÁæxÀ«APÀ w¼ÄÄªª¼PÉ CUÀvÄª..
- ¯sÁªÉAiÄÄ£ÄÄß NzÀªª ªÄÄvÄÄÛ §gÉAiÄÄªª w½çgÀ ¯ÉÄPÄÄ.
- ¥ÁzÀª« ¥ÁÆªªð ¯PÀëtzÀª»è PÀ£ÀßqÀ ¯sÁªÉAiÄÄ£ÄÄß NçgÀ ¯ÉÄPÄÄ.

Pedagogy: Direct method, ICT and Digital support (Links attached), Collaborative and Cooperative learning, Differentiated Instruction, Flipped Classroom

LTP:1:1:0

Course type: CC

Contact Hours: 39

Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	£ÀªÉÇÃzÀAiÄÄ PÁªÀª 1. E½zÄÄ ¯Á vÁAiÉÄ – zÀ.gÁ. ¯ÉÄAzÉæ 2. zÉÄªÀgÄÄ gÄÄdÄ ªÁiÁrzÀ£ÄÄ – PÄÄªÉA¥ÄÄ 3. £À£Äß £Àª»è- ªÄÄzsÄÄgÄZÉ£Äß	10 Hrs	CO1	PO5, PO8	1
Unit-2	£ÀªÀª PÁªÀª 1. £Éª , Ä¥Ánª»è – UÉÆÄ¥Áª PÀÈµÁÛ CrUÀ 2. EqÀçgÄÄ £À£Äß ¯£Äß ¹Aª, À£ÄzÀ ªÉÄÄ¯É – PÉ, J.ï. £ÀgÀ¹Aª, Áé«Ä 3. CªÁé - . ¯APÉÄª±ï	10 Hrs.	CO1, CO2	PO5, PO8	2
Unit-3	ªÁtÁdª PÀ£ÀßqÀ ªÉÊeÁÕªPÀ ¯ÉÃR£ÀUÀ¼ÄÄ 1. Cw , ÁtÛ, , ÁtÛ ¥ÁæªÁiÁtzÀ GzÀªªÄÄUÀ¼ÄÄ ªÁUÀÆ «±ÉÄµÀ DyðPÀ ªªªAiÄÄ (J,ï.E.gÉhÄqï) – ªÄÄgÄÄ½zsÀgÀ © PÄÄªPÄtÄð 2. ªÉÆ¯ÉÊ¯ï ¯ÁªAQAUï §ªÄ , ÄÄªªªsÀ – ªÄÄªªªª±ï ZÄAzªæ	10 Hrs.	CO3, CO4	PO5, PO8	3

	3. «eÁÔËÀ ^a ÄvÄÄÛ zsÄ ^a Äð – qÁ f. gÄ ^a ÄPÀÈμÀÚ				
Unit-4	KPÁPÀ 1. ^a ÄiÄ ^α μÄzÄ – VjÄ±i PÁfÁðqī	09 Hrs.	CO3, CO4	PO5, PO8	4

Reference Books:

1. ^aÄÄUÀ½ gÄA.²æÄ., PÀfÄβqÄ ,Ä»vÄâ ZÄjvÉæ, ¥ÄæPÀ±ÄPÀgÄÄ VÄvÄ §ÄPī °È, i, ^aÉÄÈ, ÄÆgÄÄ. 2014
2. ¹Ä^aÄiÄwÄvÄ PÀfÄβqÄ ,Ä»vÄâ ZÄjvÉæ ,ÄÄ¥ÄÄ1 1,2,3,4,5 ^aÄvÄÄÛ 6, PÄÄ^aÉÄ¥ÄÄ PÀfÄβqÄ CzsÄâAiÄÄfÄ ,Ä,ÉÜ, ^aÉÄÈ, ÄÆgÄÄ «±Äé«zÄâ^αÄiÄÄ, ^aÉÄÈ, ÄÆgÄÄ. 2014
3. qÁ. CgÄ«AzÄ ^aÄiÄ@UÄwÛ, ,Ä»vÄâ ,ÄÄ,Äìøw ^aÄvÄÄÛ zÄ°vÄ ¥ÄæÉÖ, ¥ÄæPÀ±ÄPÀgÄÄ PÀfÄβqÄ ,Ä»vÄâ ¥ÄjμÄvÄÄÛ, "ÉAUÄ¼ÄÆgÄÄ. 2014
4. qÁ. F.J, i. D^aÄÄÆgÄ, PÀfÄβqÄ PÄxÄfÄ ,Ä»vÄâ : PÄzÄÄ§j, ¥ÄæPÀ±ÄPÀgÄÄ ,Äé¥Äβ §ÄPī °È, i, "ÉAUÄ¼ÄÆgÄÄ. 2016
5. zÉÄ±Ä¥ÄÄqÉ J, i. J. i., "ÉÄzÉæ ±ÄjÄ¥sÄgÄ PÄ^aÄAiÄiÄfÄ, ¥ÄæPÀ±ÄPÀgÄÄ zÉÄ¹ ¥ÄÄ, ÄÜPÄ, "ÉAUÄ¼ÄÆgÄÄ. 2013
6. QÄvÄðfÄxÄ PÄÄvÄðPÉÆÄn, PÀfÄβqÄ ,Ä»vÄâ ,ÄAUÄw, ¥ÄæPÀ±ÄPÀgÄÄ PÄÄvÄðPÉÆÄn ^aÉÄ^aÉÆÄjAiÄÄ⁻ⁱ læ, iÖ, zsÄgÄ^aÄqÄ. 2009
7. ±Ä^aÄgÄAiÄÄ vÄ, ÄÄ., PÀfÄβqÄ ,Ä»vÄâ ZÄjvÉæ, ¥ÄæPÀ±ÄPÀgÄÄ vÄ¼ÄÄQfÄ ^aÉPÄtÜAiÄÄ, ÄägÄPÄ UÄæAxÄ^aÄiÄ^{-É}, ^aÉÄÈ, ÄÆgÄÄ -2014
8. ,ÄÄ. qÁ! ¹. Dgī. ZÄAzÄæ±ÉÄRgī, ^aÄÄÄzÄ¼ÄÄvÄfÄzÄ @PÄëtUÄ¼ÄfÄÄÄB "É¼É¹PÉÆ¼ÄÄ⁷ÄÄzÄÄ °ÉÄÜÉ?, ¥ÄæPÀ±ÄPÀgÄÄ fÄ^aÄPÄfÄðIPÄ ¥Ä©èPÉÄμÄfēi ¥ÉæöÉ^aÉmī °«ÄmÉqī. 2010
9. DzsÄÄPÄ PÀfÄβqÄ PÄ^aÄ "sÄUÄ-2, PÄÄ^aÉÄ¥ÄÄ PÀfÄβqÄ CzsÄâAiÄÄfÄ ,Ä,ÉÜ, ^aÉÄÈ, ÄÆgÄÄ «±Äé«zÄâ^αÄiÄÄ, ^aÉÄÈ, ÄÆgÄÄ. 2004
10. ^{2a}ÄgÄÄzÄæ¥ÄÄ f.J, i. PÀfÄβqÄ ,Ä»vÄâ ,Ä«ÄÄPÉë, ¥ÄæPÀ±ÄPÀgÄÄ ,Äé¥Äβ §ÄPī °È, i, "ÉAUÄ¼ÄÆgÄÄ. 201

Course Title: Hindi
Course Code: B21AHH302
Course Description: यह पाठ्यक्रम नौसिखिया अपनी भाषा की क्षमता का विकास करने हेतु तथा विभिन्न साहित्यिक प्रक्रियाओं द्वारा समाज, संस्कृति एवं जीवन के मूल्यों को समझने हेतु अभिकल्पित है
Course Objectives: 1.संदर्भानुसार उचित भाषा का प्रयोग करने की दक्षता को छात्रों में उत्पन्न करना 2.साहित्य के माध्यम से समाज एवं मानवीय मूल्यों को समझाकर, उन मूल्यों की रक्षा हेतु प्रेरित करना 3.छात्रों में पुस्तक पठन एवं लेखन की अकृतिम प्रवृत्ति स्थापित करना 4.अध्येताओं में साहित्य के माध्यम से प्रभावी एवं कुशल संचार का विकास करना
Course Outcomes: अध्ययन की समाप्ति पर अध्येता – CO1: सामाजिक मूल्य एवं नैतिक जवाबदेही को स्वीकार कर सकता है

CO2:साहित्य की प्रासंगिकता को जीवन में समझने की दक्षता रखता है।

CO3: समाज में अंतर्निहित पद्धतियाँ एवं विचारधाराओं का व्याख्यान करने में सक्षम बन सकता है।

CO4: साहित्य के माध्यम से प्रभावी एवं कुशल संचार का विकास कर सकता है।

Course Pre-requisites:

1.अध्येता, पी.यु.सी के स्तर पर द्वितीय भाषा के रूप में हिन्दी का अध्ययन करना चाहिए।

2.हिन्दी साहित्य के इतिहास का संक्षिप्त ज्ञान की आवश्यकता है।

3.हिन्दी व्याकरण का अवबोधन आवश्यक है।

4.अंग्रेज़ी – हिन्दी अनुवाद से संबंधित जानकारी जरूरी है।

Pedagogy: ICT and Digital support, Collaborative and Cooperative learning, Flipped Classroom

LTP: 2:1:0

Course type: CC

Contact Hours:39

Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	इकाई - 1 नाटक - आधे - अधूरे - मोहन राकेश नाटक विधा का परिचय - आधे अधूरे - प्रथम अंक	10 Hrs.	CO1, CO2	PO5&8	1
Unit-2	इकाई - 2 नाटक - आधे - अधूरे - मोहन राकेश आधे - अधूरे - वितीय अंक	10 Hrs.	CO1, CO2	PO5&8	2
Unit-3	इकाई -3 नाटक - आधे - अधूरे - मोहन राकेश आधे - अधूरे - तृतीय अंक	10 Hrs.	CO3, CO4	PO5&8	3
Unit-4	इकाई -4 नगदी रहित व्यवहार अ 1 चेक तथा बैंक प्रणाली द्वारा भुगतान 2 कम्प्युटर इंटरनेट प्रणाली द्वारा भुगतान आ 3 स्वैप (POS) मशीन द्वारा भुगतान 4 भ्रमणध्वनि द्वारा भुगतान इ 5 ए टी एम द्वारा भुगतान 6 विभिन्न बैंकों के ऐप द्वारा भुगतान	9 Hrs.	CO3, CO4	PO5&8	4

Reference Books:

1. नाटक - आधे – अधूरे - मोहन राकेश
2. हिन्दी नाटक उद्भव और विकास –दशरथ ओझा
3. हिन्दी साहित्य का इतिहास नागेन्द्र .डॉ -
4. आधुनिक हिन्दी साहित्य का इतिहास बच्चन सिंह .डॉ -
5. हिन्दी साहित्य का नवीन इतिहास लाल साहब सिंह .डॉ -
6. शुद्ध हिन्दी कैसे बोले कैसे लिखेपृथ्वीनाथ पाण्डे -
7. हिन्दी नाटक और रंगमंच – डॉ.रामकुमार वर्मा
8. कंप्यूटर सूचना प्रणाली विकास – रामबंसल वाजाचर्या
9. कंप्यूटर के भाषिक अनुपयोग - विजयकुमार मल्होत्रा

Course Title: Additional English – III

Course Code: B21AHA301

Course Description: This 3-credit course allows the learners to explore the various socio-political aspects represented in literature. The concepts discussed in the course provide learning exposure to real life scenarios. The course is designed to develop critical thinking ability among learners, through the socio-political aspects discussed in literature. Thus, the aim is to produce responsible and sensitive individuals.

Course Objectives:

- 1.To outline the global and local concerns of gender and identity.
- 2.To identify the complexities of human emotions through literature.
- 3.To assess the struggles of human survival throughout history.
- 4.To compare and contrast between the various dimensions of childhood.

Course Outcomes:

After the completion of the course, students will be able to:

- CO1: Evaluate the pressing gender issues within our society.
 CO2: Criticize human actions through a humane and tolerant approach.
 CO3: Perceive the human conflicts with an empathetic perspective.
 CO4: To disprove the assumption of a privileged childhood.

Pre requisites: The student must possess fair knowledge of language, literature and society.

Pedagogy: Direct method / ICT / Collaborative Learning / Flipped Classroom.

LTP: 1:1:0

Course type: CC

Contact Hours: 39

Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Gender & Identity: Anne Sexton – Consorting with Angels. Eugene Field – The Doll’s Wooing Vijay Dan Detha – Double Life Charlotte Perkins Gilman – The Yellow Wallpaper	09Hrs.	CO1	PO5	1
Unit-2	Love & Romance: Literature: Tadeusz Rozewicz – Pigtail Jyoti Lanjewar – Mother	10Hrs.	CO2	PO5	2

	Sowvendra Shekhar Hansda – The Adivasi Will Not Dance Harriet Jacobs – Excerpt from Incidents in the Life of a Slave Girl Language: Prefix and Suffix				
Unit-3	War & Trauma: Lord Alfred Tennyson – The Charge of the Light Brigade TaufiqRafat – The Medal Guy de Maupassant – Two Friends Sadaat Hasan Manto – Toba Tek Singh	10Hrs.	CO3	PO5&8	3
Unit-4	Children’s Literature: William Blake – The Chimney Sweeper. D.H. Lawrence – Discord in Childhood. Anna Sewell – The Black Beauty (Extract). Rudyard Kipling – The Jungle Book (Extract)	10Hrs.	CO4	PO8	4

Reference Books:

1. Sexton, Anne. The Complete Poems. Houghton Mifflin, 1999.
2. Namjoshi, Suniti. Feminist Fables. Spinifex Press, 1998.
3. Vanita, Ruth & SaleemKidwai (ed.) Same Sex Love in India. Penguin India, 2008.
4. Gilman, Charlotte Perkins. The Yellow Wallpaper. Rockland Press, 2017.
5. Gale, Cengage Learning. A Study Guide for Alfred Noyes's "The Highwayman". Gale, Study Guides, 2017. (Kindle Edition Available)
6. Shakespeare, William. Poems and Sonnets of William Shakespeare. Cosimo Classics, 2007.
7. Stockton, Frank Richard. The Lady, or the Tiger? Create space Independent Publications, 2017.
8. Wilde, Oscar. The Collected Works of Oscar Wilde. Wordsworth Editions Ltd., 1997.
9. Tennyson, Lord Alfred. The Complete Works of Alfred Tennyson. Forgotten Books, 2017.
10. Blake, William Erdman, David V. (ed.). The Complete Poetry and Prose (Newly revised ed.). Anchor Books, (1988).
11. Maupassant, Guy de. Guy de Maupassant-The Complete Short Stories. Projapati, 2015.
12. Manto, Sadaat Hasan. Manto: Selected Short Stories. RHI, 2012.
13. Ricks, Christopher. Metaphysical Poetry. Penguin, 2006.

Course Title: Macro Economics
Course Code: B21MB0301
Course Description: Business economics – II is a course, developed, keeping the basic Economics as a pre-requisite course. The course gives an opportunity for the learners to develop understanding on the macro economic concepts like GDP, GNP, PCI, RNI, which play key role in the performance of an economy. It also enumerates on other macro economic concepts like theories of money, trade cycle, role of RBI, etc.
Course Objectives: <ol style="list-style-type: none"> 1. To educate students on the basic concepts of Macro Economics 1. To expose the learners to the macro economic environment 2. To make the students aware of the trade cycle and stages 4. To update students regarding the functions of RBI
Course Outcomes: Student will be able to CO1: Describe the basic concepts of Macro Economics CO2: Discuss the theories of money

CO3: Define the trade cycle and stages of trade cycle					
CO4: Identify the functions of commercial banks & RBI					
Course Pre-requisites: Students should have basic understanding of the economic concepts.					
Pedagogy: Lectures, Interactive sessions and class exercises using ICT models.					
LTP: 3:1:0					
Course type: HC					
Contact Hours: 52					
Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	National Income: Meaning, Definition and importance of Macro Economics – National Income: Meaning, Definitions: National Income, GNP & NNP, GDP & NDP, Personal Income (PI), Disposable Income (Di), Per Capita Income (PCI), Real National Income (RNI)	13	CO1	1	1
Unit-2	Money And Theories Of Money: Meaning, functions and classification of Money– Gresham’s law – Classification of Money – M1, M2, M3, M4 Theories of Money – Fisher’s quantity theory of Money, Cambridge approach (Marshall, Pigou, Robertson and Keynes).	13	CO2	2,3	2
Unit -3	Trade Cycle and Inflation: Trade cycles – Meaning and definition – Phases of a trade cycle – Inflation – Definition – Types of Inflation – Causes and effects of inflation – Measures to control inflation.	13	CO3	3,5	3
Unit-4	Banking, Stock Market And Insurance: RBI, Functions of Commercial banks – The process of credit creation – Concept of Non Banking Finance Companies (NBFCs) –	13	CO4	5	3

Reference Books:

- 1) D N Dwivedi, Macro Economics – Theory & Practice, Tata McGrw Hill, 5th Edition
- 2) H L Ahuja, Macro Economics – Theory & Policy, S Chand Publishers.
- 3) David Romer, Advanced Macro Economics, McGraw Hill Publication
- 4) Deepashree, Introductory Macro Economics, Ane Books Pvt. Ltd.
- 5) Varian, H.R. Intermediate Macroeconomics: A Modern Approach, New Delhi: Affiliated East-West Press.

Course Title : Production and Operation Management
Course Code: B21MB0302
Course Description: This course reviews the management of operations in manufacturing, service, and government organizations. Topics includes a review of the activities and responsibilities of operations management, the tools and techniques available to assist in running the operation, and the factors considered in the design of the system.

Course Objectives:

The objective of this course is to enable students to:

1. Obtain adequate knowledge regarding the basic manufacturing facilities
2. Understand the service activities that have attained significance and need of managerial skills to address the problems.
3. understand how to manage resources to achieve superior quality through statistical process control and using the methods involved in forecasting demand
4. to provide with insights on material management concepts applied in the business

Course Outcomes:

On successful completion of this course students shall be able to:

1. Conduct Facility planning by making location and layout decisions.
2. Plan and implement suitable materials handling principles and practices in the operations.
3. Analyze and develop a balanced line of production & scheduling and sequencing techniques in operation environments.
4. Demonstrate an understanding of production as a process of converting or transforming resources into products;

Course Pre-requisites: This course requires knowledge of basic mathematics and managerial economics

Pedagogy: ICT tools

LTP: 3:0:1

Course type: HC

Contact Hours: 52

Units	Detailed Syllabus	Contact hours	CO	PO	PSO
Unit 1	INTRODUCTION TO PRODUCTION & OPERATIONS MANAGEMENT: Definition of Production and Operations. An overview of Manufacturing processes, Historical Evolution of Production and Operations Management, Concept of Production, Production System, Classification of Production System, Objectives of Production Management, Objectives of Operations Management, Managing Functions of Production, Planning & Control. Interface of Product Life Cycle & Process Life Cycle. Process design – Project, Job, Batch, Assembly and Continuous process.	13	1	5,6	1
Unit 2	PLANT MANAGEMENT AND WORK STUDY : Capacity Planning, factory location, plant layout – types of layout. Sequencing of Jobs: n-Jobs with one, two and three facilities. Maintenance Management: Repair Programme, Break down, Preventive and Corrective maintenance. Productivity and Work Study: The concept and various techniques of methods analysis and work measurement	13	2	2,6	2
Unit 3	QUALITY CONTROL, DEMAND FORECASTING Quality Control: Introduction, Quality, Fundamental Factors Affecting Quality, Need for Controlling Quality Inspection, Types of Quality Control, Steps in Quality Control, Objectives of Quality Control, Benefits of Quality Control, Seven old and new Tools for Quality Control,	13	1	5,6	3

	Causes of Variation in Quality, Statistical Process Control Introduction. Methods of Demand Forecasting, Theory and Problems of Demand Forecasting				
Unit 4	MATERIAL HANDLING AND MATERIALS MANAGEMENT : Introduction and Meaning, Objectives of Material Handling, Principles of Material Handling, Selection of Material Handling Equipment's, Evaluation of Material Handling System, Guidelines for Effective Utilization of Material Handling Equipment. Materials Management: Introduction and Meaning, Scope or Functions of Materials Management, Material Planning and Control, Purchasing, Stores Management, Inventory Control or Management, Standardization, Simplification, Just-In-Time (JIT) Manufacturing, Six Sigma concept	13	4	5,7	3

Reference Books:

1. S.N. Chary, "Production & Operation Management" 5th Edition, Tata-McGraw – Hill Publishing Company Ltd.
2. N.G. Nair, "Production and Operation Management", 2nd Edition, Tata-McGraw – Hill Publishing Company Ltd.
3. Kanishka Bedi, 2007, "Production and Operations Management", 3rd Edition, Oxford University Press.
4. S. Anil Kumar and N Suresh, (2015) "Production and Operations Management, New Age International publishers.
5. K. Aswathappa, G. Sudarsana Reddy, M Krishna Reddy, (2013) Production and Operations Management, Himalaya Publishers.
6. Gaither, N & Frazier, (2002) Production & Operations Management, Thomson Learning Publications

Course Title: Financial Management

Course Code: B21MB0303

Course Description:

This course will introduce students to the concept of Financial Management, functions and objectives. The course helps the students to understand and analyse how different decisions of finance manager affect the firm's profitability using time value of money, capital budgeting, working capital management, cash management, receivables management, inventory management etc. and also minimizing the firm's risk using leverages. The course helps in estimation of working capital requirements and cost of capital of the firm for decision making.

Course Objectives:

The objective of this course is to enable students to:

1. know the functions and objectives of financial management, evaluate the feasibility of assets.
2. Understand the measurement of cost of capital and the influence of capital structure over the value of the firm.
3. Understand dividend policies a firm can adopt and its influence on the value of the firm.
4. Forecast the working capital requirements of a firm and financing the working capital.

Course Outcomes:

On successful completion of this course students shall be able to:

CO1: evaluate the feasibility of an asset for investment using time value of money concept.

CO2: measure the overall cost of capital of a firm and analyse the influence of capital structure over the value of the firm.

CO3: analyse the impact of dividend policy of a firm over its value and estimate the level of risk of a firm using leverages.

CO4: estimate the working capital requirements of an organization and financing working capital requirements of a firm.

Course Pre-requisites: basic knowledge of accounting, components of accounting.

Pedagogy: ICT Tools

LTP: 3:0:1=4

Course type: HC

Contact Hours: 52

Units	Detailed Syllabus	Contact hours	CO	PO	PSO
Unit-1	Capital Budgeting Decisions: Introduction to Financial Management, Nature, Scope, Functions and Objectives of Financial Management. Time Value of Money: Discounting and Compounding techniques. Capital Budgeting Decisions: Capital Budgeting Process, Cash Flow Estimation, Discounting and Non-Discounting Techniques of Capital Budgeting. (Theory and Problems)	13	1	2,6	1
Unit-2	Financing Decisions: Introduction of Capital Structure: Determinants of capital structure-Factors influencing Capital Structure-Leverages: Operating & Financial Leverage-Computation & Analysis of EBIT - EBT EPS- Point of Indifference-Problems.	13	2	2,5	2
Unit-3	Dividend Decisions: Types of Dividends, Dividend Policies, Determinants of dividend policy, Theories of Dividend – Relevance and Irrelevance Theories of Dividends, Dividend Policies in Practice. (Theory only) Working Capital Management: Concepts of Working Capital, Operating Cycle, Cash Cycle, Estimation of Working Capital requirements (Problems), Factors affecting working capital requirements, Sources of short-term finance. Components of Working Capital Management: Cash Management, Receivables Management, Inventory Management. (Theory only)	13	3	2,6	3
Unit-4	Sources of Finance and Cost of Capital: Sources of Long-term finance, Types of Capital -Cost of Capital: measurement of specific costs – Methods of Calculating Cost of Equity, Cost of Debt, Cost of Preference Share Capital, Cost of Retained Earnings, and Overall cost of capital (WACC).	13	4	2,6	4

Reference Books:

1. M Y Khan & P K Jain, 2018 8/e, “Financial Management – Text, Problems and Cases, “ McGraw Hill Education (India) Private Limited,.
2. Prasanna Chandra, 10/e, 2019. “Financial Management – Theory and Practice,” McGraw Hill Education (India) Private Limited,

3. Pandey I. M, 11/e, 2015, “Financial Management, “ Vikas Publishing House Private Limited,.
4. James C. VanHorne, 12/e, 2012. “Financial Management & Policy,” Pearson Education,
5. Dr. R. P. Rustagi, 4/e, 2010.” Financial Management - Theory, Concepts And Problems, “ Taxmann Publications Pvt. Limited,
6. Preeti Singh, 3/e, 2011.” Fundamentals of Financial Management,” Ane Books Pvt Ltd.,
7. Rajiv Srivatsava and Anil Mishra, 2/e, 2012. , “Financial Management,” Oxford University Press India,

Course Title :International Business management					
Course Code: B21MB0304					
Course Description: This course enables students to understand and analyse the various processes of International Business. It also enables students to understand the global business requirements.					
Course Objectives: 1. To expose students to the concept, importance and dynamics of international business 2. To differentiate business activities domestically and internationally 3. To elaborate on different economic integrations and International Trade 4. To enable the student to gain the knowledge on foreign exchange transactions					
Course Outcomes: The outcome of this course is to enable students to : CO1: Apply the knowledge of International Business Activities and international business operations in organizational scenario. CO2 : Understand the impact of regional integration on various aspects of International Trade and the role of International trade organizations in international business. CO 3:Understand the flows of funds from different countries and its impact on the global trade CO4 : Gain the knowledge on exchange rates and its impact on trade promotions and understand the export and import process. Course Pre-requisite : Basic understanding of Business concepts and Globalization trends.					
Pedagogy: ICT tools, case studies L:T:P – 3:1:0					
Course Type: HC Contact Hours: 52 hours					
UNITS	Detailed Syllabus	Contact hours	CO	PO	PSO
Unit-1	International Business and Environment Introduction to International Business: Globalization and its growing importance in world economy: Impact of globalization; International business contrasted with domestic business – complexities of international business; Internationalization Stages and Orientations Modes of entry into international business. International Business Environment: National and foreign environments and their components - Physical, economic, demographic, cultural and political- legal environments; Global trading environment – recent trends in world trade in goods and services; Trends in India’s foreign trade	9	1	2,4	1

Unit-2	International Trade and Regional Economic Integration International Trade – Theories of International Trade, tariff and non-tariff measures; Balance of payment account and its components. Regional Economic Integration: Forms of regional integration; Integration efforts among countries in Europe, North America and Asia, Cost and benefit of regional economic Integration, RTB. Overview, objectives, role and importance: WTO-IMF-WORLD BANK-International Trade Organizations–NAFTA, SAARC, BRICS & ASEAN - International Trade Centre-EU trade policy- -GATS-TRIPS & TRIMS.	10	2	3,4	1
Unit-3	International Financial Environment International Financial Environment: International financial system and institutions; Foreign exchange markets, Spot market, spot rate quotations, bid-ask spreads, Trading in spot markets, Cross exchange rates; Forward Market; forward rate, long and short forward positions, forward premium and discount, Arbitrage, hedging and speculation; Foreign investments – types and flows; Foreign investment in Indian perspective.	10	3	4,6	3
Unit-4	Exchange Rate Determination and Foreign Trade Promotions Exchange Rate Determination: Factors affecting exchange rate – Relative inflation rates, relative interest rates, relative income levels, government controls, expectations, etc. Government intervention and government influence on exchange rates. Theories of exchange rate – Purchasing Power Parity, Interest Rate Parity and Fisher’s effect. Foreign Trade promotions measures and organizations in India: Special economic zones (SEZs) and 100% export oriented units (EOUs); Measures for promoting foreign investments; Indian joint ventures and acquisitions abroad. Meaning and Definition of Export –Registration Formalities Export Licensing – Selection of Export Product – Identification of Markets – Methods of Exporting – Pricing Quotations – Payment Terms – Letter of Credit. – Commercial Invoice – Shipping Bill – Certificate of Origin – Consular Invoice – Mate’s Receipt – Bill of Lading –Import Documents – Transport Documents – Bill to Entry.	10	4	4,8	3

Suggested Readings:

1. Subba Rao, P 2014, “International Business”, , 4th Edition
2. Aswathappa, K, 2015 ,”International Business” , 6th Edition
3. Daniels, John D, Radebaugh, Lee H. et al., 2014, “International Business,” 5th Edition
4. Paul,Justin , 2011, “International Business” 5th Edition
5. Czinkota, Michael R & others, 2013 ,” International Business” 8th Edition
6. RBI, Report on currency and Finance.
- Griffin, Ricky W, and Michael W, Pustay, International Business – A Managerial Perspective, Prentice Hall.

Course Title: Leadership and Ethics					
Course Code: B21MB0305					
Course Description: This course is designed to enable learners in developing comprehension on the dynamics of leadership. This course provides learners with a systematic approach to acquire a strong foundation to understand the various requirements of leadership and its associated challenges. Also exposes the learners to develop understanding on the significance of ethics while playing the role of a business leader.					
Course Objective					
<ol style="list-style-type: none"> 1. To expose learners to the concept of transformational leadership. 2. To identify the conflict resolution techniques required for leaders. 3. To identify the factors impacting business ethics 4. Outline the codes of professional ethics for business leaders 					
Course Outcomes:					
After the completion of the course, students will be able to:					
CO1: Comprehend the concepts of transformational leadership					
CO2: Describe the dynamics of leadership					
CO3: Discuss the impact of leadership on Change Management					
CO4: Describe the codes of ethics for business leaders.					
Course Pre-requisites: Human Psychology and any HR subject					
Pedagogy: ICT, Interactive Learning / Flipped Classroom/Group Discussions					
LTP: 2:1:0					
Course type: SC					
Contact Hours: 39					
Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Leadership – Concept – Forms of leadership – Transformational Leaders – instances from Indian History - Essential features of a great leader – Business Leaders in comparison with social leaders, political leaders. Role of leadership in building a strong sustainable business empire – Cases from Indian business world.	10 Hrs.	CO1	PO4	POS1
Unit-2	Dynamics of Leadership: Leadership Challenges in 21 st century – Influence of culture & ethics in leadership decisions – Conflict management – conflict resolution techniques for business leaders – case studies on crisis handled by Indian leaders in the past and the lessons for the future leaders. Find out the leader in you - Self-Assessment and analysis of leadership.	10 Hrs.	CO2	PO1 & PO2	POS1
Unit-3	Ethics for leaders: Significance of ethics for leaders – Criticisms on ethics in business leadership - factors impacting business ethics - Mapping of various types of ethics for types of leadership -	10 Hrs.	CO3	PO4	POS1

	Theories connected with business ethics - unethical business practices and its impact on society				
Unit-4	Ethical policies and Leadership practices: Ethics and the objectives of the organization - Formation of ethical policy for an organization and the role of business leaders – Process involved in bringing up ethical practices at various levels of the organization – Codes of professional ethics in business – Role of leaders in setting benchmarks for ethical leadership. Case study of TATA Group.	9 Hrs.	CO4	PO4	POS1

References

1. Alexander Brink, Corporate Governance and Business Ethics, Springer Science & Business Media, 12-Aug-2011.
2. John Eades , Building the Best, 8 proven leadership principles to elevate others to success
3. A. C. Fernando, Business Ethics and Corporate Governance, Pearson Education India, 2011

Course Title: Export and Import Management	
Course Code: B21MB0306	
Course Description: The course aims to inculcate the Legal frame work of import and export as well as procedure, and also course aims to understand the key organization and foreign trade environment for promoting Export and import trade in India, the students can gain the knowledge in terms of export product selection and pricing the export goods	
Course Objectives: To provide basic knowledge of Import and export procedure To expose the students to the explore the international trade environment To enable the students to identify the international trade organization and its role in import and export To give insight knowledge about the entry in foreign markets as well as selection of export products	
Course Outcomes: CO1: Understand the various steps in import and export procedure and procedure for getting licences CO2: Understand the international trade blocks in foreign trade environment CO3: Understand the Federation of Indian Export Organization and its role in export and import CO4: Gain the knowledge about how to identify and select the export product.	
Course Pre-requisites: Basic knowledge of export or import process .	
Pedagogy: Lecture method and case based learning. ICT tools	
LTP: 2:1:0=3	
Course type: SC	

Contact Hours: 39					
Units	Detailed Syllabus	Contact hours	CO	PO	PSO
Unit 1	Import - Export Management and Procedure Meaning, Definition, role, features and scope of export management, the process of export management, Legal frame work of import and export, anti-dumping duties, Trade procedure and other non-tariff barriers, government participation in export trade, Registration with regional licensing authority and obtaining IEC code, Conditions of license, Customs clearance of imported goods, Regulatory framework for exporters, Export license, Registration, Register with export promotion council.	9	1	2,4	1
Unit 2	International Trade Environment: Meaning and definition of international trade, factors influencing international trade, problems in international trade, regulations in international trade, trade blocks, recent Foreign trade policies, Relaxation in Industrial Licensing policies/MRTP/FERA and Liberal Import of Capital Goods; Export Processing Zones (EPZ), Export Oriented Units EOU); Special Economic Zones (SEZs).	10	2	4,6	2
Unit 3	Export Promotion Institutes: Export promotion organization, its objectives, Government policies and consultation, Indian trade promotion ITPO, Indian Institution of Packing (IIP), Over view of Federation of Indian Export Organization (FIEO), WTO in international trade. Export import policies of India, Objectives, Implication of EXIM policies, Reforms in EXIM policies, EXIM bank in export finance, role of ECGC in export.	10	3	4,5	3
Unit 4	Export Product Planning and Pricing Entry in foreign markets, Criteria for selection of products for exports, new product selection process, identifying foreign markets for export of products, Product packaging and labelling, Export Pricing – Factors determining export price, Export pricing objectives, Export pricing quotations, Export pricing strategies. Stages in export procedure, Shipping and Customs formalities, Banking procedure, Procedure for realization of export incentives, Main export incentives available to Indian exporters	10	4	4,8	3

Reference Books:

1. Export Management – P. K. Khurana – Galgotia Publishing Company, New Delhi.
2. Export Management – T. A. S. Balagopal – Himalaya Publishing House, Mumbai.
3. Export Management – D. C. Kapoor – Vikas Publishing House Pvt. Ltd., New Delhi.
4. Export Management – Francis Cheruuilam – Himalaya Publishing House, Mumbai.
5. International Marketing and Export Management – Pearson Publication, New Delhi.

6. International Marketing Management – An Indian Perspective – R. L. Varshney and B. Bhattacharya, Sultan Chand & Sons.
7. International Marketing – P. K. Vasudeva – Excel Books, New Delhi.
8. Pepsi Handbook Of India Exports – Global Business Press, New Delhi.
9. Export Import Policy, Publisher: Ministry Of Commerce, Government Of India, New Delhi.
10. Usha Kiran Rai, 2010 “Export - Import And Logistics Management” Phi Learning Pvt. Ltd,
11. https://www.fieo.org/view_section.php?lang=0&id=0,34,551

OPEN ELECTIVE COURSE:

Course Title : Introduction to Entrepreneurship					
Course Code: B21MGO302					
Course Description: This 3 credits open elective course provides students with an introduction to the concept, importance, potential and pitfalls of Entrepreneurship. Students will learn about the various methods for starting up, managing and financing a new venture. They will get a chance to evaluate real world business plans and videos of entrepreneurs. The course includes individual components of entrepreneurship and its implications for society. Special emphasis is placed on decision-making and problem solving in society through an understanding of opportunity recognition, economic/financial models, value creation, and basic entrepreneur-related concepts.					
Course Objectives:					
<ol style="list-style-type: none"> 1. To provide detailed information regarding entrepreneurship and skills of an entrepreneur 2. To create a deep understanding of the entrepreneurial process and types of entrepreneurship 3. To develop awareness about governmental support available to entrepreneurs in India and create entrepreneurial interest in the students. 					
Course Outcomes:					
At the end of the course, student shall be able to-					
CO1: Explain the concept and importance of entrepreneurship					
CO2: Interpret and apply the process of entrepreneurship in setting a new enterprise.					
CO3: Appreciate the governmental regulations and policies for the support of entrepreneurs in India.					
CO4: Discuss the evolutionary trends and types of entrepreneurship.					
Course Pre-requisites: Basic knowledge about business					
Pedagogy: ICT, Discussions, Flip classrooms, Case-studies, collaborative methods					
LTP: 3-1-0					
Course type: Open Elective					
Contact Hours: 39 Hours					
Units	Detailed Syllabus	Contact hours	CO	PO	PSO
Unit-1	Overview of the concept of entrepreneurship and Intrapreneur- Entrepreneurship, definition, importance, opportunities, pitfalls of entrepreneurship, theories of Entrepreneurship, idea generation, opportunity identification, factors influencing entrepreneurship, role of Entrepreneurs, types of entrepreneurs, qualities of entrepreneur, Intrapreneur, Contributions of entrepreneurship in development of economy.	10 Hours	1	1,2	1,2

Unit-2	Entrepreneurial process -Stages in the entrepreneurial process, creativity and innovation, types of innovation, process of creativity, Innovation and inventions Legal Protection of innovation, idea generation process, opportunity identification, setting up enterprise, resource allocation, affectuation, affectuation process.	10 hours	2	1,2	1,2
Unit-3	Assistance to Entrepreneurs -Government Assistance to an entrepreneur, New Ventures, Industrial Park (Meaning, features, & examples), Special Economic Zone (Meaning, features & examples), Financial assistance by different agencies MSME Act, Small Scale Industries, SISI, SIDBI, SSIDC, KASSIA, SHG, KVIC, MUDRA scheme, Recent government schemes for supporting entrepreneurs in India.	10 hours	3	1,2	1,2
Unit-4	Evolutionary Trends in Entrepreneurship -New generations of entrepreneurship - social entrepreneurship, Edupreneurship, Health entrepreneurship, Tourism entrepreneurship, Women entrepreneurship, rural entrepreneurship, sustainable entrepreneurship, Barriers to entrepreneurship.	9 hours	4	1,2	1,2

References:

1. Vasant Desai, Dynamics of Entrepreneurial Development and Management, Himalayan Publishing House, New Delhi, 2016
2. Poornima M Charantimath, Entrepreneurship Development and Small Business Enterprises, Pearsons, 2nd Edition. <http://www.gbv.de/dms/zbw/85816762X.pdf>
3. Bruce R. Barringer , R.Duane Ireland, Entrepreneurship – Successfully Launching New Ventures, Pearson, 2010.
4. Zimmerer & Scarborough, Essentials of Entrepreneurship and Small Business management, 5th Edition, 2011.
5. Khanka, S.S., Entrepreneurial Development, S. Chand Publishers, Revised Edition, 2012.
6. Raval, H C & Murali, B P., Identification of entrepreneurial competencies and evolving tools and techniques for assessing the same, EDII Ahmadabad

FOURTH SEMESTER

Course Title: PÀ£ÀßqÀ – IV

Course Code: B21AHK402

Course Description:

„sÁµÉAiÄÄfÄÄß ªÄiÁvÀÉÁqÄÄªÄ §gÉAiÄÄªÄ PË±À®ã, Á»vÄázÀ §UÉÍ, ÁÆÛ®ÁV
 ¥ÀjZÀ-Ä, ÄªªÄ ªÄÄÆ®PÄ «zÁÿðUÄ¼Ä ªÄQÛvÀé «PÁ,Ä °ÁUÄÄ, ÄázSÁðvÄäPÄ
 ¥ÀjÄPÉëUÄ¼ÄfÄÄß UÄªÄfÄzÀ°èlÄÖPÉÆAqÄÄ, ¥Äæ, ÄÄÛvÄ, ÄAzÄªsÄðPÉÍ
 «zÁÿðUÄ¼ÄfÄÄß, ÄdÄÓUÉÆ½, Ä®Ä ¥ÄoÄªªÄfÄÄß gÄÆ, Ä-ÁVzÉ. Á»vÄã, PÄ-É,
 ªÄtÄdã, DqÄ½vÁvÄäPÄ ªÄÄvÄÄÛ «eÄÖfÄzÀ «ZÁgÄUÄ½UÉ MvÄÛfÄÄß ¢ÄqÄ-ÁVzÉ.
 EzÄÄ ªÉÆzÄ® JgÄqÄÄ, É«Ä, ÄÖgí ªÄÄÆgÄÄ PÉærmíUÄ¼ÄfÄÄß; ªÄÄÆgÄÄ ªÄÄvÄÄÛ
 fÄÄËÉÄ, É«Ä, ÄÖgí JgÄqÄÄ PÉærmíUÄ¼ÄfÄÄß °ÉÆAçzÉ.

Course Outcomes:

£ÄªÉÇzÄAiÄÄ PÄªÄª, £Äªª PÄªª, ªÄtÄdã PÄ£ÄßqÄ, ªÉÊeÁÖ®PÄ -ÉÄRÉÄUÄ¼ÄÄ
 ªÄÄvÄÄÛ KPÄAPÄ £ÄIPÄzÄ PÄ°PÉAiÄÄ ªÄÄÆ®PÄ PÄ®zÄ 'ÛvÄªAvÄgÄUÄ¼ÄfÄÄß
 CzÁgÄ M¼ÄfÉÆÄIUÄ¼ÄfÄÄß "É¼É, ÄÄvÄÛzÉ.

CO1: ÁªÄiÁfPÄ, gÄdQÄAiÄÄ, zsÄ«ÄðPÄ, ÁÄ, ÄìøwPÄ, ¥Àj, ÄgÄ °ÁUÄÆ °AUÄ, ÄA§Açü
 «ZÁgÄUÄ¼ÄÉqÉ UÄªÄfÄÄ °Äj, ÄªªÄzÄgÉÆAçUÉ «zÁÿðUÄ¼Ä°è ZÄZÄð
 ªÄÄfÉÆÄªsÄªªÄÄ "É¼ÉAiÄÄÄvÄÛzÉ.

CO2: fÄªÄfÄzÄ°è §gÄÄªÄ C©ü¥ÄæAiÄÄ "ÉÄzsÄUÄ¼ÄÄ, ÁªÄÄ, ÉªUÄ¼ÄfÄÄß
 DzsÄÄ®PÄ, ÄAzÄªsÄðzÄ°è ªÄiÁfÄÄ«ÄAiÄÄvÉAiÉÆAçUÉ ¢ªÄð», ÄÄªAvÉ
 ¥ÉæÄgÉÄ, ÄÄvÄÛzÉ.

CO3: GvÄÛªÄÄ, Äªªª°ÄfÄ PÄ-ÉAiÄÄfÄÄß "É¼É, ÄÄªÄ GzÉYÄ±ªÄfÄÄß
 FqÉÄj, ÄÄvÄÛzÉ.

CO4: ÄA±ÉÆÄzÄfÄ ªÄÄfÉÆÄªsÄªªÄ ªÄÄvÄÄÛ, ÄázSÁðvÄäPÄ ¥ÀjÄPÉëUÄ½UÉ
 «zÁÿðUÄ¼ÄfÄÄß, ÄdÄÓUÉÆ½, ÄÄvÄÛzÉ.

Course Pre-requisites:

- PÄ£ÄßqÄªsÁµÉAiÄÄ §UÉUÉ ¥ÄæxÄ«PÄ w¼Äªªª½PÉ CUÄvÄª.
- ªsÁµÉAiÄÄfÄÄß NzÄ®Ä ªÄÄvÄÄÛ §gÉAiÄÄ®Ä w½çgÄªÉPÄÄ.
- ¥ÄzÄ« ¥ÄÆªð ²PÄëtzÄ°è PÄ£ÄßqÄªsÁµÉAiÄÄfÄÄß NçgÄªÉPÄÄ.

Pedagogy: Direct method, ICT and Digital support (Links attached), Collaborative and Cooperative learning, Differentiated Instruction, Flipped Classroom

LTP: 1:1:0

Course type: CC

Contact Hours: 39 hours

Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	zÄ°vÄ §AqÄAiÄÄ PÄªÄª 1. ZÉÆÄªÄfÄ ªÄÄPÄì¼Ä °ÄqÄÄ - ½zÄÝ°AUÄAiÄÄª 2. E®è ©qÄÄUÄqÉ £ÄªÄÄUÉ- «Ä. aPÄì«ÄgÄAiÄÄª 3. ªÄÄUÄÄ ªÄÄvÄÄÛ °ÄtÄÚUÄ¼ÄÄ - °ÉZi.J, i.. ²ªÄ¥ÄæPÄ±i	9 Hrs.	CO1, CO2	PO5, PO8	00
Unit-2	'ÛÇÄªÄç ªÄÄvÄÄÛ, ÁªÄÄPÄ°ÄfÄ PÄªÄª 1. vÄqÉ - ZÄ, ÁªÄðªÄÄAUÄ® 2. zsÄáfÄ, ÄÛ §AUÄ-ÉUÄ¼ÄÄ - « Dgí. PÄ¥ÉðAlgí	10 Hrs.	CO1, CO2	PO5, PO8	00

	3. læAiÄÄ-ī gÄÆ«Ä£Ä C¥ÄigÉAiÄÄgÄÄ- “sÄÄ“Ä£Ä »gÉÄ“ÄÄoÄ				
Unit-3	DqÄ½vÄvÄÄPÄ PÄ£ÄßqÄ ÄÄvÄÄÜ “ÉÉÄÄÖPÄ -ÉÄR£ÄUÄ¼ÄÄ 1. ¥ÄvÄæ-ÉÄR£Ä ÄÄvÄÄÜ ÄgÄçUÄ¼Ä vÄAiÄiÄj 2. «ÄÖ£Ä ,ÄÄ“Ä£ÄPÉI DzsÄÄPÄ vÄAvÄæÄÖ£ÄzÄ ,ÄÄ®vÄÄÜUÄ¼ÄÄ - n f²æÄçü 3. «ÄÖ£Ä ÄÄvÄÄÜ ,ÄÄiÄd - °ÉZi £ÄgÄ¹ÄÄAiÄÄä	10 Hrs.	CO3, CO4	PO5, PO8	00
Unit-4	PÄzÄÄ§j 1. PÄqÄÄ - ²æÄPÄÈµÄÜ D®£Ä°Ä½i	10 Hrs.	CO3, CO4	PO5, PO8	00

Reference Books:

1. ÄÄÄUÄ½ gÄÄ.²æÄ., PÄ£ÄßqÄ ,Ä»vÄÄ ZÄjvÉæ, ¥ÄæPÄ±ÄPÄgÄÄ VÄvÄ §ÄPi °É,i, ÄÉÄÄ, ÄÆgÄÄ. 2014
2. ¹ÄÄiÄwÄvÄ PÄ£ÄßqÄ ,Ä»vÄÄ ZÄjvÉæ ,ÄÄ¥ÄÄl 1,2,3,4,5 ÄÄvÄÄÜ 6, PÄÄ“ÉÄ¥ÄÄ PÄ£ÄßqÄ CzSÄÄAiÄÄ£Ä ,ÄÄ,ÉÜ, ÄÉÄÄ, ÄÆgÄÄ «±Äé«zÄâ®ÄiÄÄ, ÄÉÄÄ, ÄÆgÄÄ. 2014
3. qÄ. CgÄ«AzÄ ÄÄiÄ®UÄwÜ, Ä»vÄÄ ,ÄÄ,ÄlØw ÄÄvÄÄÜ zÄ°vÄ ¥ÄæÉÖ, ¥ÄæPÄ±ÄPÄgÄÄ PÄ£ÄßqÄ ,Ä»vÄÄ ¥ÄjµÄvÄÄÜ, “ÉAUÄ¼ÄÆgÄÄ. 2014
4. qÄ. F.J.î. DÄÄÆgÄ, PÄ£ÄßqÄ PÄxÄ£Ä ,Ä»vÄÄ : PÄzÄÄ§j, ¥ÄæPÄ±ÄPÄgÄÄ ,Äé¥Äß §ÄPi °É,i, “ÉAUÄ¼ÄÆgÄÄ. 2016
5. zÉÄ±Ä¥ÄÄqÉ J,î.J-î, “ÉÄzÉæ ±ÄjÄ¥sÄgÄ PÄÄÄAiÄiÄ£Ä, ¥ÄæPÄ±ÄPÄgÄÄ zÉÄ¹ ¥ÄÄ, ÄÜPÄ, “ÉAUÄ¼ÄÆgÄÄ. 2013
6. QÄvÄð£ÄxÄ PÄÄvÄðPÉÆÄn, PÄ£ÄßqÄ ,Ä»vÄÄ ,ÄAUÄw, ¥ÄæPÄ±ÄPÄgÄÄ PÄÄvÄðPÉÆÄn ÄÄÄÉÆÄjÄiÄÄ-ī læ,ïÖ, zsÄgÄÄqÄ. 2009
7. ±ÄÄÄgÄÄiÄÄ vÄ,ÄÄ., PÄ£ÄßqÄ ,Ä»vÄÄ ZÄjvÉæ, ¥ÄæPÄ±ÄPÄgÄÄ vÄ¼ÄÄQ£Ä ÄÉPÄtÜAiÄÄÄ ,ÄÄgÄPÄ UÄæAxÄÄiÄÄÉ, ÄÉÄÄ, ÄÆgÄÄ -2014
8. ,ÄÄ. qÄ! ¹. Dgi. ZÄAzÄæ±ÉÄRgi, ÄÄÄAzÄ¼ÄÄvÄ£ÄzÄ ®PÄétUÄ¼Ä£ÄÄß “É¼É¹PÉÆ¼ÄÄr²ÄÄzÄÄ °ÉÄÜÉ?, ¥ÄæPÄ±ÄPÄgÄÄ £ÄÄPÄ£ÄðIPÄ ¥Ä©èPÉÄµÄ£ti ¥ÉæöÉÄÉmi °ÄÄÉqí. 2010
9. DzSÄÄPÄ PÄ£ÄßqÄ PÄÄÄ “sÄUÄ-2, PÄÄ“ÉÄ¥ÄÄ PÄ£ÄßqÄ CzSÄÄAiÄÄ£Ä ,ÄÄ,ÉÜ, ÄÉÄÄ, ÄÆgÄÄ «±Äé«zÄâ®ÄiÄÄ, ÄÉÄÄ, ÄÆgÄÄ. 2004
10. ²ÄgÄÄzÄæ¥ÄÄ f.J,î. PÄ£ÄßqÄ ,Ä»vÄÄ ,ÄÄÄPÉÉ, ¥ÄæPÄ±ÄPÄgÄÄ ,Äé¥Äß §ÄPi °É,i, “ÉAUÄ¼ÄÆgÄÄ. 2013

Course Title: Hindi
Course Code: B21AHH402
Course Description: यह पाठ्यक्रम नौसिखिया अपनी भाषा की क्षमता का विकास करने हेतु तथा विभिन्न साहित्यिक प्रक्रियाओं द्वारा समाज, संस्कृति एवं जीवन के मूल्यों को समझने हेतु अभिकल्पित है

Course Objectives:

- 1.संदर्भानुसार उचित भाषा का प्रयोग करने की दक्षता को छात्रों में उत्पन्न करना |
- 2.साहित्य के माध्यम से समाज एवं मानवीय मूल्यों को समझाकर, उन मूल्यों की रक्षा हेतु प्रेरित करना |
- 3.छात्रों में पुस्तक पठन एवं लेखन की अकृतिम प्रवृत्ति स्थापित करना |
- 4.अध्येताओं में साहित्य के माध्यम से प्रभावी एवं कुशल संचार का विकास करना |

Course Outcomes:

अध्ययन की समाप्ति पर अध्येता –

- CO1: सामाजिक मूल्य एवं नैतिक जवाबदेही को स्वीकार कर सकता है |
- CO2: साहित्य की प्रासंगिकता को जीवन में समझने की दक्षता रखता है |
- CO3: समाज में अंतर्निहित पद्धतियाँ एवं विचारधाराओं का व्याख्यान करने में सक्षम बन सकता है |
- CO4: साहित्य के माध्यम से प्रभावी एवं कुशल संचार का विकास कर सकता है |

Course Pre-requisites:

- 1.अध्येता, पी.यु.सी के स्तर पर द्वितीय भाषा के रूप में हिन्दी का अध्ययन करना चाहिए |
- 2.हिन्दी साहित्य के इतिहास का संक्षिप्त ज्ञान की आवश्यकता है |
- 3.हिन्दी व्याकरण का अवबोधन आवश्यक है |
- 4.अंग्रेज़ी – हिन्दी अनुवाद से संबंधित जानकारी जरूरी है |

Pedagogy: ICT and Digital support, Collaborative and Cooperative learning, Flipped Classroom

LTP:1:1:0

Course type: CC

Contact Hours:39

Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	इकाई - 1 उपन्यास ममता कालिया - दौड़ -	9 Hrs.	CO1, CO2	PO5,08	
Unit-2	इकाई - 2 उपन्यास ममता कालिया - दौड़ -	10 Hrs.	CO1, CO2	PO5,08	
Unit-3	इकाई -3 उपन्यास ममता कालिया - दौड़ -	10 Hrs.	CO3, CO4	PO5,08	
Unit-4	इकाई - 4 अ भाषाई कम्प्युटर 1 यूनिकोड की वर्तमान स्थिति 2 हिन्दी में पावर पॉइंट का महत्व	10 Hrs.	CO3, CO4	PO5,08	

	3	हिन्दी में एम एस वर्ड, एक्सल शीट निर्माण विधि				
	आ	ब्लॉग लेखन				
	1	ब्लॉग लेखन का महत्व				
	2	हिन्दी में ब्लॉग लेखन की प्रविधि				
	3	इंटरनेट पर सामाग्री सृजन एवं यू ट्यूब पर प्रकाशन				

Reference Books:

1. उपन्यास - ममता कालिया - दौड़-
2. हिन्दी उपन्यास का विकास – मधुरेश
3. हिन्दी टंकण सिद्धांत – शिवनारायण चतुर्वेदी
4. हिन्दी साहित्य का इतिहास - डॉ. नागेन्द्र
5. आधुनिक हिन्दी साहित्य का इतिहास - डॉ. बच्चन सिंह
6. हिन्दी साहित्य का नवीन इतिहास - डॉ. लाल साहब सिंह
7. शुद्ध हिन्दी कैसे बोले कैसे लिखे- पृथ्वीनाथ पाण्डे
8. प्रयोजनमूलक हिन्दी – डॉ.अम्बादास देशमुख
9. कंप्यूटर के भाषिक अनुपयोग – विजयकुमार मलहोत्रा

Course Title: Additional English – IV

Course Code: B21AHA401

Course Description: This 3-credit course helps the learner explore various socio-cultural issues through literature. The course provides insight on matters like education and culture that are pertinent in the contemporary society. The course also offers multi-dimensional perspective in the genres of literature and contributes for language enrichment.

Course Objectives:

- 1.To infer the myths from the contemporary perspective.
- 2.To outline the idea of family represented in literature.
- 3.To interpret horror and suspense as a genre of literature.
- 4.To assess the impact of education in building a society

Course Outcomes:

After the completion of the course, students will be able to:

- CO1: Examine the relevance of myths and mythology.
CO2: Demonstrate family values and ethics essential to live in the society.
CO3: Analyze horror and suspense as a significant genre of literature.
CO4: Evaluate the applicability of academic contribution in building a society.

Prerequisites: The student must possess fair knowledge of language, literature, culture and society.

Pedagogy: Collaborative Method, Flipped Classroom, Blended Learning
LTP: 1:1:0
Course type: CC
Contact Hours: 39 Hours

Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Myths & Mythology John W. May – Narcissus W.B. Yeats – The Second Coming Devdutt Pattanaik - Shikhandi and the Other Stories They Don't Tell you (Extracts)	9	CO1	PO5&8	
Unit-2	Family & Relationships Nissim Ezekiel – Night of the Scorpion Langston Hughes – Mother to Son Kate Chopin – The Story of an Hour Henrik Ibsen – A Doll's House (Extract)	10	CO2	PO5&8	
Unit-3	Horror & Suspense Edgar Allan Poe – The Raven Bram Stoker – A Dream of Red Hands Satyajit Ray – Adventures of Feluda (Extract)	10	CO3	PO5&8	
Unit-4	Education The Dalai Lama – The Paradox of Our Times Kamala Wijeratne – To a Student Sudha Murthy – In Sahyadri Hills, a Lesson in Humility Frigyes Karinthy – Refun	10	CO4	PO5&8	

Reference Books:

- 1.Finneran, Richard J. The Collected Works of W.B. Yeats(Volume I: The Poems: Revised Second Edition). Simon & Schuster, 1996.
- 2.Pattanaik, Devdutt. Shikhandi: And Other 'Queer' Tales They Don't Tell You. Penguin Books, 2014.
3. Ezekiel, Nissim. Collected Poems (With A New Introduction By John Thieme). OUP, 2005.
4. Hughes, Langston. The Collected Poems of Langston Hughes. Vintage, 1995.
- Chopin, Kate. The Awakening and Selected Stories of Kate Chopin. Simon & Schuster, 2004.
5. Poe, Edgar Allan. The Complete Poetry of Edgar Allan Poe. Penguin USA, 2008.
6. Stoker, Bram. Dracula. Fingerprint Publishing, 2013.
7. Ray, Satyajit. The Complete Adventures of Feluda (Vol. 2). Penguin Books Ltd.,2015.
8. Lama, Dalai. Freedom In Exile: The Autobiography of the Dalai Lama of Tibet. Little, Brown Book Group, 1998.
9. Murthy, Sudha. Wise and Otherwise: A Salute to Life. Penguin India, 2006.

Course Title: Cost Accounting

Course Code:B21MB0401

Course Description: This course consists of a discussion of cost accounting concepts and objectives, an in-depth study of cost accounting systems and accumulation procedures and a search into the elements of material, labor and factory overhead costs.

Course Objectives:

1. To familiarize students with the basic concepts of cost and various methods and techniques of

costing.

2. Explain the concept and role of cost accounting in the business management of manufacturing and non-manufacturing companies
3. Use accounting methods of cost calculation.
4. Reconcile cost & financial accounts

Course Outcomes:

- CO1: To prepare the cost sheet based on the understanding of cost concepts.
 CO2: To describe the concepts of material control and pricing methods
 CO3: To explain the concept of overhead cost
 CO4: To reconcile cost and Financial accounts.

Course Pre-requisites: Basic Financial Accounting

Pedagogy: Direct Method and ICT

LTP:3:0:1=4

Course type: HC

Contact Hours:52 Hrs

Units	Detailed Syllabus	Contact hours	CO	PO	PSO
Unit-1	Introduction of Cost Accounting Introduction - Meaning & Definition of Cost, Costing and Cost Accounting- Objectives of Costing- Comparison between Financial Accounting and Cost Accounting-Application of Cost Accounting-Designing and Installing a Cost Accounting System-Cost Concepts-Classification of Costs-Cost Unit-Cost Centre-Elements of Cost-Preparation of Cost Sheet-Tenders and Quotations.	14 hrs	1	2,5	1
Unit-2	Material Cost and Labour cost Control Meaning-Types-DirectMaterial-Indirect Material-Material Control- -Techniques of Inventory Control-Setting of Stock Levels-EOQ- ABC Analysis-VED Analysis-Just in Time-Perpetual Inventory System-Methods of Pricing Material Issues-FIFO-LIFO-Weighted Average Price Method and Simple Average Price Method- Problems Labour Cost Control: Meaning-Types-Direct Labour-Indirect Labour- Timekeeping-Time booking-IdleTime-Overtime-Labour Turn Over. Methods of Labour Remuneration-Time Rate System-Piece Rate System-Incentive Systems-Halsey plan-Rowan Plan-Taylor's differential Piece Rate System and Merrick's Differential Piece Rate System- Problems	14 hrs	2	2,6	2
Unit-3	Overhead Cost Control Meaning and Definition -Classification of Overheads-Procedure for Accounting and Control ofOverheads-Allocation of Overheads- Apportionment of Overheads-Primary Overhead Distribution Summary-Secondary	10 hrs	3	3,5	3

	Overhead Distribution Summary-REEPEATED Distribution Method and Simultaneous Equations Method-Absorption of Factory Overheads-Methods of Absorption-Machine Hour Rate-Problems.				
Unit-4	Reconciliation of Cost and Financial Accounts and Operating Costing Reconciliation of Cost and Financial Accounts: Meaning, need for Reconciliation-Reasons for differences in Profit or Loss shown by Cost Accounts and Profit or Loss shown by Financial Accounts-Preparation of Reconciliation Statement and Memorandum Reconciliation Account. Operating Costing: Meaning and application of operating costing, Power house costing or boiler house costing , canteen or hotel costing, hospital costing (Theory only) and Transport Costing – Problems on Transport costing	14 hrs	4	2,6	3

Reference Books:

1. Horngren: Cost Accounting – A Managerial Emphasis, Prentice Hall, Latest edition
2. V. Rajesh Kumar & R.K. Sreekantha, Cost Accounting – I, Vittam Publications, Latest edition
3. Jain & Narang: Cost Accounting, Kalyani Publishers, Latest edition
4. M.L. Agarwal: Cost Accounting, Sahithya Bhawan Publications, Latest edition
5. M. N. Arora: Cost Accounting, HPH, Latest edition
6. J.Madegowda, Advanced Cost Accounting, Himalaya Publishing House, Latest edition

Course Title : Business Research Methodology
Course Code: B21MB0402
Course Description: All Business Management students require the ability to deal with quantitative material/data, including the collection, collation and analysis of the data collected. This course introduces students to the business research methods and models in business mainly centered on statistical aspects. It also provides them with experience in designing questionnaires and report writing. Statistical analysis and computation of data helps various research projects. This course reinforces the experience gained in their Computing for Business course and is aimed at providing the understanding of the research methodology. It also enables students to understand the importance of ethical research.
Course Objectives: 1. To develop understanding understanding of the basic framework of research and research process. 2. Comprehend research instruments and methodologies to apply to a specific research project 3. Apply essential skills in analyzing both quantitative and qualitative data. 4. Evaluate the importance of report writing and presentation in business research. And study the ethics in Research. .

Course Outcomes:**This course will enable students to :**

After the completion of the course, students will be able to:

CO1: Identify and apply different research approaches and methodologies

CO2: Develop data collection instrument and tools according to the underlying theoretical framework

CO3: Interpret and present the results of an independently conducted statistical analysis.

CO4: Understand the process of report writing and presentation in business research and importance of ethical research.

Course Pre-requisites:

Basic knowledge about Research.

Pedagogy: Lectures, E-content, ICT, case study

LTP: 3:0:1=4

Course type: HC

Contact Hours: 52

Units	Detailed Syllabus	Contact hours	CO	PO	PSO
Unit-1	Unit-1: Introduction INTRODUCTION TO RESEARCH Meaning - Purpose and scope of Research - Steps in Research - identifying the research problem - concepts, Constructs and theoretical framework - Types and Methods of research. Principles of good research. Review of Literature: Need - sources to collect review - how to write review of literature, survey using Internet.	13	1	1,5	1
Unit-2	Unit-2: DATA COLLECTION: Data Meaning - types of Data - Sources of Data - primary Data – Secondary data - Data collection instruments - Questionnaire- Interview Schedule Preparation model - Pilot study. Processing of Data: Editing Data, Coding, Interpretation Classification of Data - Tabulation of Data.	13	2	5,6	2
Unit-3	Unit-3: POPULATION SAMPLING TECHNIQUES: Difference between population and sample. Census v/s Sampling Characteristics of Good Sample - Advantages and Limitations of Sampling - Sampling Techniques or Methods (Probability and Non-Probability) - Sample design - Sampling frame - Criteria for selecting Sampling Techniques, sampling procedure, sample size and determination of sample size	13	3	5,8	3
Unit-4	Unit-4: STATISTICAL METHODS, REPORT WRITING and ETHICS IN RESEARCH: Hypothesis Testing - Concept - Need - Characteristics of Hypothesis - Types of Hypothesis- procedure for Hypothesis –hypothesis testing for means and proportions, Chi Square Test – ANOVA(theory and one way table)- Report Writing - Introduction - types -	13	4	6,8	3

Format - Principles of Writing report - Documentation: Footnotes and Endnotes – Bibliography. References, Ethics in Research				
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Reference Books:

1. C R Kothari, Gaurav Garg; Research Methodology, New Age International. 2019.
2. S. L. Gupta, Hitesh Gupta, Business Research Methods, Tata McGraw Hill Education, 2020.
3. Research Methods for Business: A Skill Building Approach- Limited, 2020.
4. Uma Sekaran, Roger Bougie,8/e, John Wiley & Sons, Business Research Methods, Donald R. Cooper, Pamela S. Schindler, J.K. Sharma, 12/e (SIE), McGraw Hill Education, 2019.
5. Deepak Chawla & Neena Sodhi, Research Methodology: Concepts and Cases- Vikas Publishing house Pvt Ltd; 2011.
6. Emma Bell, Alan Bryman, Bill Harley, Business Research Methods- Oxford University Press, 2019.

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Course Title :ENTREPRENUERSHIP DEVELOPMENT					
Course Code: B21MB0403					
Course Description: This course is designed for the purpose of exposing students to entrepreneurship is to motivate them to look at entrepreneurship as a viable, lucrative and preferred career. The students develop and systematically apply an entrepreneurial way of thinking that will allow them to identify and create business opportunities.					
Course Objectives: 1. The objective of this course is to acquaint students with the conceptual, applied, practical knowledge and skills about entrepreneurship and small business development. 2. To understand the importance of Financial and technical and social feasibility of the Project. To know how to prepare the Business plan and institutional assistance to small scale enterprises in India.					
Course Outcomes: CO1: Understand the development of entrepreneurship as a field of study and as a profession. CO2: Comprehend the SSE in the development of the Indian Economy. CO3: Analyze the business decisions involved in starting a new business venture. CO4: Determine the financial and non-financial assistance to SSE.					
Course Pre-requisites: Basics of Entrepreneurship					
Pedagogy: ICT & FLIPPED CLASSROOM					
LTP:2:1:0					
Course type: HC					
Contact Hours: 52					
UNITS	SYLLABUS	CH	CO	PO	PSO
UNIT-1	Entrepreneurship Introduction; Meaning & Definition of Entrepreneurship; Entrepreneur & Comprise; Functions of Entrepreneur ; Factors influencing Entrepreneurship; Pros and Cons of	9	1	1	1

	being an Entrepreneur ; Qualities of an Entrepreneur ; Types of Entrepreneur; Women Entrepreneur.				
UNIT-2	SSI And Social Entrepreneurship Meaning; Product Range; Capital Investment; Ownership Patterns; Meaning and importance of Tiny Industries, Ancillary Industries, and Cottage Industries. Role played by SSI in the development of Indian Economy. Problems faced by SSIs and the steps taken to solve the problems. Social entrepreneurship - Rural entrepreneurship, MSME Policies. Make-In India, Start-Up India, Stand-Up India	10	2	2,3	2
UNIT-3	Family Business Importance of family business, Types, History, Responsibilities and rights of shareholders of a family business, Succession in family business, Pitfalls of the family business, strategies for improving the capability of family business, improving family business performance.	10	3	3	2
UNIT-4	Sources Of Business Ideas And Tests Of Feasibility Significance of writing the business plan/ project proposal; Contents of business plan/ project proposal; Designing business processes, location, layout, operation, planning & control; preparation of project report (various aspects of the project report such as size of investment, nature of product, market potential may be covered). Institutions Supporting Entrepreneurs Financial assistance through SFC's, SIDBI, Commercial Banks, IFCI - Non-financial assistance from DIC, SISI, AWAKE, KVIC - Financial incentives for SSI's and Tax Concessions Assistance for obtaining Raw Material, Machinery, Land and Building and Technical Assistance - Industrial Estates: Role and Types.	10	CO4	2,5	3

REFERENCE BOOKS

1. Vasanth Desai, Management of Small Scale Industry, HPH
2. Mark. J. Dollinger, Entrepreneurship – Strategies and Resources, Pearson Edition.
3. Dr. Asha R Gupta, Women Entrepreneurship and Economic Empowerment, HPH
4. Dr. Venkataramana ; Entrepreneurial Development, SHB Publications
5. Kumar, Arya, Entrepreneurship: Creating and Leading an Entrepreneurial Organization, Pearson, India.
6. Holt, David H., Entrepreneurship: New Venture Creation, PHI Learning.
7. Nickels, William G; McHugh, James M, and Susan M McHugh; Understanding Business, Tata McGraw Hill.

Course Title : Business Policy and Strategy**Course Code: B21MB0404**

Course Description: This course introduces the key concepts, tools and principles of strategy formulation and competitive analysis. The course is focused on business policy evolution, its role in organization, understanding fundamental concepts of strategic management and importance, information, analyses, organizational processes and skills and business judgment managers must use to devise strategies position their business.

Course Objectives:

1. To expose participants to various perspectives and concepts in the field of strategic management
2. To help students develop analytical skills for applying these concepts to the solution of business problems, and learn decision making capabilities.
3. To help students master the analytical tools of strategic management

Course Outcomes:

- CO1: Understand the various concepts in the field of strategic management
 CO2: Develop the skills for analyzing the external environment
 CO3: Familiarize with changes in organizations and new innovation
 CO4: Determine the various competitive strategy

Course Pre-requisites: Basic Concepts of Strategic Management**Pedagogy: ICT & FLIPPED CLASSROOM****LTP:3:1:0****Course type: HC****Contact Hours: 52**

UNITS	SYLLABUS	CH	CO	PO	PSO
UNIT - 1	<p>Business Policy: Definition of Business Policy, Features of Business Policy, Significance of Business Policies, Evolution of Strategic Management from Traditional Business Policy.</p> <p>Strategic Management: An Introduction Strategic Thinking Vs Strategic Management Vs Strategic planning, meaning of strategic management, Characteristics of Strategic Management, Process of Strategic Management: Benefits, Limitations, Reason's for Poor strategic management. Definition of Strategy, Elements of Strategy, Strategy vs Tactic.</p>	14	1	1,2	1
UNIT-2	<p>External environment: Analysis and appraisal Concept of environment, environmental analysis and appraisal, why environmental scanning and analysis, component of environment, SWOT: A tool of environment analysis, techniques of environmental search and analysis, ETOP: A technique of diagnosis, decision making on environmental Information, PESTLE Analysis, Porter's Five Forces Model, Examples</p>	12	2	2,3	2

UNIT-3	Strategy Formulation and Choice: Meaning, Aspects and Importance, Steps in Strategy Formulation Process, Strategy Formulation Vs Strategy Implementation, Strategic Business Unit Management, BCG Matrix, Business Expansion, Ansoff Matrix, Business Competition, Value Chain Analysis of a Business firm.	12	3	1,3	2
UNIT-4	Generic Competitive Strategies: Business Strategies – Porter’s Generic Strategies: Low Cost, Differentiation, Best Cost, Focused Low Cost and Focused Differentiation, Corporate Strategies – Growth Strategies (Internal Growth, External Growth, Growth Integration, Diversification, Mergers, Strategic Alliances), Stability Strategies (No Change, Profit and Proceed with Caution), Retrenchment Strategies (Turnaround, Divestment and Liquidation), International Business Level Strategies. Case studies on Strategic Formulation.	14	4	2,5	3

REFERENCE BOOKS

1. CA Meeta Mangal (2020). *Strategic Management (9th ed.)*. Commercial Law Publishers.
2. Charles W. L. Hill and Gareth R. Jones, *Strategic Management Theory, Integrated Approach*. All India Publishers & Distributors.
3. J. C. Spender, *Business Strategy: Managing Uncertainty, Opportunity, and Enterprise*. Oxford University Press.
4. Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson, *Strategic Management: Concepts and Cases: Competitiveness and Globalization (12th ed.)*. South-Western College Publishing.
5. C Appa Rao, B Parvathiswara Rao, K Sivaramakrishna, *Strategic Management and Business Policy*. Excel Books India.

I. Specialization – STRATEGY and LEADERSHIP

Course Title: Business Growth and Strategy
Course Code: B21MBS411
Course Description: This course introduces the key concepts, tools and principles of strategy formulation and competitive analysis. The course is focused on the information, analyses, organizational processes and skills and business judgment managers must use to devise strategies position their business.
Course Objective
<ol style="list-style-type: none"> 1. To expose participants to various perspectives and concepts in the field of strategic management 2. To help participants develop skills for applying these concepts to the solution of business problems 3. To help students master the analytical tools of strategic management. 4. To identify the types of strategies connected with competitiveness

Course Outcomes:					
After the completion of the course, students will be able to: CO1: Understand the various concepts in the field of strategic management CO2: Develop the skills for analyzing the external environment CO3: Familiarize with changes in organizations and new innovation CO4: Determine the various competitive strategy					
Course Pre-requisites: Basic Concepts of Strategic Management					
Pedagogy: ICT, Interactive Learning / Flipped Classroom					
LTP: 2:1:0					
Course type: SC					
Contact Hours: 39					
Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Business Growth Meaning of growth strategy, its importance, growth plan, adopting portfolio approach to strategic growth, 4 phase growth model, growth strategies and its effectiveness on business performance, change and transformation, management and growth mistakes.	10 Hrs.	CO1	1,2	2
Unit-2	Growth through Scaling and Entry Strategy and growth, growth risks and alternatives, entry and rivalry, game theory-rivalry, pre-post strategies.	10 Hrs.	CO2	2,3	2
Unit-3	Growth through Acquisition and Innovation Pros and cons of acquisition, pitfalls, identifying successful acquisition opportunities, acquisition analysis, innovation strategies, keys to innovation.	10 Hrs.	CO3	1,3	2
Unit-4	Strategic issues in small business growth Introduction, importance of SME, constraints to business growth, performance and its effectiveness in small firms, why strategy for small business, strategic mapping and profitability in SMEs.	9 Hrs.	CO4	2,5	2

References

1. J.C.Spender - Business Strategy - Managing uncertainty, opportunity and enterprise – Oxford University Press 2014 edition
2. Atanu Ghosh, IIMA: Strategies For Growth: Help Your Paperback – 10 August 2016
3. Michael A Cassar, Business Growth Strategies Paperback – July 27, 2018

Course Title: Strategic Management and Implementation.

Course Code: B21MBS412

Course Description: This course is designed to enable students to assess the strategic position of an organization, evaluate the strategic choices available to an organization, and understand how an organization might go about its strategic implementation and also evaluate and redesign business processes and structures to implement and support the organization's strategy taking account of customer and other major stakeholder requirements. Finally, to integrate appropriate information technology solutions to support the organization strategy.

Course Objective

1. Illustrate the steps involved in Strategic Management Process from the perspective of Top Management and Board of Directors.
2. Examine the relationship between long term behavior of variables of external environment and strategic analysis of stakeholders' expectations and Strategy formulations.
3. Evaluate the implications of five generic strategies from the performance of Business firm that have adopted.
4. Describe a plan for allocation of necessary resources and choice of organization structure to carry out implementation of strategy..

Course Outcomes:

After the completion of the course, students will be able to:

CO1: Explain the steps involved in Strategic Management Process from the perspective of Top Management and Board of Directors.

CO2: Purposes of Strategic Management Process, Steps involved in the Strategic Management Process, Strategic Management Process, Strategy Formulation,

CO3: Analyze Formulating Strategies, Corporate-Level , Business Level, Functional Level

CO4: Evaluate the Corporate Goals, Strategic Gap, and Factors Influencing Organization Structure, Structure and Strategy Implementation.

Course Pre-requisites: Business Environment

Pedagogy: ICT, Interactive Learning / Flipped Classroom

LTP: 2:1:0

Course type: SC

Contact Hours:39

Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Introduction to Strategic Management: Definition of Strategic Management, Nature of Strategic Management, Dimensions of Strategic Management, Need for Strategic Management, Strategic Management – Process, Vision, Mission and Business Definition, Models: Porter, Prahalad and Gary Hammel, McKinsey's 7'S Framework: A Tool to Evaluate and Control an Organisation.	10 Hrs.	CO1	PO7	POS1
Unit-2	Strategic Management Process: Purposes of Strategic Management Process, Steps involved in the Strategic Management Process, Strategic Management Process, Strategy Formulation, Constraints and Strategic Choice, Strategy Implementation, Strategic Control and Assessment. Factors affecting the Internal Environment, Organizational Capabilities, Developing Resources and Capabilities.	10 Hrs.	CO2	PO1 & PO2	POS1
Unit-3	Formulating Strategies: Corporate-Level Balanced Score Card: A Balanced Approach, Grand Strategies: Strategic Alternatives, Growth/Expansion Strategy, Diversification Strategy, Stability Strategy,	10 Hrs.	CO3	PO4	POS1

	Retrenchment Strategy, Turnaround Strategies, Combination Strategies, Business Level: Porter's Competitive Strategies, Competitive Advantage, Competitive Advantage Factors, Functional Level: Putting Strategy into Action, Structural Design, Information and Control System, Human Resources.				
Unit-4	Corporate Goals and Strategic Gap: Corporate Goals, Strategic Gap, Porter's Generic Strategies, Issues in Strategy Implementation, Strategy–Structure Relationship, Divisionalisation: Product and Geographic Forms, Diversification, Strategic Business Units (SBUs), Project Organisation, Matrix Organisation Structure, New Design Options, Factors Influencing Organisation Structure, Structure and Strategy Implementation.	9 Hrs.	CO4	PO4	POS1

References

1. Thompson, Strickland, Gamble and Jain - Crafting and Executing Strategy –Tata McGraw Hill - 14th Edition
2. John A Pearce II, Richard B. Robinson Jr. - Strategic Management -Formulation, Implementation and Control - The Mc-Graw.
3. W.L.Hill & Gareth.R Jones - Strategic management -an integrated approach Latest edition
4. J.C.Spender - Business Strategy - Managing uncertainty, opportunity and enterprise – Oxford University Press 2014 edition
5. 3. Robert E Hoskisson and Michael A Hitt - Strategic Management Concepts – Latest edition

Course Title: Leadership and Change
Course Code: B21MBS413
Course Description: This course is designed to enable learners in understanding the various concepts of leadership. This course provides learners with a systematic approach to acquire a solid foundation to understand the various requirements of leadership and its associated challenges. Also enables learners in analyzing and solving the Change management problems that leaders face in the industry in different phases. It enables learners to identify leadership skills and change management skills to become successful leader. An organization's ability to anticipate, plan for, manage, and navigate through mergers, acquisitions, downsizings and leadership changes and emerge stronger afterward is an important measure of the effectiveness of its leaders.
Course Objective
<ol style="list-style-type: none"> 1. To provide knowledge of the various concepts of leadership. 2. To explain the various requirements of leadership skills. 3. Outline how leaders are different from Managers and their approach towards change management. 4. To elucidate different approaches and their applicability in present context.
Course Outcomes:
<p>After the completion of the course, students will be able to:</p> <p>CO1: Define the concepts of leadership CO2: Describe the impact of various leadership styles CO3: Elucidate the impact of leadership on Change Management CO4: Identify the characteristics of a successful leader.</p>

Course Pre-requisites: Human Psychology and any HR subject					
Pedagogy: ICT, Interactive Learning / Flipped Classroom/Group Discussions					
LTP: 2:1:0					
Course type: SC					
Contact Hours: 39					
Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Leadership – Concept, Components and Evaluation of Leadership, role and functions of a Leader, Characteristics , Leadership as a process, Personal leadership and leadership styles, leadership behaviors and attitudes, Managers and Leaders, Leadership Skills, Leadership in groups: building and leading efficient teams	10 Hrs.	CO1	PO4	POS1
Unit-2	Leadership Management - The link between politics, power and conflict, Power and conflict in times of change, Management and leadership, Cultural factors influencing leadership , Situational Leadership, Transformative Leadership, Leadership Effectiveness, Leadership Development, Leader Self-Management	10 Hrs.	CO2	PO1 & PO2	POS1
Unit-3	Organizational Change – Change, Nature of organizational change – Sources of change -Environmental triggers of Change, Organizational responses to change, Impact of change on organizations – Resistance to change. Types of change, link between organizational change and leadership, Leadership for Organizational Building, Significance of Goals for Leaders	10 Hrs.	CO3	PO4	POS1
Unit-4	Leadership and Organizational Change -Reasons firms fail at implementing change, Strategies and forces that drive successful change , Kotter’s eight-stage process for leading change, Planning for Successfully Leading Change, Leading through Change, Leadership in Indian Organizations.	9 Hrs.	CO4	PO4	POS1

References

1. John Kotter, Leading Change – HBR Press - 2022 edition
2. John Eades, Building the Best, 8 proven leadership principles to elevate others to success – BB Publishers – 2021 edition
3. ICMR - Leadership and Change Management – IBS Center for Management Research – Latest edition
4. Annabel Beerel, Leadership and Change Management, SAGE Publications Limited – Latest edition

Course Title: Leadership and Power
Course Code: B21MBS414

Course Description: This course will enable students to understand the complexity of social interactions in hierarchical relationships in the workplace and of how power and leadership play out in interpersonal interactions. Also, the course will enable students to develop their own leadership skills by self-observation, peer-feedback, and individual training. The course focuses on how people behave in hierarchical relationships. And how a person obtains power in a group and how a person who has power interacts with others. Students will identify influences of power in the organization. Students examine the role of leadership and human behaviors related to power issues encountered in organizations and consider the positive and negative outcomes of the influence of power from the perspectives of leader, manager, and team member.

Course Objective

1. To provide knowledge of the various concepts of leadership and powers.
2. To explain the various requirements of Interpersonal and leadership skills.
3. To Compare and contrast power versus influence and their role in society
4. To Evaluate techniques for understanding, achieving, and positively applying power and influence

Course Outcomes:

After the completion of the course, students will be able to:

CO1: Understand the concepts of power and leadership

CO2: Describe role of leader and its impact.

CO3: Identify sources of conflict and solve them

CO4: Influence people at work place

Course Pre-requisites: Human Psychology and any HR subject

Pedagogy: ICT, Interactive Learning / Flipped Classroom/Group Discussions

LTP: 2:1:0

Course type: SC

Contact Hours:39

Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Leadership – Leadership fundamentals , Management vs. Leadership, Evaluation of Leadership, Role and Characteristics , Leadership as a process, Power and leadership, Personal leadership and leadership styles, leadership behaviors and attitudes, Managers and Leaders, leadership styles- effective and successful, leader - ineffective and unsuccessful.	10 Hrs.	CO1	PO4	POS1
Unit-2	Leadership Management - Power and conflict, common approaches to deal with conflict in times of crisis, Situational Leadership, Transformative Leadership, Leader Self-Management, leadership power and influence within the organization, use of power and influence	10 Hrs.	CO2	PO3 & PO4	POS1
Unit-3	Power Management – Power, Nature of Powerful organization – Sources of power, Types of power , negative and positive consequences of the power , power handling styles , Significance of powerful leadership. Politics and leadership, Servant Leadership, Ethical Leadership	10 Hrs.	CO3	PO7	POS1
Unit-4	Powerful Leadership -Reasons firms fail to identify and channelize powerful leaders. Strategies and forces that drive successful leadership, women leadership and its significance. Powerful Leadership in Indian Organizations.	9 Hrs.	CO4	PO8	POS1

	The Future of Leadership, Seven habits of highly effective people. Power and world leaders.				
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References

1. James M. Kouzes and Barry Z. Posner , Five Practices of Exemplary Leaders, , Jossey-Bass, Edition: Second, ISBN: 978-0-470-17705-12022
2. Peter G. Northouse , Leadership: Theory and Practice , SAGE Publishing , Edition: Seventh ISBN: 978-1-4522-0340-9
3. Daan van Knippenberg & Michael A. Hogg, Leadership and Power: Identity Processes in Groups and Organizations, SAGE Publications Ltd-2012 edition

II. Specialization - New Venture Planning and Family Business Management

Course Title : Business Plan Preparation for New Ventures
Course Code: B21MBS421
Course Description: This 3 credit soft core course familiarizes the students with a working business plan that start with describing the company or proposed project accurately and attractively. It includes concepts like companies or the project’s present status, current needs, and expected future. It helps students prepare themselves to present and justify on going and changing resource requirements, conduct feasibility analysis of their idea/concept/product, develop product/service, market plan, operational plan, human resources plan, financial plan and revenue model as per the objective of the new venture.
Course Objectives: <ol style="list-style-type: none"> 1. To familiarize the students with a working business plan that start with describing the company or proposed project accurately and attractively. 2. To enable the student how to detail the company’s or the project’s present status, current needs, and expected future. 3. To enable the student in making the marketing plans, strategic plans, financial projections, production demands, and personnel needs in logical and convincing fashion. 4. To enable students to present the business plan
Course Outcomes: Upon completion of this course students will be able to: CO1: Appreciate the concept, importance and components of business plan. CO2: Describe the importance and process of business idea or concept development. CO3: Interpret the intricacies in building the new business with product & marketing plan, revenue model and financial plan. CO4: Analyse and apply the understanding of financial resource allocation, financial plan, fund sources etc.
Course Pre-requisites: Basic understanding of business and entrepreneurship
Pedagogy: ICT, Discussions, Flip classrooms, case studies, collaborative method.
LTP: 2-1-0
Course type: Soft core
Contact Hours: 39 Hours

Units	Detailed Syllabus	Contact hours	CO	PO	PSO
Unit-1	Business Plan: What, Why, and for whom, Essential elements of good business Plans: Executive Summary, Company Overview, Product and Service, Market and Industry, Marketing Plan, Revenue Model Operations Plan, Development Plan, Strategy Management, Competitive Advantage, Financial Plan, Business Risks Funding	9 hours	1	1	1,2,4
Unit-2	Business idea/Concept description: Describing Business, Knowing Products and Services, Markets and Competitors, Product or service Features, Benefits, Proprietary Rights, Stage of Development, Market and Industry Analysis, Market Size and Growth, Industry Structure, Competitive Environment, Competition, Opportunity analysis.	10 hours	2	1,2	1,2,4
Unit-3	Building your business: Company Overview , Mission Statement, History and Current Status, Marketing Plan, Target Market Strategy, channel, Positioning, Product/Service Strategy, Pricing Strategy, E-commerce, Communication Strategy, Sales Strategy, Revenue Model, Operations Plan, Operations Strategy, Scope of Operations, Ongoing Operations, Development Plan, Development Strategy Management, Company Organization, Management Team, Business Operations.	10 hours	3	1,2	1,2,4
Unit-4	Financing and building your business: Financial Plan, Financial Projections, Key Assumptions, Sources and Uses of Funds, Business Risks Funding, Funding Requirements, Funding Strategies, Sources and Uses of Funds Statement, Offering. Project on Business Plan presentation.	10 hours	4	1,2	1,2,3

Reference Books:

1. Lawrence and Moyes, 2006, Writing a Successful Business Plan
2. Stanley R. Rich & David E. Gumpert (1985) How to Write a Winning Business Plan. Available at <https://hbr.org/1985/05/how-to-write-a-winning-business-plan>
3. Business Plan Handbook. Various Volumes Available <https://www.referenceforbusiness.com/business-plans/>
4. Rhonda Abhrams, Successful Business Plan Secrets and Strategies, Planning Shop; 5 edition (September 16, 2010).

Course Title : Project Feasibility Analysis
Course Code: B21MBS422
Course Description: Project feasibility study is used to determine the viability of a project. It tells us whether a project is worth the investment by its promoters. Generation of ideas is not enough; the business ideas must stand the scrutiny from techno-economic, financial and legal perspectives.

Feasibility literally means whether there exists a sizeable market for the proposed product/service, what would be the investment requirements and where to get the funding from, whether and wherefrom the necessary technical know-how to convert the idea into a tangible product may be available, and so on.

Course Objectives:

1. To acquaint students with the importance of conducting a feasibility study prior to any project such as establishing a new project, expansion of existing project, and replacements of major machinery and equipment.
2. To teach students the nature and scope of a project feasibility study
3. To elaborate the purpose and contents of the main studies that make up the feasibility study and illustrate the importance and elements of the legal, organizational, and environmental impact study of the project.
4. To develop the ability to analyse the project risk

Course Outcomes:

After the completion of the course the student shall be able to:

CO1: Design the framework for a sound project feasibility study.

CO2: Determine the components of market and technical feasibility and Conduct a simple marketing feasibility study.

CO3: Conduct financial analysis to determine the viability of the project.

CO4: Identify the scope of the project environmental impact study, project organization study, and legal study.

Course Pre-requisites: Basic understanding of entrepreneurial process and business.

Pedagogy: ICT, Discussions, Flip classrooms, case studies, collaborative method.

LTP: 2-1-0

Course type: Soft core

Contact Hours: 39 hours

Units	Detailed Syllabus	Contact hours	CO	PO	PSO
Unit-1	Introduction to Project feasibility: Project- concept, need, importance, elements of project, Why it is crucial to assess project feasibility? Identification and exploration of business scenarios– pre identification, Identification and exploration of business scenarios. Feasibility Study report: The legal and Organizational Study	9 hours	1	1,2	1,2,4
Unit-2	Market and Technical Feasibility: Technical feasibility, method for technical feasibility analysis, Planning phase, Construction & operational phase, Market Feasibility: Market Research, Demand forecasting, marketing management	10 hours	2	1,2	1,2,4
Unit-3	Financial and Environment feasibility: Estimate total capital requirements- total investment costs, Financial statements, Economics of operation, Break even analysis, customer demand forecasting analysis, <i>Environmental Impact Analysis, Social Cost Benefit Analysis.</i>	10 hours	3	1,2	1,2,3,8
Unit-4	Project Risk Analysis and Decision making: Project contracting, Project organization, Project time monitoring and cost monitoring, Project over runs,	10 hours	4	1,2	1,2,5

	Project Control -Project Monitoring and Review, Project Monitoring and Evaluation. Project risk analysis- Sources, Types, and Perspectives, Sensitivity Analysis, Scenario Analysis, Break Even Analysis, Decision Tree Analysis. <i>Feasibility Study Decisions</i>				
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Reference Books:

1. David S. Clifton, David E. Fyffe (1977). Project feasibility analysis: a guide to profitable new ventures. Wiley
2. Prasanna Chandra (2019), Projects: Planning, Analysis, Selection, Financing, Implementation and Review, McGraw Hill (India) Pvt. Limited, New Delhi
3. Austin, James (1984). Agroindustrial project analysis. World Bank Publication. Available at <http://documents.worldbank.org/curated/en/672351468183893125/Agroindustrial-project-analysis>

Course Title : Growth and Diversification of Family Business					
Course Code: B21MBS423					
Course Description: This 3 credit course familiarizes the learner with the fundamentals of the growth and diversification management in the family business. It discusses the ownership pattern of family business, pyramidal ownership framework, and growth and diversification strategies of family businesses. It also includes family internalization strategies, plans for strategic alliances and internationalisation modes.					
Course Objectives:					
1. To familiarize the learner with the fundamentals of the growth and diversification management in the family business.					
2. To enable the student to understand the various issues associated with planning for the family business.					
3. To understand the family business internalization and collaboration strategies.					
4. To identify the ways of internalization of family business					
Course Outcomes:					
After completion of the course student shall be able to:					
CO1: Apply the fundamental aspects of growth and diversification management in the family business.					
CO2: Distinguish the concepts of pyramid structure and diversification strategies.					
CO3: Understand planning for business in the context of the family business					
CO4: Describe the concepts and applicability of family business internationalization and business collaborations.					
Course Pre-requisites: Basic knowledge of entrepreneurship and business.					
Pedagogy: ICT, Discussions, Flip classrooms, case studies, collaborative method.					
LTP: 2-1-0					
Course type: Soft core					
Contact Hours: 39 hours					
Units	Detailed Syllabus	Contact hours	CO	PO	PS O
Unit-1	Introduction: Understanding the Role of Family Ownership in Business Diversification, Diversification Strategies, Family's Closed	9 hours	1	1	1,2,4

	Management Structure, Capabilities of Family Members, Domain Expertise, Desire for Control, Family Member's Commitment and Involvement in Business, Stewardship as a Family Ownership Value, Family Ownership Agreements- Case Study				
Unit-2	Pyramid Structure and Diversification: - Understanding the Theory of Pyramidal Ownership and Family Business Groups, Pyramidal Ownership Structure, Classification of Different Investment Groups, Innovation Strategies in The Family Business, Investment in Intellectual Assets, Different Types of Diversification Strategies- Case Study	10 hours	2	1	1,2,4
Unit-3	Planning for Business: - Identifying A Family Business Philosophy, Discussing Core Family Values, Defining the Firm's Strategic Potential, Analyzing The Market and Industry, Assessing the Firm's Strategic Potential, Assessing the Firm's Strategic Potential, The Final Strategy and Reinvestment Decision, The Role of the Board in Family Business Planning- Case Study	10 hours	3	1	1,2,3,4
Unit-4	Family Business Internalization and Strategic Alliances: - Importance of Business Internalization, Facilitating Factors, Growth Strategies for Family Business Internalization, Limitations Associated with Family Business Internalization, Proper Utilization of Existing Resources & Capabilities, Entry Plan for Different Countries, Commitment and Internationalization of the Family Business Case Studies of International Family Business, Contextual and Environmental Factors in the Internationalization of Family Business And International Orientation- Case Study	10 hours	4	1,2	1,2,4,5

Reference Books:

1. Carlock, R., & Ward, J. (2001). Strategic planning for the family business: Parallel planning to unify the family and business. Springer.
2. Fischman, A. E. (2008). Nine Elements of Family Business Success.
3. Alberto Gimeno - Family Business Models_ Practical Solutions for the Family Business- Palgrave Macmillan (2010)

Course Title : Succession Planning in Family Business

Course Code: B21MBS424

Course Description: This 3 credit course familiarizes the learner with the fundamentals of the succession process in the family business. The course includes topics related to leadership management in the family business and role of the governing board in the context of the family business. It also helps the students to understand the various issues associated with succession planning and strategies for succession.

Course Objectives:

1. To familiarize the learner with the fundamentals of the succession process in the family business
2. To enable the student to understand the leadership management in the family business.
3. To make students aware about the role of the governing board in the context of the family business and succession planning strategies.
4. To appraise the learners on the best practices in succession process.

Course Outcomes:

After completion of the course student shall be able to:

CO1: Apply the basic principles of succession management in the family business.

CO2: Distinguish the concepts of leadership transfer and the role of the governing board.

CO3: Understand various conflicts in the context of the family business.

CO4: Discuss and comment on best practices in succession planning in the family business.

Course Pre-requisites: Basic knowledge of entrepreneurship, business, forms of ownership.

Pedagogy: ICT, Discussions, Flip classrooms, case studies, collaborative method.

LTP: 2-1-0

Course type: Soft core

Contact Hours:39 Hours

Units	Detailed Syllabus	Contact hours	CO	PO	PSO
Unit-1	Introduction: - Understanding Succession Management in Family Firms, Importance of Succession Process in The Family Business, Successor's Selection Process, The Role of Family Members in Succession, Identifying Right Successor, Grooming and Nurturing of Protentional Successors.	9 hours	1	1	1,2,5
Unit-2	Leadership Management: - Transfer of Leadership, Defining Role and Responsibilities Among Next-Generation Family Members, Formation of The Governing Board, the Role of Governing Board in Leadership Management.	10 hours	2	1	1,2,7
Unit-3	Succession Management And Various Issues: - Gender Issues in Succession Management, Women As a Potential Successor, Effect of Family Member's Relationship on Business, Succession and Family Conflict, Interaction with Family Business Member and Group Project Presentation.	10 hours	3	1	1,2,6
Unit-4	Best Practices in Succession Process: -Succession Process in Indian Family Business, Succession Process in The International Family Businesses, Succession Process in Different Countries, Transfer of Leadership and Conflict Resolution, Strategic Planning, Financial	10 hours	4	1	1,2,4,7

	Planning, Estate Planning, Non-Family CEO, Case Studies on Succession Planning.				
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Reference Books:

1. Renkert-Thomas, A. (2015). Engaged Ownership: A Guide for Owners of Family Businesses. John Wiley & Sons.
2. Del Giudice, M., Della Peruta, M. R., & Carayannis, E. (2010). Knowledge and the family business. Springer, New York.
3. Friedman, S. D., & Greenhaus, J. H. (2000). Work and family--allies or enemies?: what happens when business professionals confront life choices. Oxford University Press, USA.
4. John L Ward, Amy Schuman, Stacy Stutz, (2010). Family Business as Paradox-Palgrave Macmillan.

III. Specialization – Talent Management and Marketing

Course Title: Introduction to Talent Management
Course Code: B21MBS431
Course Description: This course will introduce to the organizations abilities to manage the performance of individuals, teams and total organizations as a whole. The major facets of talent management include developing core competencies to the design and implementation of performance management systems to identifying, assessing and developing talent, to delivering performance coaching for individuals and teams to driving employee engagement and retention.
Course Objectives: <ol style="list-style-type: none"> 1. To focus on the acquisition, and retention of talents in organizations. 2. To provide an understanding on the approaches to measure the talents at workplace. 3. To provide the learners the insights, frameworks and tools to effectively manage and develop talent in organizations. 5. To develop understanding on the role of information technology in managing talents.
Course Outcomes: CO1: Develop an understanding of the practices used by organizations to attract, engage and retain talent across cultural settings. CO2: Identify various methodologies organizations can use to accelerate and improve individual, team and organizational performance by using appropriate assessment tools to enhance self-awareness and team performance. CO3: To gain an understanding on the various aspects of performance management - its purpose, principles, performance appraisal, potential appraisal, MBO. To also understand the reward management systems by providing practical insights regarding management of employee performance and reward to motivate and retain the talent in the organization. CO4: To gain an understanding on the impact of IT in talent acquisition to add value to the business. To also gain insights on corporate restructuring, business process re-engineering and talent management processes within an organization.
Course Pre-requisites: Understanding on HR concepts of recruitment methods, performance appraisal, reward system of employees and recent trends of IT
Pedagogy: Lectures, Interactive sessions and class exercises using ICT models.
LTP: 2: 1: 0
Course type: SC
Contact Hours: 39

UNITS	DETAILED SYLLABUS	Contact hours	CO	PO	PSO
UNIT – 1	Talent Management Introduction, Definition & Need for Talent Management; Principles of Talent Management – Desert island principle, need to be needed principle, workforce forecast, systematic approach to talent management; Talent Management System – components and benefits of TMS, creating TMS, Challenges in the present context	9	1	1	1
UNIT – 2	Talent Management Process; Talent Acquisition The recruitment process, attracting the right candidates, assessment and 360 ⁰ feedback, performance of recruitment methods; Talent Development –Potential identification and development, coaching for sustained & desired change, integrating coaching, training and development with talent management. Talent Integration – fitting leaders within the culture; induction programs, building teams	10	2	2,3	2
UNIT – 3	Appraising and Rewarding Performance Performance management, objectives of performance management in managing talent, benefits, strategies to motivate employees; Talent Management Calibration – characteristics & benefits. Talent Retention –motivation and engagement, return on talent; age of analytics, making outplacement as a part of talent strategy, developing talent management information system.	10	3	3,6	2
UNIT – 4	Role of Information Technology in Effective Talent Management Systems Talent management information system, creating business value through information technology, five steps to a talent management information strategy; Talent Management and Corporate Restructuring - Introduction, Corporate Reconstruction, Timing the Corporate Reconstruction, Business Process Re-engineering; Introduction to HR Analytics for TM Processes.	10	4	3,5	3

Reference Books:

1. Ravinder Shukla - Talent Management: Process of Developing and Integrating Skilled Workers –Global India Publications, New Delhi, 2009
2. Chowdhary, Subir, The Talent Era, Financial Times, Prentice Hall International
3. Tapomoy Deb - A Conceptual Approach to Strategic Talent Management –Indus publishing, 2005
4. Lance A. Berger & Dorothy R. Berger - The Talent Management Handbook –, Tata McGraw Hill, Latest Edition
5. Herman Aguinis - Performance Management –, Pearson Education, 2007 edition

Course Title: Talent Management and Organizational Environment.
Course Code: B21MBS432

Course Description: This course will introduce to the organizations abilities to manage the performance of individuals, teams and total organizations as a whole. The major facets of talent management include developing core competencies to the design and implementation of performance management systems to identifying, assessing and developing talent, to delivering performance coaching for individuals and teams to driving employee engagement and retention.

Course Objective

1. To enumerate on the attraction, acquisition, and retention of talent in organizations across cultural settings.
2. To facilitate a clear understanding on major approaches to measure performance and evaluating the employees to develop and coach organizations talent so that they can realize their full potential at work
3. To provide the frameworks and tools to manage and develop talent in business environment.
4. To discuss the several types of organizational environment and analyse the same.

Course Outcomes:

After the completion of the course, students will be able to:

CO1: Develop an understanding of the practices used by organizations to attract, engage and retain talent across cultural settings.

CO2: Identify various methodologies organizations can use to accelerate and improve individual, team and organizational performance by using appropriate assessment tools to enhance self-awareness and team performance.

CO3: To gain an understanding on the various aspects of performance management - its purpose, principles, performance appraisal, potential appraisal, MBO. To also understand the reward management systems by providing practical insights regarding management of employee performance and reward to motivate and retain the talent in the organization.

CO4: Identify the characteristics Organizational Environment

Course Pre-requisites: Basics of Talent Management and Business Environment.

Pedagogy: ICT, Interactive Learning

LTP: 2:1:0

Course type: SC

Contact Hours:39

Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	<p>Talent Management The historical development of talent management. The evolution of talent management in organisations, different approaches, the formation of understanding of talent in business and the emergence of the concept of talent in practice (business, management), Significance of talent management.</p>	10 Hrs.	CO1	1	1
Unit-2	<p>Definition of talent in business. Talent management system. The company’s mission, philosophy and value system, corporate culture, which are the basis for determining talent in business and in a separate organisation. Identification of the components of talent definitions. Business strategy of the company and its connection to the formation of a model of talent management system. The talent management system model defined by the main dichotomous</p>	10 Hrs.	CO2	2,3	2

	pairs. The link between the definition of talent and the structure of the talent management system.				
Unit-3	Talent management practices in organisations Practices of talent management in organizations: attracting, selecting, developing, assigning, motivating, evaluating, retaining. Build a continuous process of supplying the organization with talents; talent gap, HR methods of Talent Management to fill this talent gap, OD concept, scope, objectives, interventions, types of intervention, conditions for failure or success in OD effects, Challenges encountered, trends in organisation development.	10 Hrs.	CO3	3,6	2
Unit-4	Organizational Environment Meaning of organizational Environment, Factors affecting environment to the business, Internal and external environment, micro environment, macro environment. Types of environments, Organisational effectiveness and Cultural implications, managing multi culturalism and diversity Case study.	9 Hrs.	CO4	3,5	3

References

1. Talent Management: Process of Developing and Integrating Skilled Workers – Ravinder Shukla Global India Publications, New Delhi, 2009
2. Chowdhary, Subir, The Talent Era, Financial Times, Prentice Hall International
3. A Conceptual Approach to Strategic Talent Management – Tapomoy Deb, Indus publishing, 2005
4. Business Organization and Environment,-B.G. Satyaprasad , K. Nirmala , Vedananda Murthy & D.S. Gopalakrishna.
5. Berger, L.A, & Berger, D.R. (Eds) (2011). The talent management handbook: creating a sustainable competitive advantage by selecting, developing and promoting the best people. 2nd edition. New York: McGraw-Hill.
6. Phillips, J., Edwards, L. 2009. Managing talent retention: an ROI approach // Pfeiffer: San Francisco, Copyright © by John Wiley & Sons, Inc.

Case material: The Global Talent Competitiveness Index: Talent and Technology, 2022, INSEAD;

Course Title: Digital Marketing
Course Code: B21MBS433

Course Description: This course is designed to enable learners in developing a deep understanding on the basic concepts of Digital Marketing. It assists the learners in defining the key concepts and tools connected with Digital Marketing. It also gives clarity on both the merits and limitations of Digital Marketing tools.

Course Objective

1. To provide knowledge of the environment in which businesses operate, the economic operational and financial framework.
2. Outline how an entity operates in a business environment.
3. To elucidate different approaches and their applicability in present context.
4. To enable students to explore on affiliate marketing

Course Outcomes:

After the completion of the course, students will be able to:
 CO1: Describe the Digital Marketing environment
 CO2: Define the process of Digital Marketing Research
 CO3: Discuss the management of Digital Marketing Management
 CO4: Identify the key tools associated with Digital Marketing.

Course Pre-requisites: Business Studies

Pedagogy: ICT, Interactive Learning / Flipped Classroom

LTP: 2:1:0

Course type: SC

Contact Hours:39

Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Introduction to Digital Marketing: Meaning – Nature of Digital Marketing – Types of Digital Marketing – E-Marketing Planning Process – Environment - Analysis of Online Market place (Micro & Macro environment) – Digital Marketing - Opportunity Analysis – Current Trends – Privacy issues – Cyber Security – Cyber Crime	10 Hrs.	CO1	PO7	POS1
Unit-2	Digital Marketing Research: Meaning – Nature – Purpose - Marketing Knowledge Management – Marketing Databases and Data Warehouses – Data Analysis and Distribution – Consumer Behaviour Online – Data Analytics - Key concepts. Working with data. Setting objectives, goals and KPIs. Tracking and collecting data. Analyzing data - Advantages and challenges.	10 Hrs.	CO2	PO1 & PO2	POS1
Unit-3	Digital Marketing Management: Products on Internet – Customer Value Creation Online - Pricing Strategies – Buyer and Seller Perspectives – Payment Options – Pricing Strategies – Physical Distribution – Channel Intermediaries Online – Distribution Channel Functions & Levels – Channel Management and Power.	10 Hrs.	CO3	PO4	POS1

Unit-4	Digital Marketing tools Online Advertising: meaning - Key concepts - Display Advertising & Types - Getting Ads online & Payment models. Merits & Limitations. Search Engine Optimization (SEO): Meaning – Purposes, Benefits and challenges. Content Marketing: Meaning - Key terms and concepts, Advantages and Limitations. Affiliate Marketing: Meaning – Key concepts – Advantages & Limitations –Setting up a campaign. Advantages and challenges.	9 Hrs.	CO4	PO4	POS1
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References

1. Chaffey D., Ellis-Chadwick, Digital Marketing: Strategy, Implementation and Practice, 5th Edition, F., Pearson, 2012. https://www.redandyellow.co.za/content/uploads/woocommerce_uploads/2017/10/emarketing_textbook_download.pdf.
2. Judy Strauss and Raymond Frost, E-Marketing, Prentice Hall, 6th Edition
3. M. L. Roberts and Debra Zahay, Internet Marketing: Integrating Online and Offline Strategies. Cengage Publishing, 3rd edition 2013

Course Title: Retail Management & Services					
Course Code: B21MBS434					
Course Description: This course is designed to enable learners in developing a deep understanding the concepts of retailing and services connected with general business and retail in specific. It also throws light on the strategies connected with the retail management.					
Course Objective					
<ol style="list-style-type: none"> 1. To expose students to the world of retailing 2. To educate studnets on the relevant strategies connected with retailing 3. To outline services management and its scope 4. To elucidate different services connected with retailing 					
Course Outcomes:					
After the completion of the course, students will be able to: CO1: Identify the recent trends in Retailing CO2: Describe the various strategies of retailing CO3: Differentiate services marketing and goods marketing CO4: Identify the key services connected with retail					
Course Pre-requisites: Business Studies					
Pedagogy: ICT, Interactive Learning / Flipped Classroom					
LTP: 2:1:0					
Course type: SC					
Contact Hours: 39					
Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Introduction to the Retailing world:	10 Hrs.		PO7	POS1

	History of retail - Retail overview and the current scenario – Retailers’ activities & Functions - Emerging Trends and career opportunities in retailing.Types of retailers - Retailer characteristics - Retail Formats - Store based, Non-store based, Web based - Various format within store based retailing.		CO1		
Unit-2	Strategies in Retailing: Introduction, Building Retail Brand, Sales Enhancement Strategies, Business Intelligence, Customer Service, Social Media Marketing, Pricing Strategy, Point of purchase communication, Role of Packaging, Pricing Strategy, Merchandise Management, Private Labels,Retail Promotion, Building Store Loyalty	10 Hrs.	CO2	PO1 & PO2	POS1
Unit-3	Services Management: Meaning and Definition, characteristic of services – classification of services – distinction between goods marketing and service marketing, marketing mix in service industry – growth of service sector in India. Service processes –Designing the service process – services blueprint.	10 Hrs.	CO3	PO4	POS1
Unit-4	Services in Retail: Nature and Types of Services in retailing – Significance of services in retail business - Customer Service expectations - Recent trends – Challenges in retail service – Major retail service sectors and growth.	9 Hrs.	CO4	PO4	POS1

References

1. Retail Management, Barry Berman, Joel R Evans, Patrali Chatterjee, Ritu Srivastava, Pearson Publication
2. Retail Management – Texts & Cases, Swapna Pradhan. Tata McGraw Hill Publication
3. Service Management, by James A. Fitzsimmons, Mona J. Fitzsimmons, Sanjeev Bordoloi, Tata McGraw Hill Publication
4. Service Management – An Integrated Approach, Van Looy Bart, Pearson Education.

IV. Specialization – Business Analytics and Design Thinking

Course Title: INTRODUCTION TO BUSINESS ANALYTICS WITH PYTHON
Course Code: B21MBS441
Course Description: This course focuses on the best practices and approaches for measurement and analysis of the crucial factors that impact the decision in the corporate world. This course focuses on the understanding of principles and techniques of Python language for business applications. It involves an introduction to the fundamentals of python and solving case studies related to business analytics.

Course Objective					
<ol style="list-style-type: none"> 1. To develop understanding on using analytics to solve business problems 2. To identify different mathematical and statistical models available 3. To develop and use advanced predictive analytics methods 4. To identify and select the most appropriate predictive analytics methods and tools to answer the respective questions and presenting data-driven solutions. 					
Course Outcomes:					
After the completion of the course, students will be able to:					
CO1 : To understand the basics of business analytics.					
CO2: Learn how to search, identify, gather and pre-process data for the analysis.					
CO3: Demonstrate the understanding of basic programming terminologies of python.					
CO4: Interpret the most common analytical and visualization packages of python.					
Course Pre-requisites: Business Studies					
Pedagogy: ICT, Interactive Learning / Flipped Classroom					
LTP: 2:1:0					
Course type: SC					
Contact Hours: 39					
Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Introduction to Business Analytics : Evolution and Scope of Business Analytics. Data for Business Analytics. Decision Models – Descriptive, Predictive and Prescriptive Models. Problem Solving and Decision making process. Data Scientist vs. Data Engineer vs. Business Analyst, Career in Business Analytics ,Applications of Business Analytics in managerial areas .	10 Hrs.	CO1	PO7	POS1
Unit-2	Exploratory Data Analysis Basics of Exploratory data analysis. Understanding the data distribution. Data Analysis Metrics. Demonstration of case studies using the datasets such as Healthcare data, Whether data, Sales and purchase data.	10 Hrs.	CO2	PO3 & PO7	POS1
Unit-3	Introduction to Python : Introduction – Python program structure, keywords, Constants, Variables, and Operators. Data Structures – Series, List, tuple, dictionary, string & Dataframes. Control Statements - if-else, loops, functions, Object-Oriented programming fundamentals	10 Hrs.	CO3	PO3 & PO5	POS1
Unit-4	Python Packages Numpy- Introduction to Numpy, Operations & Indexing, Pandas – Introduction to Pandas, Operations on series and data frames, handling	9 Hrs.	CO4	PO5	POS1

missing data, Group by, Merging and joining data frames				
Matplotlib – Introduction to Data Visualization with matplotlib, Pandas Visualization, Time Series Visualization.				

References

1. Evans, J. R. (2017). Business analytics (p. 656). England: Pearson Education Latest edition
2. Camm, J. D., Cochran, J. J., Fry, M. J., Ohlmann, J. W., & Anderson, D. R. Essentials of business analytics. Cengage Learning 2016.
3. Laursen, G. H., & Thorlund, J. Business analytics for managers: Taking (2016). Business intelligence beyond reporting. John Wiley & Sons.
5. Albright, S. C., & Winston, W. L. Business analytics: Data analysis & decision making. Cengage Learning, (2014).
6. W. McKinney, Python for data analysis: Data wrangling with pandas, numpy, and ipython, 2nd ed. O'Reilly Media, 2017.
7. F. Nelli, Python Data Analytics: With Pandas, NumPy, and Matplotlib, 2nd ed. Berlin, Germany: APress, 2018.
8. A. Fandango, Python Data Analysis - Second Edition. [Place of publication not identified]: Packt Publishing, 2017

Course Title ADVANCED STATISTICS FOR BUSINESS ANALYTICS
Course Code: B21MBS441
<p>Course Description: This course focuses on the best practices and approaches for measurement and analysis of the crucial factors that impact the decision in the corporate world. The course will help to discover the techniques to develop quantitative models that leverage business data, statistical computation to enhance the various key factors in this field.</p>
<p>Course Objective</p> <ol style="list-style-type: none"> 1. To develop understanding on using analytics to solve business problems 2. To identify different mathematical and statistical models available 3. To develop and use advanced predictive analytics methods 4. To identify and select the most appropriate predictive analytics methods and tools to answer the respective questions and presenting data-driven solutions.
<p style="text-align: center;">Course Outcomes:</p> <p>After the completion of the course, students will be able to: CO1: To understand the basics of business analytics. CO2: Learn how to search, identify, gather and pre-process data for the analysis. CO3: Ability to apply descriptive analytics and data modeling. CO4: Ability to apply specific statistical and regression analysis methods applicable to predictive analytics to identify new trends and patterns, uncover relationships, create forecasts, predict likelihoods, and test predictive hypotheses.</p>
Course Pre-requisites: Business Studies
Pedagogy: ICT, Interactive Learning / Flipped Classroom

LTP: 2:1:0					
Course type: SC					
Contact Hours:39					
Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Descriptive Analytics: Visualizing and Exploring Data. Descriptive measures to summarize the data. Application of Excel Descriptive statistics tool for Mean, Median, Mode, Standard Deviation. Probability distributions (Binomial, Poisson and Normal) and Data modelling.	10 Hrs.	CO1	PO7	POS1
Unit-2	Sampling and Inferential statistical methods: Using Excel Data Analysis adds in for estimation and hypothesis testing in small sample (Students t test) and large samples (z test). Hypothesis Testing: Chi square test, F-test and ANOVA.	10 Hrs.	CO2	PO3 & PO7	POS1
Unit-3	Predictive Analytics: Introduction, Statistical Model, Simple and Multiple Regression analysis for estimation and prediction. Relative Analytics: Introduction, Simple, Partial and Multiple correlations Coefficient for relative analysis.	10 Hrs.	CO3	PO3 & PO5	POS1
Unit-4	Time Series Analysis of Financial data Introduction to Time Series Analysis, Decomposing time series, Testing and correcting stationary in time series. Time series modeling with exponential smoothing methods, Modeling and Forecasting time series with Autoregressive integrated moving average (ARIMA). Stock price forecasting using ARIMA.	9 Hrs.	CO4	PO5	POS1

References

1. Evans, J. R. (2017). Business analytics (p. 656). England: Pearson Education Latest edition
2. Camm, J. D., Cochran, J. J., Fry, M. J., Ohlmann, J. W., & Anderson, D. R. Essentials of business analytics. Cengage Learning 2016.
3. Laursen, G. H., & Thorlund, J. Business analytics for managers: Taking(2016). Business intelligence beyond reporting. John Wiley & Sons.
4. Albright, S. C., & Winston, W. L. Business analytics: Data analysis & decision making. Cengage Learning, (2014).

Course Title: Introduction to design thinking
Course Code: B21MBS443
Course Description: This course is developed to make the learners develop a sound understanding in the area of design thinking. It enumerates on the tools used in design thinking, its connectedness in the field of IT and strategic innovations related to the field of design thinking.

Course Objective					
1. To appraise students on theory and practice of Design thinking 2. To educate students in identifying the tools of design thinking. 3. To understand the connectivity of design thinking in the field of IT 4. To identify the role of design thinking in strategic innovations.					
Course Outcomes:					
After the completion of the course, students will be able to: CO1: Describe the concept of design thinking CO2: Identify the tools of design thinking CO3: Co-relate the concept of design thinking to the field of IT CO4: Connect design thinking for strategic innovations					
Course Pre-requisites: Business Studies					
Pedagogy: ICT, Interactive Learning / Flipped Classroom					
LTP: 2:1:0					
Course type: SC					
Contact Hours: 39					
Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Introduction: Design Thinking Background : Describe design thinking Describe business uses of design thinking , Describe the variety of approaches within the design thinking discipline, Describe the design thinking mindset, design thinking, design thinking mindset, Designing for Growth approach, disruptive solution, Double Diamond approach, human-centered design	10 Hrs.	CO1	PO7	POS1
Unit-2	Fundamental Concepts: Empathy in the context of design thinking ,ethnography divergent thinking within the context of design thinking ,convergent thinking within the context of design thinking ,visual thinking ,testing ,prototyping validate, human resources needed for design thinking	10 Hrs.	CO2	PO1 & PO2	POS1
Unit-3	Design thinking approaches : Double Diamond ,5-Stage approach ,Designing for Growth approach ole of project management within design thinking, Process Stages of Designing for Growth	10 Hrs.	CO3	PO4	POS1
Unit-4	Tools and methods : purposefully in alignment with the design thinking process ,visualization as a means to facilitate design thinking projects ,journey mapping ,value chain analysis ,mind mapping ,brainstorming ,development ,assumption testing as ,rapid prototyping ,customer co-creation and learning launch as a means to facilitate design thinking projects.	9 Hrs.	CO4	PO4	POS1

References

1. Chaffey D., Ellis-Chadwick - Digital Marketing: Strategy, Implementation and Practice, , 5th Edition, F., Pearson, 2012.
2. https://www.redandyellow.co.za/content/uploads/woocommerce/uploads/2017/10/emarketing_textbook_download.pdf.
3. Judy Strauss and Raymond Frost - E-Marketing, , Prentice Hall, 6th Edition, 2013
4. M. L. Roberts and Debra Zahay - Internet Marketing: Integrating Online and Offline Strategies., 3rd edition, Cengage Publishing, 2013

Course Title: Business Models - Cases					
Course Code: B21MBS444					
Course Description: The main objective of the course is to familiarize you with knowledge, concepts and tools that are needed to diagnose and evaluate existing business models as well as to analyze, design and implement novel business models. The concepts that form the basis for the course are deeply anchored in state-of-the-art research and practice on the subject of business model innovation strategy.					
Course Objective					
<ol style="list-style-type: none"> 1. Learn the key concepts that enable you to analyze and design new business models, and apply them to real-world problems 2. Identify and evaluate opportunities for creating and capturing value through the design of the business model 3. Understand the value drivers of business models, and how they contribute to the firm's value proposition 4. Learn and apply techniques for generating and evaluating new business models 					
Course Outcomes:					
After the completion of the course, students will be able to: CO1: Understand the concepts Business models CO2: Describe on Forms of digital business models. CO3: Discuss on Business model innovation CO4: Identify the Challenges of Business Model Implementation in Startups and in Established Firms					
Course Pre-requisites: Basic idea about business models.					
Pedagogy: ICT, Interactive Learning					
LTP: 2:1:0					
Course type: SC					
Contact Hours: 39					
Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Business Model – Concept, nature and scope, Business model typologies, Business model building blocks, Business model and business reporting, Process of evaluating business model. Business model Canvas, Business Model navigators.	10 Hrs.	CO1	PO7	POS1
Unit-2	Digital business models. E-commerce. Innovative business model in retail and consumer goods. Omni channel retail. Manufacturing business models. Digital manufacturing. Developers as new decision makers. Case-study of Apple, Android.	10 Hrs.	CO2	PO1 & PO2	POS1
Unit-3	Business Model Innovation: Adopting a Business Model Mindset and why is it needed?, Leadership actions to foster	10 Hrs.	CO3	PO4	POS1

	a Business Model Mindset, A framework for business model innovation, Measuring business model innovation, The Pros and Cons of business model innovation.				
Unit-4	Managing the Organizational Challenges of Business Model Implementation in Startups and in Established Firms: What are the business model implementation challenges and barriers in startups and in established firms?, Creating internal fit – overcoming resistance to change and organizational inertia in established firms ,Managing business model implementation risks in startups, The strategic implications of business model innovation in the digital age How to develop a business model innovation strategy	9 Hrs.	CO4	PO4	POS1

References

1. Osterwalder, A., & Pigneur, Y. (2010). Business model generation: a handbook for visionaries, game changers, and challengers. John Wiley & Sons.
2. Gassmann, O., Frankenberger, K., & Csik, M. (2013). The St. Gallen business model navigator.
3. The Business Model Book: Design, build and adapt business ideas that drive business growth, Adam J. Bock, Gerard George.

V. Specialization – Branding and Advertising

Course Title: Strategic Brand Management
Course Code: B21MBS451
Course Description: This course is designed for learners to critically analyse the strategic Brand management process. Learners will get an insight into the challenges and strategic decisions to be taken if one undertakes the role of a Brand manager. The course will help visualize the impact of a manager’s decisions on Brand performance and review the results in a holistic manner.
Course Objective
<ol style="list-style-type: none"> 1. To provide a holistic overview of strategic Brand management process 2. To use the brand elements and create Brand 3. To enable in managing the brands over time 4. To analyse and interpret brand performance
Course Outcomes:
<p>After the completion of the course, students will be able to:</p> <p>CO1: Understand the basics of Branding and Branding equity.</p> <p>CO2: Apply the steps in building a strong Brand</p> <p>CO3: Create a marketing program to build Brand equity</p> <p>CO4: Evaluate the Brand Performance</p>
Course Pre-requisites: Business Studies
Pedagogy: ICT, Interactive Learning / Flipped Classroom
LTP: 2:1:0
Course type: SC
Contact Hours: 39

Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Brand and Brand Management-Branding Elements-Brand Versus Product. Brand Equity concept. Introduction to Strategic Brand management process. Developing a Brand strategy- Sources of Brand Equity-Identifying and establishing Brand positioning-Positioning guidelines.	10 Hrs.	CO1	PO7	POS1
Unit-2	Four steps of building a brand-Brand Value chain. Designing and implementing Brand marketing programs-choosing Brand elements to build Brand-criteria for choosing Brand elements-Options and tactics for Brand Elements	10 Hrs.	CO2	PO1 & PO2	POS1
Unit-3	Designing marketing programs to build Brand Equity-Product Strategy-Pricing Strategy-Channel Strategy Integrating Marketing communications to build Brand Equity-Four major marketing communication options-Developing Integrated Marketing Communications-Criteria for IMC Leveraging secondary Brand associations to build Brand Equity-conceptualizing the leverage process.	10 Hrs.	CO3	PO4	POS1
Unit-4	Measuring and Interpreting Brand performance-conducting Brand audits Measuring sources of Brand Equity-Qualitative research techniques-Quantitative research techniques Measuring outcomes of Brand Equity-comparative methods-Holistic methods-Review of major approaches to Brand Valuation. Developing a Brand architecture strategy-Brand Portfolios-Brand Hierarchies. Introducing and naming new products and Brand extensions Managing Brands over time-reinforcing brands-revitalizing brands-Adjustments to Brand Portfolios.	9 Hrs.	CO4	PO4	POS1

References

1. Kevin Lane Keller, Vanitha Swaminathan-Strategic Brand Management: Building, Measuring and Managing Brand Equity-Global Edition, Pearson.
2. Jean Noel Kapferer-The New Strategic Brand Management-Advanced Insights and Strategic thinking, 5th Edition, Kogan Page.

Course Title: Branding and Ethics
Course Code: B21MBS452
Course Description: This course is designed for learners to understand the strategic importance of Branding. Learners will be able to examine the different aspects of Branding such as Brand equity, Brand communication, and brand identity. Finally the course helps the learner to evaluate the implications of ethics in the process of Branding.

Course Objective

1. To provide a brief introduction to the concept of Brand
2. To comprehend the related concepts of Brand Equity, Brand Identity
3. To evaluate the influence of ethics on Branding
4. To identify the dynamics of brand architecture.

Course Outcomes:

After the completion of the course, students will be able to:

CO1: Understand the historical background to Branding and develop Brand equity, personality, positioning and values.

CO2: Create Brand Identity

CO3: Analyse the role of Brand Ethics, social responsibility and sustainable consumption

CO4: Evaluate the Brand performance and Brand growth

Course Pre-requisites: Business Studies

Pedagogy: ICT, Interactive Learning / Flipped Classroom

LTP: 2:1:0

Course type: SC

Contact Hours:39

Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Definition of Branding- History of Brands, Develop Brand Plans, and Branding, Objectives of Branding, Importance of Brands to consumers, organizations and society. Developing Brand equity-Brand, Personality and Brand Values, Deceptive advertising and misleading claims, Socially responsible marketing, Sustainability and environmental responsibility, Ethics in brand management, Brand management and corporate social responsibility, Ethical considerations in brand extensions, Managing ethical issues in global branding.	10 Hrs.	CO1	PO7	POS1
Unit-2	Ethical issues in branding, Branding strategies, Different branding strategies and their effectiveness, Branding and brand identity, Brand positioning and differentiation. Creating Brand Identity-Brand identity development process, Brand communication option-Traditional and digital media platforms-Planning Brand IMC programmes.	10 Hrs.	CO2	PO1 & PO2	POS1
Unit-3	Brand Ethics, social responsibility and sustainable consumption-Moral Philosophy and ethical branding, Corporate social responsibility and Branding-ethics and CSR in Brand Development-Social Marketing and Branding-Green marketing and sustainable consumption-Cause related marketing, Methods for measuring brand equity, including brand value, market share, and customer lifetime value, Best practices for improving brand equity	10 Hrs.	CO3	PO4	POS1

Unit-4	Brand performance and metrics-assessing Brand value-Brand audit, Brand growth-Brand Architecture and Brand extensions. Trademarks and copyright, Counterfeiting and brand infringement, Ethical considerations in brand protection, Brand Awareness Metrics, Brand Loyalty Metrics, Definition of brand loyalty, Methods for measuring brand loyalty, Best practices for improving brand loyalty	9 Hrs.	CO4	PO4	POS1
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References

1. Kevin Lane Keller, Vanitha Swaminathan-Strategic Brand Management: Building, Measuring and Managing Brand Equity-Global Edition, Pearson.
2. Jean Noel Kapferer-The New Strategic Brand Management-Advanced Insights and Strategic thinking, 5th Edition, Kogan Page.
3. Sotiris T. Lalaounis-Strategic Brand Development and Management-Creating and Marketing successful Brands-2021-Routledge.

Course Title: Integrated Marketing Communications
Course Code: B21MBS453
Course Description: The objective of the course is to acquaint the students with essential concepts and techniques for the development and designing of an effective Integrated Marketing Communication programme. It provides the learning about various communication tools and its effectiveness, in such a way that fosters the creative ideas from the learners for development of effective marketing communication programme
Course Objective
<ol style="list-style-type: none"> 1. To provide understanding on the basics of strategies and tactics, connected with marketing communications. 2. To develop comprehension on creating advertising message. 3. To examine how marketers integrate and link their communications to leverage brand. 4. To connect digital media with advertising
Course Outcomes:
<p>After the completion of the course, students will be able to:</p> <p>CO1: To introduce the student to the strategic process of developing advertising & integrated marketing communications.</p> <p>CO2: To demonstrate the breadth of advertising and communications tools available today</p> <p>CO3: To provide real world examples of successful advertising & communications campaigns.</p> <p>CO4: To provide the student with practical hands-on problem-solving experience.</p>
Course Pre-requisites: Marketing Management
Pedagogy: ICT, Interactive Learning / Flipped Classroom
LTP: 2:1:0
Course type: SC
Contact Hours: 39

Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	An Introduction to Integrated Marketing Communication (IMC): Meaning and role of IMC in Marketing process, one voice communication V/s IMC. Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behaviour	10 Hrs.	CO1	PO1	POS1
Unit-2	Understanding communication process: Source, Message and channel factors, Communication response hierarchy-AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model, The standard learning Hierarchy, Attribution Hierarchy, and low involvement hierarchy Consumer involvement- The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) Model.Planning for Marketing Communication (Marcom): Establishing marcom Objectives and Budgeting for Promotional Programmes-Setting communication objectives,. DAGMAR approach for setting ad objectives.	10 Hrs.	CO2	PO1	POS1
Unit-3	Developing the Integrated Marketing Communication Programme: Planning and development of creative marcom. Creative strategies in advertising, sales promotion, publicity, event sponsorships etc. Creative strategy in implementation and evaluation of marcom- Types of appeals and execution styles. Media planning and selection decisions- steps involved and information needed for media planning. Measuring the effectiveness of all Promotional tools and IMC.	10 Hrs.	CO3	PO1	POS1
Unit-4	Digital Media & Advertising: Digital Media, Evolution of Technology, Convergence of Digital Media, E- Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Advertising, E-PR	9 Hrs.	CO4	PO1	POS1

Reference

1. Advertising & Promotion- An Integrated Marketing Communications Perspective, George Belch, Michael Belch & Keyoor Purani, TATA McGraw Hill
2. Advertising Management, Jaishri Jethwaney & Shruti Jain, Oxford University Press
3. Advertising & Promotions: An IMC perspective, Kruti Shah and Alan D'Souza, Tata McGraw Hill
4. Advertising Management, Aakar, Batra and Myers, Prentice
5. Advertising & Promotions, S H Kazmi and Satish K Batra, Excel
6. Advertising; Principles and Practice, Wells, Moriarty and Burnett, Pearson

Course Title: Advertising Laws
Course Code: B21MBS454

Course Description: At present in India, there is no central statutory agency or uniform legislation regulating the advertising industry. The Indian advertising market as a whole is regulated and controlled by a non-statutory body, the Advertising Standards Council of India (ASCI) There are several laws in India that relate to advertising. This course gives an insight to the various laws and regulations of Advertising in India

Course Objective

This course is designed to provide a basic understanding to students about law and legal aspects related to advertising industry in India. It also emphasizes on developing advertising messages within the boundaries of advertising laws.

Course Outcomes:

After the completion of the course, students will be able to:

CO1: To introduce students' knowledge about truthfulness and honesty in the representation and claims of advertisers.

CO2: To provide students' knowledge about various advertising laws and regulations in India

CO3: To enhance students' knowledge about ethical and legal issues in advertising

CO4: To provide students with real world legal cases of advertising & communications campaigns

Course Pre-requisites: Marketing Management

Pedagogy: ICT, Interactive Learning / Flipped Classroom

LTP: 2:1:0

Course type: SC

Contact Hours:39

Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Advertising regulations agencies, Introduction to Advertising, types and objectives, issue and considerations Advertising regulations role of the advertising standards council of India (ASCI) ASCI code: self-regulation of advertising Products and services banned from advertising	10 Hrs.	CO1	PO1	POS1
Unit-2	.Laws and Act governing advertisement : Consumer protection act ,1986 and Advertising Cable television regulations Act,1995,Cable television Amendment act ,2006 Restriction on advertising under the cigarette and tobacco act,2003 Advertising regulations under drug and magic remedies act ,1954 and drugs and cosmetic act 1940	10 Hrs.	CO2	PO1	POS1
Unit-3	Advertising restrictions under prenatal diagnostic techniques (regulation and prevention of misuse) Act 1994.young person (harmful publication act 1956) The Indian penal code and criminality of advertisement Transplantation of human organ act ,1994 Regulations Related to Product and Service Advertising Regulations related to advertising methodology	10 Hrs.	CO3	PO1	POS1
Unit-4	Advertising and social responsibility; Impact of advertisements on children; women and advertising; ethics	9 Hrs.		PO1	POS1

	in advertising, review of regulatory environment; codes of ethics and regulatory bodies		CO4		
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Reference Books:

1. Datey V.S. “Student guide to Economic laws” 2010 Taxman publication
2. Agnihotri Anurag&Mohanty Pratap “Economic Regulations of Domestic and Foreign Exchange Markets – Recent policy changes and Problems” Bookage Publications, New Delhi

VI. Specialization – Finance and Banking

Course Title: Financial Market and Services					
Course Code: B21MBS461					
Course Description: The course aims to instruct about financial market role in the business as well as familiarize the students with regards to stock market functions and features. The course aims to understand the key role of money market, capital market and banking role with regards to financial services. Students can welfare from this course concerning of monetary and non-monetary financial services which is available and more suitable for the business.					
Course Objectives:					
<ol style="list-style-type: none"> 1. To provide basic knowledge of Indian Financial System 2. To familiarize Indian financial market and its working mechanism 3. To gain knowledge about financial institutions that provides services toward business 4. To provide the insightful of financial service industry and their role of economic development. 					
Course Outcomes:					
On successful completion of the course, students shall be able to:					
CO1: To explore the structure of Indian financial system					
CO2: Examining the role of financial market for mobilising the capital					
CO3: Understand the financial intuitions and various services available in Indian market					
Course Pre-requisites: To study the Indian financial system and its impact on economy					
Pedagogy: Lecture method and self-learning by live assignment					
LTP: 2: 1: 0=3					
Course type: SC					
Contact Hours: 39					
Units	Detailed Syllabus	Contact hours	CO	PO	PS O
Unit 1	Introduction to Financial System Introduction to Indian financial system, financial system post 1991, Financial Sector reforms post 1991, restructuring of financial system, role of financial system in economic development, Role of Banks in financial System, Financial intermediation, Flow of funds matrix.	9	1	1	1

Unit 2	Financial Markets Over view of Financial market, Capital market: functions, instruments Money market: functions, instruments, Debt market: functions, instruments, Indian equity market- primary and secondary markets; Role of stock exchanges in India, working mechanism of stock exchange, role of central bank in money market	10	2	2,5	2
Unit 3	Financial Institutions Financial Institutions & its functions, Depository and non-depository institutions, Commercial banking-introduction, its role in project finance and working capital finance. Development Financial Institutions (DFIs)-An overview and role in Indian economy. Life and non-life insurance companies in India; Mutual Funds- Introduction and their role in capital market development. Non-banking financial companies (NBFCs).	10	3	3	2
Unit 4	Overview of Financial Services Industry, Leasing and Hire-Purchase Fund based and fee based financial services, Merchant banking-pre and post issue management, underwriting. Regulatory framework relating to merchant banking in India. Leasing and hire-purchase : Consumer and housing finance; Venture capital finance; Factoring services, bank guarantees and letter of credit; Credit rating; Financial Counseling and Portfolio management Services.	10	4	5	2

Reference Books:

1. Khan and Jain, Financial Services, Tata McGraw-Hill
2. Singh, J.K., Venture Capital Financing in India. Dhanpat Rai and Company, New Delhi.
3. Annual Reports of Major Financial Institutions in India.
4. Gordon, E & Natarajan, K , Financial Markets and Services - 2014, 1- HPH PUBLICATION
5. Appannaiah, H R & Mukund Sharma , Financial Markets and Services - 2014, 1 - HPH PUBLICATION
6. Gurusamy S, Financial Markets and Institutions - 2014, 3 – TMH PUBLICATION
7. Sannders, Anthony & others Financial Markets and Institutions, 2009, 3 – TMH PUBLICATION
8. Khan, M Y , Indian Financial System, 2013, 8 – McGraw Hill
- 9.L.M. Bhole: *Financial Institutions & Markets*, Tata McGraw Hill, New Delhi.

Course Title : Advanced Financial Management
Course Code: B21MBS462
Course Description: This course is designed to provide intermediate-level understanding of Financial management including evaluating the financial performance of a firm, financial forecasting, financial instruments, discounted cash-flow models, financing decisions, risk/return concepts, capital budgeting, business/project valuation. This subject also involves basic understanding of derivative products.

Course Objectives:					
1.To make students familiar with application part of financial management					
2.To understand the evaluation of different investment techniques and their applications					
3.To familiarize with derivatives market basics					
4. To enable the learners in developing comprehension on determinants of working capital.					
Course Outcomes:					
Students will be able to:					
CO1: Learn and measure risk of project using different techniques.					
CO2: Apply capital structure theories and dividend theories in investment decisions					
CO3: Understand inventory management and its different techniques.					
CO4: Understand basics of derivatives and its types.					
Course Pre-requisites: Basic knowledge of financial management concepts					
Pedagogy:					
LTP: 2:1:0					
Course type: SC					
Contact Hours: 39 hours					
Units	Detailed Syllabus	Contact hours	CO	PO	PSO
Unit 1:	Investment Decisions and Risk Analysis Risk Analysis – Types of Risks – Risk and Uncertainty – Techniques of Measuring Risks – Risk adjusted Discount Rate Approach – Certainty Equivalent Approach – Sensitivity Analysis - Probability Approach - Standard Deviation and Co-efficient of Variation – Decision Tree Analysis – Problems.	10	1	2,3	1
Unit 2:	Capital Structure and Dividend Theories Introduction – Capital Structure – Capital Structure Theories - Net Income Approach - Net Operating Income Approach - Traditional Approach – MM Approach – Problems. Dividend Theories: Introduction – Irrelevance Theory – MM Model. Relevance Theories - Walter Model - Gordon Model – Problems on Dividend Theories.	10	2	2,6	2
Unit 3:	Planning and Forecasting of Working Capital Concept of Working Capital – Determinants of Working Capital – Estimating Working Capital Needs – Operating Cycle – Cash Management – Motives of Holding Cash – Cash Management Techniques – Preparation of Cash Budget – Receivables Management – Preparation of Ageing Schedule and Debtors Turnover Ratio – Inventory Management Techniques – Problems on EOQ.	10	3	5,6	2
Unit 4:	Derivatives Concept of Derivatives-Types of derivatives: Forwards, Futures, Options and Swaps-Types of options: American option and European options-Call and Put options: payoff charts and simple numerical	9	4	6,8	3

	problems-Strategies of options: Long straddle and short straddle				
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Reference Books:

1. Pandey, I M Financial Management, 2006, 9 – VIKAS PUBLICATION
2. John C. Hull, Options, Futures and Other derivatives, 10th Edition, Pearson Publication.
3. Sudhindra Bhat, Financial Management Principles and Practice.
4. Khan, M Y Jain, P K ,Financial Management, 2007, 2- Edition / MGH PURBLISHER
Van Horne Jamese Financial Management Policy, 2006, PHI publication

Course Title: Banking system India					
Course Code: B21MBS463					
Course Description: On successful completion of the course, the student should gain in depth knowledge about the working system of banking sector in India and the knowledge so gained in real life situations and find sophisticated job opportunities in banking sector.					
Course Objective:					
<ol style="list-style-type: none"> 1. To create the awareness among the students of Indian banking system. 2. To enables students to understand the Reforms & other developments in the Indian banking. 3. To provide students insight into functions & Role of reserve Bank of India. 4. To review the banking sector reforms on India 					
Course Outcomes:					
After the completion of the course, students will be able to:					
CO1: To understand the evolution and banking culture.					
CO2: Summarize the relationship between Banker & customer and different types of functions of banker.					
CO3: Examine the different types of negotiable instrument & their relevance in the present context.					
CO4: Estimate possible developments in the banking sector in the upcoming days.					
Course Pre-requisites: Business Studies					
Pedagogy: ICT, Interactive Learning / Flipped Classroom					
LTP: 2:1:0					
Course type: SC					
Contact Hours: 39					
Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Banking System in India Indian Banking System – Evolution; RBI and its role; Structure of Banks in India; Commercial Banks; Co-operative Banking System; Development Banks; NBFCs.	10 Hrs.	CO1	PO7	POS1
Unit-2	Banker and Customer Relationship and Types of Deposits Definition of banker and customer – Relationship between Banker and customer – Legal frame work – termination of relationship – Garnishee Order – Bankers Right of Lien– General procedure for opening a savings, current and fixed deposit Account – Special types of customers.	10 Hrs.	CO2	PO1 & PO2	POS1

Unit-3	Negotiable Instruments and Bills of Exchange Negotiable Instruments: Meaning & Definition – Characteristics – Cheque and its kinds – Crossing, Endorsement, Material Alteration – Collection and payment of Cheque – Refusal or bouncing of cheque. Bills of Exchange: Definition, characteristics and Parties involved – Difference between Bill and Cheque.	10 Hrs.	CO3	PO4	POS1
Unit-4	Banking Sector Reforms in India Banking Sector Reforms in India: Recommendations of Narasimham Committee (Phase-I) - Banking Services: ATM, Credit Card, Debit Card, Rupay Card – E-Services – On-line/Internet Banking – Mobile Banking – EFT (Electronic Fund Transfer) –Real Time Gross Settlement (RTGS) System, Negotiated Dealing System (NDS), Centralized Funds Management System (CFMS), National Financial Switch (NFS), and Inter Bank Funds Transfer Processor (IFTP) – Immediate Payment Service (IMPS)	9 Hrs.	CO4	PO4	POS1

References :

- 1 E.Gordon & K. Natrajan, “Banking Theory, Law & Practice”, Himalaya Publishing House, Mumbai, 24th revised edition, 2015.
- 2 K.P.M. Sundaram and P.N.Varshney, “Banking Law and Practice”, Sultan Chand & Sons Publishing House, New Delhi, 18th edition 2014.
- 3 K.C.Shekar, Lekshmy Shekar, “Banking theory and Practice”, Vikas Publishing House Pvt.Ltd., 20th edition, 2007.

Course Title: Banking Operations
Course Code: B21MBS464
Course Description: This course is designed to enable learners in surveying the field of management. This course provides learners with a systematic approach to acquire a solid foundation in the Banking operations.
Course Objective: <ol style="list-style-type: none"> 1. To Create the awareness among the students of Indian banking system. 2. To enables students to understand the Reforms & other developments in the Indian banking. 3. To provide students insight into functions & Role of reserve Bank of India. 4. To identify the various schemes associated with Indian banking.
Course Outcomes: After the completion of the course, students will be able to: CO1: To understand the basic banking operations in India. CO2: To understand the regulatory framework of banking operations in India CO3: To gain knowledge about recent developments in the banking system. CO4: To understand the social Banking set up in India.
Course Pre-requisites: Business Studies

Pedagogy: ICT, Interactive Learning / Flipped Classroom					
LTP: 2:1:0					
Course type: SC					
Contact Hours: 39					
Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Banking Operations: Banker and Customer-The Banker-the Customer- the relationship between banker and customer-General features of the relationship-Special features of the relationship-Paying and Collecting Banker Duties-Accounts of the customers-precautions to be taken while opening a bank account-special types of the customers-KYC-operational aspects in regard to the opening of all types of accounts-Scrutiny of loan applications / documents-Back office operations in banks-Different Types of Borrowers; Types of Credit Facilities- Cash Credit, Overdraft, Demand Loans, Term Loans, Bill Finance-Negotiable Instruments.	10 Hrs.	CO1	PO7	POS1
Unit-2	Control and Regulations of Banking Operations: Licensing of Banking Companies-Branch Licensing-Paid up Capital and Reserves-Shareholding in Banking Companies-Control over Management; Directors and Corporate Governance-Power of RBI to Issue Directions-Acceptance of Deposits-Nomination-Loans and Advances-Regulation of Interest Rate- Regulation of Payment Systems-Internet Banking Guidelines-Regulation of Money Market Instruments; Reserve Funds-Maintenance of CRR, SLR-Assets in India.	10 Hrs.	CO2	PO1 & PO2	POS1
Unit-3	Innovations and IT in Banking: Innovations in Banking– E-banking–ATM-CDM-Telephone/Mobile Banking–ECS–EFT–NEFT–RTGS–SWIFT–IMPS-CTS- Modern banking Services, Small Finance Banks - Payment Banks – National Strategy for Financial Inclusion– Sustainable Development Goals in Banking -Core Business processes Flow and relevant risks and controls-Reporting System and MIS-Data Analytics and Business Intelligence-Fintech Regtech-RBI framework for Regulatory Sandbox	10 Hrs.	CO3	PO4	POS1
Unit-4	Social Banking Initiatives in Indian Banking: Nationalization of Banks and its Objectives- Social Banking: Lead bank scheme, Service Area Approach, Village Adoption Scheme- DRI Scheme, Priority Sector Lending-Rural banking: Institutional arrangement for Rural	9 Hrs.	CO4	PO4	POS1

Financing and their functions: NABARD- Micro- Finance, RRBs- LDBs, Co-operative banks				
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References :

1. Gordon and Natarajan – Banking Theory Law and Practice
2. Tandon M.L- Banking Law and Practice in India
3. Maheshwari. S.N.- Banking Law and Practice
4. Shekar. K.C- Banking Theory Law and Practice
5. D Muraleedharan – Modern Banking
6. Varshney – Banking

VII. Specialization - Hospital and Health care Management

Course Title: Introduction to Hospital Sector					
Course Code: B21MBS471					
Course Description: This course is designed to enable learners to explain the important and essential aspects of hospital planning, design, organization of outpatient and inpatient departments, management of hospital human resources, maintenance of medical record section, hospital waste management, marketing of health service, public relations in hospitals, ethics in medical practice and other various aspects of hospital administration which is useful ready guide for hospital administrators.					
Course Objective					
<ol style="list-style-type: none"> 1. To provide knowledge of the hospital sector and its planning 2. Outline how a hospital operates in a business environment. 3. To elucidate different approaches of management principles in hospital sector. 4. To enable the learners to organize in-patient and out patient departments 					
Course Outcomes:					
<p>After the completion of the course, students will be able to:</p> <p>CO1: To understand the concept of hospital management.</p> <p>CO2: To acquire knowledge in financial management of hospital sector.</p> <p>CO3: To manage human resource in hospitals.</p> <p>CO4: To learn material management and other departments in hospitals.</p>					
Course Pre-requisites: Introduction to medical terminologies					
Pedagogy: ICT, Interactive Learning / Flipped Classroom					
LTP: 2:1:0					
Course type: SC					
Contact Hours: 39					
Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Introduction to Hospital Management -Hospital (definition), Types of hospital, classification of hospitals, role of hospitals in modern era. History of medicine- Ancient Egyptian medicine, middle east medicine, Greek and Roman Medicine, Rise of modern medicine, History of Indian Medicine. Health care system in India-Structure of health care system in India, Emerging trends in health care.	10 Hrs.	CO1	PO7	POS1

Unit-2	Financial Management in Hospital sector: The Objectives of Financial Management in Hospitals, Major Trends in the Hospitals, The Role of Health Care Leaders in Financial Management, Preparing Health Care Leaders for Financial Challenges Today and in the Future	10 Hrs.	CO2	PO1 & PO2	POS1
Unit-3	Human Resource Management in Hospitals: Hiring; Physician and Nurse Recruitment; Employee Orientation; Personnel Management; Benefits & Compensation Management; Counselling; Claims Handling; Training and Performance Monitoring; Professional Development Programs; State and Federal Regulations Education; Work place Safety and Sanitation; Labour Mediation; Administration – Employee Meetings; Staff Morale & Retention	10 Hrs.	CO3	PO4	POS1
Unit-4	Material management in hospitals: Purchasing; Storage and preservation; Inventory Control. Organization and management of inpatient and outpatient department, operation theatre, ICU, Pharmacy, clinical laboratories, specialty units. Laws and ethics in medical practice. Safety and health management system. Hospital committees Quality accreditation of hospitals.	9 Hrs.	CO4	PO4	POS1

References

1. Ramchandra, D. L. (2011). Essentials of Hospital Management & Administration. New Delhi: Educreation Publishing.
https://www.google.co.in/books/edition/Essentials_of_Hospital_Management_Admini/1uJT DwAAQBAJ?hl=en&gbpv=1&dq=Introduction+to+Hospital+management&printsec=frontcover
2. Vora, A. A. (2016). Hospital Management from Service Sector Perspective (1/e ed.). Ahmedabad, Gujarat, India: Jaypee Digital. doi:10.5005/jp/books/12829 URL
<https://www.jaypeedigital.com/book/9789385999901>
3. McGibony, J. R. (1969). Principles of hospital administration. New York: New York, Putnam.
4. Sakharkar, B. (2009). Principles of Hospital Planning and Administration. New Delhi: Jaypee Brothers Medical Publishers (P) Ltd.

Course Title: Management of Hospital services
Course Code: B21MBS472
Course Description: This course is designed to enable learners in surveying the field of management of hospital services. This course provides learners with a systematic approach to acquire a solid foundation in the service sector of hospitals. Also, this course deals with promoting and managing services in hospitals. This course enables learners to assess service quality of hospitals using different strategies.

Course Objective					
1. To provide knowledge of the management of services of hospitals. 2. Outline how a hospital delivers quality services. 3. To elucidate different approaches and their applicability assessing service quality. 4. To develop understanding on the tools of quality assessment.					
Course Outcomes:					
After the completion of the course, students will be able to: CO1: To learn evolution of hospital sector. CO2: To acquire knowledge on services provided by hospitals. CO3: To measure quality of services and promotion of hospital services. CO4: To learn the management of service quality among hospitals sector.					
Course Pre-requisites: Business Studies					
Pedagogy: ICT, Interactive Learning / Flipped Classroom					
LTP: 2:1:0					
Course type: SC					
Contact Hours: 39					
Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Introduction to Healthcare Sector- Reasons for healthcare to be a service sector, History of hospitals, Global scenario The health care in India- Historical background, structure of the healthcare system, characteristics of health system in India, classification of hospitals	10 Hrs.	CO1	PO7	POS1
Unit-2	Hospital as a product: Hospital services, difficulty in maintaining consistent service quality, lifecycle of hospital product, medical ethics, hospital branding, hospital administration. Atmospheric in hospitals: SOR model, Designing the physical space, importance of esthetic management	10 Hrs.	CO2	PO1 & PO2	POS1
Unit-3	Delivering and Performing hospital services: Managing time in hospitals, Need for MBO in hospitals, Role of IT in Health care sector, Telemedicine, Digitalizing healthcare, Medical transcription Healthcare promotion: Hospital marketing, Promotion programming, Marketing communication mix, Role of marketing and PR	10 Hrs.	CO3	PO4	POS1
Unit-4	Managing Service Quality: Customer satisfaction, Improving quality through Balance scorecard approach, International certification, Quality circle, Six Sigma tool for quality assessment.	9 Hrs.	CO4	PO4	POS1

References

- Vora, A. A. (2016). *Hospital Management from Service Sector Perspective* (1/e ed.). Ahmedabad, Gujarat, India: Jaypee Digital. doi:10.5005/jp/books/12829 URL <https://www.jaypeedigital.com/book/9789385999901>

2. McGibony, J. R. (1969). *Principles of hospital administration*. New York: New York, Putnam.
3. Ramchandra, D. L. (2011). *Essentials of Hospital Management & Administration*. New Delhi: Educreation Publishing.
4. Sakharkar, B. (2009). *Principles of Hospital Planning and Administration*. New Delhi: Jaypee Brothers Medical Publishers (P) Ltd.

Course Title: Introduction to Health care Sector					
Course Code: B21MBS473					
Course Description: This course is designed to enable learners in surveying the field of Healthcare management. This course provides learners with a systematic approach to acquiring a solid foundation in healthcare. To gain insight into emerging trends, challenges and opportunities in global healthcare.					
Course Objective					
<ol style="list-style-type: none"> 1. To acquaint the students with the fundamentals of healthcare management. 2. To predict and analyse the effective healthcare management 3. To elucidate different approaches and their applicability in the present context. 4. To outline the recent trends in health care sector 					
Course Outcomes:					
After the completion of the course, students will be able to:					
CO1: Apply the concept of healthcare management.					
CO2: Learn the historical development of hospitals globally					
CO3: Analyse and evaluate ways to promote and build a new hospital					
CO4: To gain knowledge on recent trends in healthcare					
Course Pre-requisites: Introduction to Health care Sector					
Pedagogy: ICT, Interactive Learning / Flipped Classroom					
LTP: 2:1:0					
Course type: SC					
Contact Hours: 39					
Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Introduction to Health- Definition of Health, Determinants of Health, Health Indicators of India, Health Team Concept, National Health Policy, National Health Programmes (Briefly Objectives and scope), Population of India and Family welfare programme in India	10 Hrs.	CO1	PO7	POS1
Unit-2	Definition and meaning of hospital - historical development of hospitals globally, Systems of medicine, Modern medicine, changing concept of hospitals, the present status of hospitals (public & private) in India, Classification of Hospitals	10 Hrs.	CO2	PO1 & PO2	POS1
Unit-3	Promoting and building a new hospital – Planning the Hospital, Guiding principles in planning hospital facilities &	10 Hrs.	CO3	PO4	POS1

	services, Stages in planning, Preliminary Survey, Financial Planning, Equipment Planning (Equipment Leasing, Turnkey Projects), Need assessment survey of the community, factors determining site, legal requirements, design considerations.				
Unit-4	Recent trends in the healthcare system: Medical Tourism –Introduction, Ethics, Challenges, Standards and Future. Telemedicine - History, Definition & concepts, Types, Advantages & Disadvantages, Challenges, telemedicine in India.	9 Hrs.	CO4	PO4	POS1

References

1. Cumper G.E :The Evolution of International Health System, OUP New York, 1991
2. S.L Goel & R. Kumar: Management of Hospital (4 Vols), Deep & Deep Publications Pvt. Ltd.
3. K Park: Preventive and Social Medicine, Banarsidas Bhanot Publishers
4. B.M.Sakharkar : Principles of Hospital Administration & Planning
5. G D Kunders : Hospitals- facilities planning and management
6. Llewlyn and Davis Macaulay: Hospital Planning and Administration

Course Title: Management of Public Health System					
Course Code: B21MBS474					
Course Description: This course provides the students with a broad overview of public health and its various activities, foundational knowledge of public health, historical contributions, key terms and concepts.					
Course Objective					
<ol style="list-style-type: none"> 1. To Identify, evaluate, and utilize health care and public health data and information sources and resources 2. To predict and analyse public health management. 3. Describe issues related to information ethics, including privacy, confidentiality, security, and data and information 4. To develop understanding on the issues connected with public health system 					
Course Outcomes:					
<p>After the completion of the course, students will be able to:</p> <p>CO1: Describe the vision, mission, functions and essential services of public health</p> <p>CO2: Understand the Policy related to healthcare</p> <p>CO3: Demonstrate the understanding of the various philosophical foundations for health care ethics</p> <p>CO4: Overview of the major macro and micronutrients relevant to human health.</p>					
Course Pre-requisites: Management of Public Health System					
Pedagogy: ICT, Interactive Learning / Flipped Classroom					
LTP: 2:1:0					
Course type: SC					
Contact Hours: 39					
Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Definition and meaning of public health - History and Evolution of public health, Features of public health, Scope and importance of public health, Difference between community health, medical care, and clinical medicine, public health, Changing concepts in public health, Healthcare delivery system in India	10 Hrs.	CO1	PO7	POS1

Unit-2	Health policy : definition, scope and types, Evolution of health policy, Methods to assess the need for policy development, Public health in Rural, Tribal and Urban Areas, Policy analysis framework, Policy related to healthcare	10 Hrs.	CO2	PO1 & PO2	POS1
Unit-3	Public Health perspective and ethical issues, The Ethics of Measuring Health Screening and Surveillance in public health ethical issues, Case finding, screening test and contract tracing, Immunization protection: Voluntary and mandatory, Immunization ethical issues, Theories and principles of public health ethics.	10 Hrs.	CO3	PO4	POS1
Unit-4	Public Health Nutrition: Basic definitions: Food, Nutrition, Adequate Nutrition, Nutritional Status, Malnutrition, Nutritional care. Fundamentals of Public Health Leadership: Leadership skills and competencies, Leadership and decision making, Management and leadership, Leading public Health Organization	9 Hrs.	CO4	PO4	POS1

References

1. Burnord J, Turnock ; Public health: What it is and how it works, -, Jones and Bartlet Publishers
2. Theodore H Tulchinsky, Elena A Varavikona; The New Public Health
3. K.Park ; Park's Textbook of Preventive and social Medicine, Banarsidas Bhanot (publishers)
4. Jugal Kishore; National Health Programs of India; Century publication, New Delhi.
5. K.Parks's Textbook of Preventive and social medicine M/S Banarasidas Bhanot publishers
6. Kent Buse, Nicolas Mays and Gill Watt: Making Health policy: Tata McGraw Hill, New Delhi edition
7. Arima Mishra , Kalyani Subbiah; Ethics in Public Health Practices in India
8. Luis Rowitz; Essentials of Leadership in Public Health; Jones and Barlett Learning
9. Peter.G Northouse ; Leadership Theory and Practice; Sage Publication
10. Stuart A. Capper, Perter M.Ginter, Linda E.Swane; Public Health Leadership and Management: Case and Context.; Sage Publication.

FIFTH SEMESTER

Course Title : Direct Tax
Course Code: B21MB0501
Course Description: This course is designed to provide basic knowledge of taxation to Under graduate students. This course is mandatory for all the students. Under this course students will learn the various provisions of Income
Course Objectives: 1.To expose the students to the various provision of Income Tax Act relating to computation of Income individual assesses only. 2. To make the students competent to compute the total income and tax liability of individual assesses and firms. 3. To provide them the necessary expertise to file return of income tax online. 4. To make the students competent to compute the total income and tax liability of individual assesses and firms.

Course Outcomes: CO1: Understand the basic concepts of income tax CO2: To learn the computation of income from all heads of income. CO3: To learn various deduction under payment side. CO4: To learn the computation of Gross Total income and Tax Liability.					
Course Pre-requisites: The students should be aware of the basics of income tax.					
Pedagogy: ICT , chalkboard					
LTP: 3:0:1					
Course type: HC					
Contact Hours: 52 hrs					
Units	Detailed Syllabus	Contact hours	CO	PO	PSO
Unit-1	Introduction to Income Tax Income Tax: Brief History - Legal Frame Work – Types of Taxes - Cannons of Taxation – Important, Definitions: Assessment – Assessment Year – Previous Year – Exceptions to the general rule of previous Year - Assessee – Person – Income - Casual Income – Gross Total Income – Total Income – Agricultural Income. Residential Status: Determination of Residential Status of an individual (simple problems) - Incidence of Tax (Simple Problems on Computation of Gross Total Income). Exempted Incomes: Introduction – Exempted Incomes U/S 10 (Restricted to Individual Assessee) – Only theory.	12	1	1,3	1
Unit-2	Income from Salary Meaning & Definition – Basis of Charge – Allowances – Fully Taxable Allowances – Partly Taxable Allowances: House Rent Allowance, Entertainment Allowance, Transport Allowance, Children Education & Hostel Allowances - Fully Exempted Allowances – Perquisites – Tax Free Perquisites – Perquisites Taxable in all Cases: Rent free accommodation - Concessional accommodation, Personal obligations of the employee met by the employer – Perquisites Taxable in Specified Cases : Gardener, Sweeper, Gas, Electricity, Water and Motor car facility (when the motor car is owned or hired by the employer)– Provident Funds – Deductions from Salary U/S 16 – Problems on Income from Salary(excluding retirement benefits).	14	2	2,3	2
Unit-3	Income from House Property Basis of Charge – Exempted Incomes from House Property – Annual Value – Determination of Annual Value – Loss due to Vacancy – Deductions from Annual Value – Problems on Income from House Property(Excluding Pre-Construction interest).	12	3	2,3	2

Unit-4	Profits and Gains from Business and Profession and Total Income Meaning and Definition of Business & Profession – Expenses & losses Expressly Allowed – Expenses and losses Expressly Disallowed – Expenses Allowed on Payment Basis - Problems on computation of income from Business of Sole Proprietor. Computation of total income: Income from Capital Gains (excluding exemptions - Theory only) - Income from Other Sources (Theory only) - Deductions U/S 80 C, D & G. Simple problems on Computation of Total income of an Individual.	14	4	2,6	3
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Reference Books:

1. Dr. Vinod K. Singhania: Direct Taxes – Law and Practice, Taxmann publication.
2. B.B. Lal: Direct Taxes, Konark Publisher (P)ltd.
3. Dr. Mehrotra and Dr. Goyal: Direct Taxes – Law and Practice, Sahitya Bhavan Publication.
4. Dinakar Pagare: Law and Practice of Income Tax, Sultan Chand and sons.
5. Gaur & Narang: Income Tax, Kalyani Publisher s
6. Dr.V.Rajesh Kumar and Dr.R.K. Sreekantha: Income Tax – I, Vittam Publications

Course Title : Total Quality Management
Course Code: B21MB0502
Course Description: All Business Management students requires the ability to deal with quality aspects of the business. This course introduces students to the quality requirements. It also provides them with experience in understanding the designing processes which leads to total quality management. This course reinforces the experience gained in their study of various quality parameters, quality checking techniques, tools and quality control requirements.
Course Objectives: 1. Develop knowledge on the basic framework of quality process. 2. Comprehend quality instruments and tools to apply and check quality. 3. Apply essential skills in analyzing Total quality requirements. 4. Evaluate the importance of quality, its various parameters.
Course Outcomes: This course will enable students to : After the completion of the course, students will be able to: CO1: Identify various quality concepts and requirements. CO2: Evaluate the quality instrument and tools according to the underlying theoretical framework CO3: Interpret and present the results of quality analysis. CO4: Understand the process of various quality checks, its importance and its framework.
Course Pre-requisites: Basic knowledge of Quality concept
Pedagogy: Lectures, E-content, ICT. case study
LTP: 3:1:0=4
Course type: SC
Contact Hours: 52

Units	Detailed Syllabus	Contact hours	CO	PO	PSO
Unit-1	<p>Unit-1: Introduction TO QUALITY MANAGEMENT</p> <p>Definitions – TOM framework, benefits, awareness and obstacles. Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.</p>	9	1	1,2	1
Unit-2	<p>Unit-2: PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT:</p> <p>Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology..</p>	10	2	1	1
Unit-3	<p>Unit-3: TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT:</p> <p>Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven old (statistical) tools. Seven new management tools. Bench marking and POKA YOKE.</p>	10	3	2,5	3
Unit-4	<p>Unit-4: QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION:</p> <p>Introduction to IS/ISO 9004:2000 – quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward-Introduction to software quality.</p>	10	4	5	2

Reference Books:

1. Dale H.Besterfield et al, Total Quality Management, Third edition, Pearson Education (First Indian Reprints 2004).
2. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2002.
3. James R. Evans and William M. Lindsay, “The Management and Control of Quality”, 8th Edition, First Indian Edition, Cengage Learning, 2012.

Course Title: Project Management
Course Code: B21MB0503

Course Description: This course will provide a general introduction to project management. This course will equip the students to various feasibility analyses – Market, Technical, Financial and Economic, Students will discover the project life cycle and learn how to build a successful project from pre-implementation to completion. It will introduce project management topics such as resources, costs, time constraints and project scopes.

Course Objectives:

- 1.To equip them with the knowledge and skills required to be successful in applying Project Management.
- 2.To make them understand techniques for Project planning, scheduling and Execution Control
- 3.To make them understand the concepts of Project Management for planning to execution of projects and to make them understand the feasibility analysis in Project Management and network analysis tools for cost and time estimation.
- 4.To enable them to comprehend the fundamentals of Contract Administration, Costing and Budgeting, Methodologies in Indian context.

Course Outcomes:

On successful completion of this course students shall be able to:

- 1.identify the resources needed for each stage, including involved stakeholders, tools and supplementary materials
- 2.provide information regarding project costs by considering factors such as estimated cost, variances and profits
- 3.Understand the environmental impact on infrastructure projects.
- 4.Analyse the environmental issues which have an impact on the execution of Project Management.

Course Pre-requisites: Production and Operation Management, Cost Analysis, MOB

Pedagogy: ICT

LTP: 3:1:0

Course type: HC

Contact Hours: 52

Units	Detailed Syllabus	Contact hours	C O	PO	PSO
Unit-1	Introduction to Applied Project Management: Project Definition, Project Feasibility Analysis, Developing a Project Execution Plan, Setting up a Project Organization Project Identification, Project Formulation, Project Selection, Project Planning, Project Appraisal, Project Implementation and Integrated Project Management	13	1	1,2	1
Unit-2	Resource Scheduling, and Cost Estimating: Controlling Project Execution, Project Control, Project Planning and Scheduling Module ,Project Cost Engineering and Detailed Engineering, Project Success and Failure, Project Auditing and Project Termination, E- Tendering	13	2	2,3	2
Unit-3	Project Procurement and Construction Management: Construction, Progress, Productivity and Supervision, Subcontract Administration and Control ,Human aspects of project management –Project Monitoring and Control, Project Evaluation, Prerequisites for successful project implementation	13	3	2,5	2
Unit-4	Project Leadership, Audit and Closure Project Leadership: Managing vs leading a project, Managing project stake holders, Qualities of an effective project manager,	13	4	3,5	3

Managing project teams, Issues arising out of globalization, Communication, Conflict management. Project Audit and Closure: Audit process, project closure, project documentation, evaluation of project manager, team and members.				
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Reference Books:

1. Prasanna Chandra; Projects- Planning, Analysis, Selection, Financing, Implementation and Review', VI Edition, Tata Mc Graw Hill, 8th Edition 2015
2. Chaudhary S.; Project Management, Tata Mc Graw Hill
3. Kerzner H.; Project Management, II Edition, CBS Publishers
4. Meredith Jack R., Mantel Samuel J.; Project Management, IV Edition, John Wiley & Sons
5. Gopalakrishnan P., Ramamoorthy V.E; Textbook of Project Management, MacMillan Publishers

Course Title: Management Accounting					
Course Code: B22MB0504					
Course Description: Management Accounting is an essential tool that enhances a manager's ability to make effective economic decisions.					
Course Objectives:					
1.To develop and explore the methodology of Management Accounting.					
2.To enlighten students on Financial Statement Analysis with the emphasis on the preparation of fund flow and cash flow statement.					
3.To introduce students to the various tools and techniques of management Accounting.					
3.To introduce students to the various techniques of Budgeting and Decision making.					
Course Outcomes:					
CO1: To develop the knowledge of business finance and management decision and to calculate various accounting ratios, reports and relevant data.					
CO2: Prepare Funds Flow statements this helps in planning for intermediate and long-term finances.					
CO3: The uses of the statement of Cash flow and the cash flow classifications appearing on the Statement of Cash Flows.					
CO4: Perform cost variance analysis and demonstrate the use of standard costs in flexible budgeting.					
Course Pre-requisites:					
Pedagogy:					
LTP:3:0:1=4					
Course type: HC					
Contact Hours: 52 Hrs.					
Units	Detailed Syllabus	Contact hours	CO	PO	PSO
Unit-1	INTRODUCTION TO MANAGEMENT ACCOUNTING: - Meaning – Definition- objectives- Nature and scope- Role of Management Accountant Relationship between Financial Accounting and Management Accounting - Relationship between cost Accounting and Management Accounting. RATIO ANALYSIS: -Meaning and Definition of Ratio, Classification of Ratios, Uses and Limitations –	9	1	1,2	1

	(Problems on Ratio Analysis- Preparation of Financial statements with the help of Accounting Ratios)				
Unit-2	FUND FLOW STATEMENT Meaning and concept of Fund – Meaning and Definition of Fund Flow statement- Uses and Limitations of Fund flow Statement- Procedure of Fund Flow statement- Statement of Changes in Working Capital- Statement of Funds from operation – statement of Sources and Application of Funds (Problems on working capital & funds flow statement with adjustment)	10	2	2,5	2
Unit-3	CASH FLOW STATEMENT Meaning and Definition of Cash Flow Statement- Differences between cash flow Statement and Fund Flow Statement – Uses of Cash flow statement – Limitations of Cash Flow statement – Provisions of AS-3 – Procedure of Cash Flow Statement – Concept of Cash and Cash Equivalents – Cash flow from operating Activities – Cash flow from Investing Activities and Cash flow from Financing Activities – Preparation of Cash Flow Statement according To AS-3 (Problem on indirect Method Only)	10	3	5,6	3
Unit-4	Marginal Costing Marginal Costing and Break-Even Analysis: Concept of marginal costing Variable and absorption costing Benefits and limitations of cost, volume and profit analysis, break-even point Margin of safety Make or buy decision Budgets and Budgetary Control Introduction, concepts, Classification of Budgets - Functional Budgets and Flexible Budgets.	10	4	5,8	3

Reference Books:

1. Kishore, R. M **Cost & Management Accounting** 4th ed Taxman Allied Service
2. Lal, Jawahar., and Srivastava, Seema. Cost Accounting. Tata McGraw Hill Publishing Co., New Delhi
3. Arora, M.N. Management Accounting. Himalaya Publishing House.
4. Nigam, B.M. Lall. and I.C. Jain. Cost Accounting, Principles and Practice, Prentice.Hall of India, New Delhi.
5. Jhamb, H.V. Management Accounting. Ane Books Pvt. Ltd. New Delhi
6. Khan, M.Y. and Jain, P.K. Management Accounting. Tata McGraw Hill, Publishing Co., New Delhi.
7. Usry, Milton E. and Lawrence H. Hammer. Cost Accounting, Planning and Control. South Western Publishing Co.
8. Drury, Colin. Management and Cost Accounting. Thomson Learning.

Course Title : Business Law
Course Code: B21MB0505

<p>Course Description: The course provides the student with basic information about the Indian legal system and dispute related to it, Resolution and their consequence on business. The major content areas will include general principles of law, the relationship of business and Indian business law and Constitution, state and central legal systems, the relationship between law and ethics, contracts, sales, torts, agency law, intellectual property, and business law in the global context.</p>					
<p>Course Objectives:</p> <ol style="list-style-type: none"> 1. To introduce the students to various regulations affecting business and to familiarize the students with such regulations. 2. To discuss the legality of the system and the legal environment of business. 3. Define law of contract. 4. Analyze sales of contracts 					
<p>Course Outcomes:</p> <p>CO1: Describe the Indian legal system and its impact in the legal environment of business.</p> <p>CO2: Explain fundamental principles of law and its application to business and business transactions</p> <p>CO3: Discuss the contemporary law, rules, and regulations in settling business disputes.</p> <p>CO4: Explain basic principles of Business law and its application to business and business transactions</p>					
<p>Course Pre-requisites: Basics of concepts of business and management.</p>					
<p>Pedagogy: ICT, links ,Videos</p>					
<p>LTP: 3:1:0</p>					
<p>Course type: HC</p>					
<p>Contact Hours:52</p>					
Units	Detailed Syllabus	Contact hours	CO	PO	PSO
Unit-1	<p>The Indian Contract Act, 1872 Definition of a Contract and its essentials, Formation of a valid Contract - Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality of object, Discharge of a Contract by performance, Impossibility and Frustration, Breach, Damages for breach of a contract, Quasi contracts.</p>	13	2	1	1
Unit-2	<p>The Sale of Goods Act, 1930 Definition of goods, Sale and Agreement to Sell, Conditions and Warranties, Rights &Liabilities of a Buyer & Seller, Rights of an Unpaid Seller. Competition Law: Concept of Competition, Development of Competition Law, overview of MRTP Act 2002, Anticompetitive Agreements, Abuse of dominant position, combination, regulation of combinations, Competition Commission of India; Appearance before Commission, Compliance of Competition Law. Competition Law 2003: Meaning and scope, salient features, offences and penalties under the Act.</p>	13	2	1,3	1

Unit-3	The Consumer Protection Act, 1986 Aims and Objects of the Act, Redressal Machinery under the Act, Procedure for complaints under the Act, Remedies, Appeals, Enforcement of orders and Penalties.any,Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus, Kinds of Companies, Directors: Their powers and duties, Meetings, Winding up. The Consumer Protection Act, 1986 Aims and Objects of the Act, Redressal Machinery under the Act, Procedure for complaints under the Act, Remedies, Appeals, Enforcement of orders and Penalties.	13	1	1,3	2
Unit-4	Contract of Guarantee and Patents Act Distinction between Indemnity and Guarantee, Kinds of Guarantee, Rights of Surety, Liability of Surety, and Discharge of Surety. Intellectual Property Laws: Meaning and scope of intellectual properties – Patent Act of 1970 and its amendments as per WTO agreement, back ground, objects, definition, inventions, patentee, true and first inventor, procedure for grant of process and product patents, WTO rules as to patents, rights to patentee – infringement – remedies. The Copy Rights Act, Meaning – Its uses and rights. The Trade Marks Act, its meaning, registration, procedures – infringement – Authorities concerned– Remedies	13	1	2	3

Reference Books: Contract of Guarantee and Patents Act:

- 1.Kuchhal M.C. - Business Law (Vikas Publication, 4 th Edition)
2. Gulshan S.S. - Business Law Including Company Law (Excel Books) Latest edition
3. Avtar Singh - Principles of Mercantile Law (Eastern Book Company, 7 th Edition.
4. N.D Kapoor & Rajni Abbi-General Laws & Procedures (Sultan Chand & Sons) Latest edition
5. Durga Das Basu- Constitution of India (Prentice Hall of India) 6. Relevant Acts, latest edition.

Specialization – STRATEGY and LEADERSHIP

Course Title: Strategic Leadership
Course Code: B21MBS511
Course Description: This course is designed to provide students with the necessary background in the discipline of strategic leadership in order to understand how this contributes to overall management/senior management skills and competencies.

Course Objectives:

1. Critically assess leadership and management skills of a particular individual or individuals within a particular organization or industry using case studies of effective and ineffective leadership.
2. Identify how leaders can make strategic business decisions and enhance organisational efficiencies.
3. Identify and apply underlying theories of leadership at all organisational levels including strategic leadership.
4. Demonstrate effective leadership skills within role play and experiential classroom learning activities.

Course Outcomes:
 After the completion of the course, students will be able to:
 CO1: To apply strategies and analyse the role of strategist in the business policy of an organization
 CO2: To evaluate various leadership theories to development the organization.
 CO3: To know the Use of strategies and actions to be an effective organizational leader.
 CO4: To Understand and discuss critically the links between strategic leadership, innovation and organizational change.
 CO5: Critically compare alternative approaches to understanding strategic leadership and the direct and indirect role of strategic leadership and strategic leaders within and across organisations.

Course Pre-requisites:

Pedagogy: Direct method, ICT, Collaborative learning, Flipped Classroom.

LTP: 2:1:0

Course type: SC

Contact Hours: 39 Hours

Units	Detailed Syllabus	CH	CO	PO	PSO
01	Introduction Strategy: Meaning, objectives, evolution, Stages of strategic development, fundamental concepts in competitive strategy: industry analysis, strategy identification and evaluation, factors that influence strategic decisions, strategic and organizational processes, culture and value systems, distinct organizational competencies, effective networking,	10	01	PO4	POS1
02	Introduction to Leadership: Leadership, role and functions of a Leader, Leadership motives, Characteristics of an Effective Leader, types of leader- uninvolved, doer, dreamer, effective leader, factors influencing, leadership traits, Diversity and Inclusion in Leadership, Theories- Trait approach, Leadership Behaviour and styles – Lewin’s Leadership styles, Ohio state Leadership study, The University of Michigan Study, Blake and Mouton’s Managerial Grid.	11	02	PO1 & PO2	POS1
03	Leadership Effectiveness: Getting work done- Team Management. Finding your voice as a leader. Leading with impact.	9	03	PO4	POS1

	Employee Development– Interpersonal Relationships, Organization development. Practices of exemplary leaders. Goal Setting, Culture and Setting Expectations: Organizational culture and adaptation to change Creating and/or aligning an enterprise’s mission Setting enterprise goals The importance of expectations.				
04	Strategic Leadership: Meaning, Types of strategic leadership- transactional, transformational, charismatic. strategic leader, responsibilities, leadership roles for execution, effective strategic leadership framework, strategy design and implementation: interrelationship of elements, Strategic Leadership: the roles and responsibilities of strategic leaders across the organisation, The Strategic Leadership Development Process: developing yours and others' strategic leadership capacity, Managing Strategic Change, Ethical Dimensions of Strategic Leadership, How Strategic Leadership fits with a typical HRM Module.	9	04 & 05	PO4	POS1

Reference Books:

1. Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson (2008), Management of Strategy- Concepts and Cases, 4/e, Cengage Learning, New Delhi.
2. John. A. PearceII, Richard B. Robinson Jr, Amita Mital, (2008), Strategic Management– Formulation, Implementation and Control,1/e, Tata McGraw-Hill, New Delhi.
3. Effective Leadership – Lussier/Achus, 5th edition, Thomson South western, 2012
4. Leadership – Enhancing the lessons of experience, Hughes, Ginnet, curphy, 7th edition,
5. Tata McGraw Hill, 2006
6. Raymond A Noe, Amitabh Deo Kodwani, Employee Training and Development, 7th edition, McGraw Hill, 2018
7. Hitt, M.A., Haynes, K.T., & Serpa, R. (2010). Strategic leadership for the 21st century. Business Horizons, 53, 437-444
8. Eccles, R.G., Perkins, K.M., & Serafeim, G. (2012). How to become a sustainable company? MIT Sloan Management Review, 53(4), 43-50.
9. The Essential skills of Strategic leadership 2013, HBR

Course Title : STRATEGIC MANAGEMENT AND ORGANISATIONAL DEVELOPMENT		
Course Code: B21MBS512		
Course Description: This course is designed to build upon professionals aspiring to enhance their strategic decision-making capabilities. Over the course of the semester, individuals will have different opportunities to practice and apply what they have learned.		

Course Objectives: The objective of this course is to: 1. Develop a more comprehensive understanding of the effective frameworks, principles and contemporary best-practices in applied strategic management 2. Evaluate external forces and internal capabilities for effective strategy implementation 3. Successfully explore the development of company through applied business strategy. 4 .Effectively evaluate organizational development interventions.							
Course Outcomes: After the course the students should have acquired competence to CO1: Understand Effectiveness and complexities of strategy. CO2: Evaluate external forces and internal capabilities for effective strategy implementation CO3: Successfully assess organisational development through strategic management and models. CO4: Effectively evaluate organizational development interventions.							
Course Pre-requisites: Strategic Management, abilities, and skills are required							
Pedagogy: Direct Method, ICT, Case based							
LTP: 2:1:0							
Course type: SC							
Contact Hours: 39							
Units	Detailed Syllabus	CH	CO	PO	PSO		
Unit-1	Business Level Strategy: Concepts in strategic management- Firm, Environment and sustainable competitive advantages. External Environment Analysis- Industry analysis, Generic competitive strategies, positioning strategies and value chain analysis. Internal Analysis- Resource based view, core competence perspective and dynamic capabilities of the firm. Competitive dynamics.	9	CO1	PO1	POS1		
Unit-2	Corporate Level strategy: Concepts of corporate strategy and corporate advantages, Strategy diamond, Diversification, Strategic Alliances, Offshoring and Outsourcing. Internal business strategies- Global integration and local responsiveness Framework. Strategy implementation- Balance Scorecard. Value Innovation and knowledge management. Corporate Governance and CSR.	10	CO2	PO1 & PO2	POS1		
Unit-3	Development: Employee development, Essential ingredients of Management Development, Strategy and Development, Approaches to Employee Development – Interpersonal Relationships, development Planning	11	CO3	PO6	POS1		

	Process, company's strategies for providing development, e-learning and employee development. Organization development- Concept and process; Assumptions, values, and Beliefs in OD, Foundations of organization development.				
Unit-4	Organizational Development Interventions: Designing interventions; Evaluating and institutionalizing interventions; Action research; Human Process interventions, Techno-Structural Interventions, HRM Interventions, Strategic interventions, Team Interventions - Other Interventions- T- Groups, Behavior Modelling, Life and Career Planning.	9	CO4	PO8	POS1

Reference Books:

1. Upendra Kachru, (2005), Strategic Management-Concepts and Case. Excel Books, New Delhi.
2. Adrian Haberberg, Alison Rieple (2008). Strategic Management–Theory and Application, Oxford University Press, New Delhi.
3. John. A. PearceII, Richard B. Robinson Jr, Amita Mital, (2008), Strategic Management–Formulation, Implementation and Control,1/e, Tata McGraw-Hill, New Delhi.
4. Organizational development - Ramnarayan S and Rao T V, 2nd edition, Sage Publication, 2011.
5. Organization Development - Wendell L. French, Cecil H. Bell, Veena, Jr, Pearson Education, 2017
6. DUBRIN, A J Principles of leadership South-Western/Cengage Learning, 7th edition, 2013
7. Organizational Change and Development – Kavitha Singh, Excel Books,2010

Course Title: Leadership and Organization culture
Course Code: B21MBS513
Course Description: This course is designed to enable learners to understand the basic concepts of Leadership and Organizational culture. This course enables learners to understand what Organizational culture is and also know the importance of leadership role in Organizational culture and its influence on an Organization's functioning.
Course Objective
<ol style="list-style-type: none"> 1. To Understand the role of a leader and identifying with it. 2. Focus on leadership Philosophy,traits ,skills and behaviour. 3. To familiarise the concept of Organizational culture. 4. To make the learner's understand the role of leadership in Organizational culture.

Course Outcomes:					
After the completion of the course, students will be able to: CO1: Understand the concept of leadership CO2: Able to focus on Leadership traits ,skills and Behaviour CO3: Discuss on the Organization and its culture CO4: Identify the role of Leadership in Organizational culture					
Course Pre-requisites:					
Pedagogy: ICT, Interactive Learning					
LTP: 2:1:0					
Course type: SC					
Contact Hours: 39 hrs					
Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Leadership -meaning,Definition and Leadership principles and vision,defining the strengths and roles of a leader.Exploring leadership through the context of power,authority and advancement.	10 Hrs.	CO1	PO1	POS1
Unit-2	Personal Philosophies and style in leadership -Developing yourself and others for leadership roles.Understanding the various kind of leadership roles and styles-authoritarian,laissez fair ,transactional ,transformational and democratic.sharing professional and personal experiences.	10 Hrs.	CO2	PO1 & PO2	POS1
Unit-3	Organizational culture -Introduction to Organizational culture,Definition of Organizational culture ,popularisation of the Organizational culture concept,Development of the Organizational culture perspective within the organisation theory.	10 Hrs.	CO3	PO6	POS1
Unit-4	Role of Leadership in Organizational culture -Importance of leadership in Organizational culture, cultural leadership,its influence on Organization's functioning.	9 Hrs.	CO4	PO8	POS1

Reference Books:

1. Robbins, S. T., Judge, T. A., & Hasham, E. S. (2013). Organisational Behavior. Pearson.
2. Singh, K. (2015). Organisational Behavior: Texts & Cases (3rd Edition ed.). India: Pearson.
3. Griffin, R. W., Phillips, J. M., & Gully, S. M. (2017). Organisational Behavior: Managing People and Organisations. Cengage Learning.
4. Greenberg, J., & Baron, R. A. Behavior in Organisations. Prentice Hall of India Pvt. Ltd., New Delhi.
5. Hersey, P. K., Blanchard, D., & Johnson, D. Management of Organisational Behavior: Leading Human Resources. Pearson Education.
6. Gratton, L. E. (2007). Eight ways to build collaborative teams. Harvard Business Review. 85 (11), 100-109.
7. Katzenbach, J. R., Douglas S. K. (2001). Discipline of Teams. Harvard Business Review.71(2).111-120

Course Title: Competency and behavioral approach to Leadership

Course Code: B21MBS514

Course Description:

This soft-core course familiarizes the learners with aspects related to Competency and behavioural approach to Leadership. The competency framework approach to leadership and leadership development and a proposal as to alternative ways of addressing these issues. It is concluded that whilst this approach has its strengths, it leads to a particularly individualistic notion of leadership and a relatively prescribed approach to leadership development. The changing nature of work and society, it is argued, may demand new approaches that encourage a more collective and emergent view of leadership and leadership development and of sharing the role of “leader” more widely within organisations.

Course Objectives:

1. To familiarize the learners with aspects related to Competency and behavioural approach to Leadership.
2. To analyse the leadership development initiatives both associated with, and as alternatives to, a leadership competencies framework.
3. Understand different Leadership Models and Competency Frameworks, presents a range of leadership and management frameworks currently being used in organisations.
4. To make learners to understand about leadership positions and leadership development process.

Course Outcomes:

- CO1: Identify teamwork and collaboration opportunities in an organization.
CO2: Identity the leadership traits and lleadteams to higher competency in an organization.
CO3: Appreciate and apply the methods and strategies for effective human resources management in the behavior and competency based Leadership.
CO4: Identify transformational changes that an organization sees with effective leadership, how you can be effective leader in a organization, and deep understanding of the leadership concept.

Course Pre-requisites: Basic knowledge of business organization and process of entrepreneurship.

Pedagogy: ICT, Discussions, Flip Classrooms, Case Studies, Business Games, Collaborative Methods, Direct Method

LTP: 2:1:0

Course type: SC

Contact Hours: 39 Hours

Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Introduction to Core Competencies: Communication, Teamwork, Planning and organizing, Achieving results. communicating effectively	9 Hrs.	CO1	PO2 & PO3	POS1

	developing others, valuing diversity and difference, building and maintaining relationships, managing effective teams and work groups . managing change solving problems and making decisions -managing politics and influencing others -taking risks and innovating -setting vision and strategy -managing the work-enhancing business skills and knowledge understanding and navigating the organization				
Unit-2	Functional Competencies: Leading and Supervising, Analytical thinking, Knowledge sharing and learning, Judgement / Decision making, Technical / Scientific credibility, change management, Commitment to continuous process improvement, Partnership building, Client orientation, Persuasion and influencing, Resilience.	10 Hrs.	CO2	PO2 & PO3	POS1
Unit-3	Leadership Theories: The trait approach to leadership, The Behavioural school - McGregor's theory X & Theory Y Mangers, Blake and Mouton's managerial grid, The contingency or situational school - Fielder's contingency model, The Hersey-Blanchard model of leadership, Tannenbaum & Schmidt's leadership continuum, Adair's action-centred leadership model.	10 Hrs.	CO3	PO2 & PO3	POS1
Unit-4	Leadership Approaches: Leadership vs. Management – What makes an Effective Manager, What Makes an Effective Leader, Differences between Manager and Leader, Ethical Leadership, Servant leadership, The following part of leading, Team leadership, Transactional leadership, transformational leadership, Charismatic leadership, Participative leadership, Digital leadership, Implicit and Explicit leadership.	10 Hrs.	CO4	PO2 & PO3	POS1

REFERENCES

1. Adair, J. (1973) *Action-Centred Leadership*. New York, McGraw-Hill.
2. Dr. Weseley E . Donahue *Building Leadership Competence: A Competency-Based Approach to Building Leadership Ability, 2nd Edition*, Centrestar, Inc.
3. Ozgur Demirtas, Mustafa Karaca *A Handbook of Leadership Styles*, Cambridge Scholars Publishing.
4. Jonathan Sandling, *Leading with Style: The Comprehensive Guide to Leadership*
5. Christopher P. Neck, Jeffery D. Houghton, Emma L. Murray *Organizational Behavior: A Skill-Building Approach, 2nd Edition*, SAGE Publications, Inc.

Specialization – II New Venture Planning and Family Business Management

Course Title : Managing Growth and Diversification					
Course Code: B21MBS521					
Course Description: This 3 credit course on Managing Growth and Diversification focuses on understanding and managing the growth of the organization from a small scale startup to a big conglomerate. Students will learn about the strategies of growth and details regarding rate, direction and different methods of growth of the organization. The course also will sensitize towards the operational issues and cultural issues in various types of growth option the organization pursues.					
Course Objectives:					
<ol style="list-style-type: none"> 1. To understand various growth strategies for organizations they will lead in future 2. To provide set of frameworks for analyzing growth opportunities and gain operating frameworks for various diversification options available for firms at various stages 3. To develop leadership challenges associated with managing growth and diversification and understanding cultural complexities involved. 					
Course Outcomes:					
Upon successful completion of this course, a student will be able to:					
CO1: Explain and analyse the complexities of managing growth for an organization					
CO2: Understand various types of growth strategies and evaluate them for the suitability for their organization					
CO3: Compare organic vs inorganic methods of diversification for growth					
CO4: Describe various vehicles of growth for an organization and manage smooth transition and cultural integration process					
Course Pre-requisites: Basic knowledge of entrepreneurship and business					
Pedagogy: ICT, Discussions, Flip classrooms, collaborative methods, case studies.					
LTP: 2-1-0					
Course type: Soft core					
Contact Hours: 39					
Units	Detailed Syllabus	Contact hours	CO	PO	PSO
Unit-1	Introduction: - Concept of growth, Understanding about the rate of growth, Growth and Profitability, Industry vs organization growth, Investor expectation about growth, Case Studies	9 hours	1	1,2	1,2,5
Unit-2	Growth Strategies- Various Growth Strategies, Market Penetration, Market Extension, Product expansion, Diversification etc. drawbacks and benefits, Case Studies.	10 hours	2	1,2	1,2,5
Unit-3	Growth through diversification - Types of diversification, Vertical diversification and Horizontal diversification, Concentric vs conglomerate diversification strategies.	10 hours	3	1,2	1,2,5
Unit-4	Mode of Diversification- Organic vs inorganic diversification methods, Benefits and drawbacks of each type, suitability of each of the method of diversification, leadership and cultural issues involved. Types of Inorganic growth, Mergers and	10 hours	4	1,2	1,2,5

acquisitions, Take overs and JVs and strategic Alliances and other forms of growth Case Studies				
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Reference Books:

1. Dhirendra Kumar, Enterprise Growth Strategy: Vision, Planning and Execution, Gower Publishing, Ltd.
2. Peter S. S. Cohan, Disciplined Growth Strategies: Insights from the Growth Trajectories of Successful and Unsuccessful Companies, Apress Publishers, 1st ed. Edition
3. Sudi Sudarsanam, Creating Value from Mergers and Acquisitions: The Challenges, FT Prentice Hall, Reprint edition
4. Arthur A. Thompson, A. J. Strickland, Strategic Management : Concepts and Cases, McGraw-Hill Companies.

Course Title : Business Negotiation Strategies					
Course Code: B21MBS522					
Course Description: The course is aimed at developing analytical and persuasive communication skills that are necessary for successful business negotiations. The negotiation is described as a complex process which consists of preparation, negotiating, and post-negotiation implementation and evaluation. The course combines both theoretical knowledge of leading scholars and practical experience. The course will be based on classroom discussions, activities, case analysis, presentations, interaction with industry experts. The pedagogy will encourage engagement of the learners.					
Course Objectives:					
1. To define the stages and elements of the negotiation process. To identify ideal win-win solutions in negotiations and make profitable deals and analyse the negotiation behaviour.					
3. To learn to counter manipulation and psychological press in negotiations and persuasion of negotiation skills.					
4. To make students to understand different negotiations theories.					
Course Outcomes:					
CO1: Explain the actions taken on different stages of negotiations.					
CO2: Demonstrate the skills of organizing and managing negotiation teams and formulate and apply the instruments of negotiation strategy and tactics.					
CO3: Identify the advantages of positional bargaining and the conflict resolution strategies for effective negotiation.					
CO4: Discern methods of dealing with conflict and perform persuasive speech techniques.					
Course Pre-requisites: basic knowledge about business					
Pedagogy: Discussions, ICT, vase studies, Flip classrooms, collaborative methods					
LTP: 2-1-0					
Course type: Soft core					
Contact Hours: 39 hours					
Units	Detailed Syllabus	Contact hours	CO	PO	PSO
Unit-1	Essentials of Negotiation: Negotiation vs. other social interactions - Aspects of negotiation research and	9 hours	1	1,2	1,2,4

	practice - Aspects of negotiation - Negotiation Myths - -Goal-setting: identifying your goals, options and criteria of success - The Pie -Identifying your BATNA (best alternative to a negotiated agreement) and ZOPA (zone of possible agreement) - Assessing the other side -Learning about catalysts and barriers of successful collaboration -Designing a negotiation plan -Creating a negotiation team -Establishing trust.				
Unit-2	The actual stages of business negotiation: - Phases of negotiations - rational and emotional elements of trust-cultural and psychological differences of trusting people -Tactics for promoting a constructive negotiation climate -Positions and interests in negotiations -4 negotiation scenarios: win-win, win-lose, lose-win, lose-lose -The Thomas-Kilmann Conflict Mode Instrument in negotiations -Leigh Thompson's 5 negotiation mental models -Negotiation styles - Persuasion techniques -Reaching an agreement, types of agreements.	10 hours	2	1,2	1,2,4
Unit-3	Positional bargaining- Distributive, Integrative Negotiation -Expanding the pie -Principled negotiations by Roger Fisher and William Ury - Mixed negotiating by Willem Mastenbroek 3-D Negotiation by David Lax and James Sebenius.	10 hours	3	1,2	1,2,4
Unit-4	Countering manipulation and psychological press: Transactional analysis in negotiations - Negotiation and Personality - Post-negotiation stage - Implementation and compliance - Post-negotiation assessment and evaluation - application and Special negotiation scenarios - International and cross-cultural negotiations.	10 hours	4	1,2	1,2,4

Reference Books:

1. David A. Lax and James K. Sebenius, 3-D Negotiation Powerful Tools to Change the Game in Your Most Important Deals, Cambridge, MA: Harvard Business School Press
2. Deepak Malhotra, Max. H. Bazerman. Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table and Beyond. Bantam; Reprint edition
3. Leigh L. Thompson. The Mind and Heart of the Negotiator. Pearson.

Course Title : Corporate and Family Governance
Course Code: B21MBS523
Course Description: This 3 credit course familiarises the students about the concept of corporate governance and its best practices in family business. It enables the students to gain knowledge and expertise

in understanding the components to family governance in family owned enterprises. The course provides indepth knowledge on concepts like elements of corporate governance, directing the task of corporate governance in family businesses, family institutions and board of directors in implementing corporate governance, Structures and Plans to Govern a Family Business System, Relationships Among Governance Structures, and measures and tactics for conflict resolution in family business. Students get an experiential learning through the interesting case studies related to the Indian family businesses.

Course Objectives:

1. To understand corporate governance and best practices in family business
2. To understand the components to family governance in family owned enterprises
3. To understand the directing task of corporate governance in the family business
4. To understand Family conflict management and and Family constitution.

Course Outcomes:

Upon successful completion of this course, a student will be able to:

- CO1: Apply the basic principles of corporate and family governance in business
 CO2: Distinguish the concepts of Corporate Governance in Family-Owned Companies
 CO3: Understand various directing task of corporate governance and critical measures
 CO4: Understanding of best practices for Family Business Conflict Resolution

Course Pre-requisites: Basic knowledge about entrepreneurship and business

Pedagogy: ICT, Discussions, Flip classrooms, Case studies, collaborative methods

LTP: 2-1-0

Course type: Soft core

Contact Hours: 39 hours

Units	Detailed Syllabus	Contact hours	CO	PO	PSO
Unit-1	Introduction: - Understanding Corporate Governance, Family Systems Theory, International Best Practices in Family Business and Corporate Governance, Board of Directors, Nominating Committee, Compensation Committee, With Specific Responsibility for Setting President's Compensation and Evaluation of President's Performance, Audit, Finance and Risk Management Committee, Strategy Committee.	9 hours	1	1,2	1,2,4,8
Unit-2	The Directing Task of Corporate Governance Key Measures:- Securing CEO Succession as a Key Governance Measure in Family Business, Vision and Strategy as Key Governance Measures in Family Business, Securing Financial Resources as a Key Governance Measure, ownership Control as a Governance Measure, Putting Governance Insights into Practical Use, Family Institutions and the Board of Directors.	10 hours	2	1,2	1,2,4,8
Unit-3	Corporate Governance in A Family-Owned Companies: - Components to Family Governance, Family Assemblies, Family Council, Family Constitution, Need for Corporate Governance in A Family-Owned Companies, Major Challenges Faced by Family-Owned	10 hours	3	1,2	1,2,4,8

	Companies, Corporate Governance Measures for Family Businesses, Structures and Plans to Govern a Family Business System, Relationships Among Governance Structures.				
Unit-4	Family Business Conflict Resolution:-Managing Disagreements, Family v/s Business Dynamics, How Culture Influences Conflict - And Resolution, Strategic Planning Without a Battle: A Five-Step Process, Keeping Titles in Their Proper Perspective, Pushing Parents into Succession, Breaking A Succession Deadlock, Planning Succession for Joint Leadership, Creating a Written Charter for Partners, Complexities of a Cousin Consortium, Strangers Among Us: In-Laws in a Family Business, How to Handle an Abusive Boss, Calling Relatives on the Carpet, Alternative Dispute Resolution Methods: Pros and Cons- Case Studies	4	1,2	1,2,4	1,2,4,8

Reference Books:

1. Barbara Spector, (2003).The Family Business Conflict Resolution Handbook: A Resource for Family Firm Owners, Managers and Advisers Book, The Family Business Magazine Publishers.
2. Neubauer, F., & Lank, A. G. (2016). The family business: Its governance for sustainability. Springer.
3. Amy Schuman, Stacy Stutz & John L. Ward. (2008).Family Business as Paradox
4. Grant Gordon, Nigel Nicholson - Family Wars- Classic Conflicts in Family Business and How to Deal with Them-Kogan Page

Course Title : Professionalization of Family Business
Course Code: B21MBS524
Course Description: This 3 credit course familiarizes the learner with the fundamentals of family business professionalization process. The course provides a thorough awareness about the various aspects associated with professionalization of family business. It includes contents on future governance and managing ownership in family business, risks and rewards of non-family CEOs in family business, Strategic Management Process in Family Business, Professional Management and Agency Problem and Performance Effects of Family Involvement. The course enables the student to develop the skills and ability to manage family business professionally.
Course Objectives:
<ol style="list-style-type: none"> 1. To familiarize the learner with the fundamentals of family business professionalization process. 2. To understand the various aspects associated with professionalization of family business and future governance and managing ownership in family business. 3. To understand the risks and rewards of non-family CEOs in family business 4. To explore professionalizing the entrepreneurial family business in to successful family organization.

Course Outcomes: Upon successful completion of this course, a student will be able to:
 CO1: Apply the basic principles of professionalization in the family business
 CO2: Distinguish the board governance model and governance structure
 CO3: Understand various aspects related to non- family CEOs in family firms
 CO4: Appreciating and applying the best practices in professionalizing the entrepreneurial family business.

Course Pre-requisites: Basic knowledge of entrepreneurship and business ownership

Pedagogy: ICT, Discussions, Flip classroom, Case studies, Collaborative methods

LTP: 2-1-0

Course type: Soft core

Contact Hours: 39 Hours

Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Introduction: - Understanding The ‘Process’ of Professionalization, Critical Elements of Family Business Professionalization, Benefits of Professionalizing, The Professionalization of Family Firms: Aspects and Features, The Relationship Between Professionalization and Company Performance, Theoretical Streams on the Professionalization of Family Firms, Theories In Favor of Professionalization of Family Firms, Theories Against the Professionalization of Family Firms.	9 hours	1	1,2	1,2,4
Unit-2	Defining Future Governance and Managing Ownership: -Board Governance Models, Main Pillars to Professionalism, Family Business Lifecycle Model, Case Studies on Family Business Professionalization, Effects of Complexity on The Family Business, Family Business Ownership Configurations, Family Business Ownership Configurations, Family Business Governance.	10 hours	2	1,2	1,2,4
Unit-3	Risks and Rewards of Non-Family CEOs:- Understanding The Importance of Non-Family CEOs in Family Business, Attributes of Effective Non-Family CEOs, Requisites for Retaining Effective Non-Family CEOs, The Risks of Bringing in a Non-Family CEO, The Rewards of Bringing in a Non-Family CEO, Selection Process and Criterial for Non-Family CEO in Family Firm.	10 hours	3	1,2	1,2,4
Unit-4	Professionalizing the Entrepreneurial Family Business: -Main Phases of Professional Business Development, Strategic Management Process in Family Business, Basic Requirements for Strategic Management, Strategic Business Planning, Development a Vision Statement, Major Mistakes in Strategic Planning, Professional Management and Agency Problem, Performance Effects of Family Involvement.	10 hours	4	1,2	1,2,4

Reference Books:

1. Poutziouris, P., Smyrniotis, K., & Klein, S. (Eds.). (2008). Handbook of research on family business. Edward Elgar Publishing.
2. Stewart, A., & Hitt, M. A. (2012). Why can't a family business be more like a nonfamily business? Modes of professionalization in family firms. Family Business Review, 25(1), 58-86.
3. Aron R. Pervin, (1997). Professionalizing the Entrepreneurial Family Business.

III. Specialization – Talent Management and Marketing

Course Title: Talent Management and Retention					
Course Code: B21MBS531					
Course Description: This course will introduce students to the building blocks that organizations use to manage the performance of individuals, teams, and total organizations. Students will learn how to create a work environment that enables employees to thrive. They will explore the major facets of talent management from developing core competencies to the design and implementation of performance management systems to identifying, assessing, and developing talent, to delivering performance coaching for individuals and teams to driving employee engagement and retention.					
Course Objective					
<ol style="list-style-type: none"> 1. This course focuses on the attraction, acquisition, and retention of talent in organizations. 2. In particular, the module will focus on the alignment of the talent management process with business strategy, with culture, and with people. 3. In particular, the module will focus on the alignment of the talent management process with business strategy, with culture, and with people. 4. Aim is to discuss the issues from two perspectives: managing talent in organizations as well as managing one's own talents as an individual. 					
Course Outcomes:					
CO1: This course focuses on the attraction, acquisition, and retention of talent in organizations. CO2: In particular, the module will focus on the alignment of the talent management process with business strategy, with culture, and with people. CO3: Understand the interplay between various aspects of Talent Acquisition, retention, and development of talent. CO4: Differentiate between the various challenges and issues to manage young talented employees.					
Course Pre-requisites: Business Studies					
Pedagogy: ICT, Interactive Learning / Flipped Classroom					
LTP: 2:1:0					
Course type: SC					
Contact Hours: 39					
Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Introduction: Talent Management: Definition, Meaning of Talent Management, Objectives & Role of Talent Management in building sustainable competitive advantage to a firm, Key Processes of Talent Management, Consequences of Failure in Managing Talent, Benefits of	10 Hrs.	CO1	PO7	POS1

	Talent Management: How Your Business Can Benefit From it, Responsibilities of Talent Management Manager & Professionals.				
Unit-2	Talent Acquisition: Defining Talent Acquisition, develop high potential employee - High performance workforce, Importance of Talent Development Process, Steps in Developing Talent, Succession Planning, Difference between Talent Acquisition and Recruitment, Current Trends in Talent Acquisition	10 Hrs.	CO2	PO1 & PO2	POS1
Unit-3	Talent Retention: "SMR Model" (Satisfy, Motivate and Reward) – The Formula to Win Your Employees & Retain Them, Employee Retention Programs, Career Planning & Development, Return on Investment (ROI) on Talent Management, Employee Engagement, Best Practices in Employee Retention, Contemporary Talent Management Issues, and challenges	10 Hrs.	CO3	PO4	POS1
Unit-4	Competency mapping: Concepts and definition of competency; types of competencies, competency-based HR systems, competency and performance, 5 level competency model, developing various competency models, how competencies relate to career development and organizational goals, competency mapping tools, use of psychological testing in competency mapping.	9 Hrs.	CO4	PO4	POS1

References

1. A Framework for Human Resource Management, Dessler Gary, Pearson, Edition: 7th
2. Fundamentals of Human Resource Management, Varkkey Biju, Dessler Gary, Pearson, Edition: 14th
3. Talent Management Hand Book, Lance A Berger, Dorothy R Berger, McGraw-Hill, Edition: 13th
4. Talent management in India: Challenges and opportunities, Hasan,& Singh, Atlantic Publication,

Course Title: Contemporary Talent Management – Issues, Challenges & best practices
Course Code: B21MBS532
Course Description: This course will introduce students to the building blocks that organizations use to manage the performance of individuals, teams, and total organizations. Students will learn how to create a work environment that enables employees to thrive. They will explore the major facets of talent management from developing core competencies to the design and implementation of performance management systems to identifying, assessing, and developing talent, to delivering performance coaching for individuals and teams to driving employee engagement and retention.
Course Objective
<ol style="list-style-type: none"> 1. To make students understand the concept of attraction, acquisition, and retention of talent in organizations. 2. To help students understand the alignment of the talent management process with business strategy, with culture, and with people.

3. Aim is to discuss the issues from two perspectives: managing talent in organizations as well as managing one's own talents as an individual.
4. To help students understand cross-cultural negotiation issues

Course Outcomes:

After the completion of the course, students will be able to:
 CO1: Analyze the process of linking talent management to organizational strategy and other HR practices
 CO2: Examine the process for identifying high potential talent and developing a pipeline of talent to serve organizational present and future needs
 CO3: Discuss the unique challenges and opportunities of TM resulting from globalization
 CO4: Examine the role of leadership related to TM (both HR leadership and org. leadership)

Course Pre-requisites: Business Studies

Pedagogy: ICT, Interactive Learning / Flipped Classroom

LTP: 2:1:0

Course type: SC

Contact Hours:39

Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Introduction, Meaning & Objectives, Role of Talent Management in building sustainable competitive advantage to a firm, Key Processes of Talent Management, Human Resource Planning, Recruitment, Selection, performance monitoring, Retention, Talent vs. knowledge people, Source of Talent, Consequences of Failure in Managing Talent, some suggestive tools for Managing Talent.	10 Hrs.	CO1	PO7	POS1
Unit-2	Talent Acquisition: Job analysis-Method of collecting information, developing questionnaires, interviews, developing job description & job specification. Developing HR planning process (using MS-Excel and quantitative tools). Evaluation of factors affecting HRP, Strategic view of recruitment & selection. Talent Acquisition, Recruitment Process.	10 Hrs.	CO2	PO1 & PO2	POS1
Unit-3	Emerging Trends in HR: Human Resource Audits, Human Resource Information System (HRIS), Human Resource Accounting (HRA), Contemporary development, and Cultural development, Business Process Re-engineering, Contemporary Talent Management Issues and Challenges.	10 Hrs.	CO3	PO4	POS1
Unit-4	Opportunities and Challenges in Talent Management: Talent Management Challenges, Strategies to Overcome the Challenges, Opportunities in Talent Management, Talent Management in the Digital Era, Current trends in Talent Management. Strategic Trends in Talent Acquisition, Talent acquisition management solutions	9 Hrs.	CO4	PO4	POS1

References

1.Dessler Gary, A Framework for Human Resource Management, Pearson Publication, 7th Edition.

2. Dessler Gary, Varkkey Biju, Fundamentals of Human Resource Management, Pearson Publication, 14th Edition
3. Rao VSP, Human Resource Management, Vikas Publishing, New Delhi
4. K. Aswathappa – Human Resources and Personnel Management, Tata McGraw Hill

Course Title: Consumer Behavior						
Course Code: B21MBS533						
Course Description: The course outlines the ideas of consumer behavior involving concepts such as perception, motivation, attitude formation and change, personality, values, learning, and cultural aspects that influence the consumer behavior decision-making process.						
Course Objectives:						
1. To provide knowledge of basic concepts of Consumer Behavior to apply in market.						
2. To understand the various Individual and group determinants of Consumer Behavior.						
3. To gain knowledge about the consumer decision making process and theories involved in consumer decision process.						
4. To understand the concept of Consumer satisfaction & consumerism.						
Course Outcomes:						
After the completion of the course, students will be able to:						
CO1 Explain the concept and importance of consumer behavior in day to day functions.						
CO2: Identify the factors influencing consumer buying process and its application.						
CO3: Determine the factors influencing consumer behavior						
CO4: Discuss the concept of consumerism in today's competitive world.						
Course Pre-requisites: Basics of Marketing						
Pedagogy: Lecture with ICT tool, guest lectures, seminars, case studies, presentations, discussions						
LTP: 2:1:0=3						
Course type: SC						
Contact Hours: 39 hrs.						
Units	Detailed Syllabus	Contact hours	CO	PO	PSO	
Unit-1	INTRODUCTION TO CONSUMER BEHAVIOUR Introduction to Consumer Behavior: Difference between consumer and customer, Meaning, need to study Consumer Behavior, buyers perspective - Applications of consumer behavior knowledge - current trends in Consumer Behavior, Internal and external factors affecting CB	9	1	1,2	1	
Unit-2	INDIVIDUAL AND ENVIRONMENTAL DETERMINANTS Consumer needs & motivation - personality and self-concept - consumer perception - learning & memory - nature of consumer attitudes - consumer attitude formation and change. Family influences - Influence of culture - subculture & cross-cultural influences -	10	2	1,3	2	

	group dynamics and consumer reference groups - social class & consumer behavior.				
Unit-3	CONSUMER'S DECISION-MAKING PROCESS Problem recognition - Search & Evaluation - Purchase processes - Post-purchase behavior - personal influence & opinion leadership process - Diffusion of innovations - Models of Consumer Behavior - Researching Consumer behavior - Consumer research process. Factors influencing the buying decisions.	10	3	2,3	2
Unit-4	CONSUMER SATISFACTION & CONSUMERISM and Consumer Protection Act Concept of Consumer Satisfaction - Working towards enhancing consumer satisfaction - sources of consumer dissatisfaction - dealing with consumer complaint. Concept of consumerism - consumerism in India - The Indian consumer - Reasons for growth of consumerism in India. Consumer Protection Act Cases in Indian Context on Consumer behaviour.	10	4	3	3

Reference Books:

1. Leon. G. Schiffman & LeslveLazerKanuk; Consumer behaviour; 7th Edition; PHI, New Delhi, 2010.
2. Suja. R. Nair, Consumer behaviour in Indian perspective, First Edition, Himalaya Publishing House, Mumbai, 2009.
3. Batra/Kazmi; Consumer Behaviour. 2/e, Excel Books, 2008
4. David. L. Loudon & Albert J. Bitta; Consumer Behaviour; 5th Edition, Mcgraw Hill, Inc; New Delhi, 2008.
5. Assael Henry; Consumer behaviour and marketing action; Asian Books(P) Ltd, Thomson learning, 6th Edition; 2001.
6. S.A.Chunawalla : Commentary on Consumer Behaviour, 2/e, HPH.
7. Jay D. Lindquist & M. Joseph Sirgy, Shopper, Buyer and Consumer Behaviour, 2003.
8. Blackwell; Consumer Behaviour, 2nd Edition.

Course Title : International Marketing

Course Code: B21MBS534

Course Description:

This course is designed to provide students with the latest understanding of global issues, disciplines, competitions and the necessary skills in making strategic decisions based on a global perspective. The global market opportunities and the ways to develop global marketing strategies.

Course Objectives:

- 1.To familiarize the student about the international environment and international marketing policies
- 2.To enable the students to learn about international marketing skills.
- 3.To develop in-depth knowledge about international marketing strategies.
- 4.To equip students with necessary skills to deal in international market with in depth understanding of pricing strategy.

Course Outcomes: At the end of the course, student shall be able to- CO1: Discuss about the international environment and international marketing policies CO2: Explain about international marketing channels, strategies and international policies. CO3: Express knowledge about international marketing strategies. CO4: Apply skills to deal in international market with in-depth understanding of pricing strategy.					
Course Pre-requisites: International Marketing					
Pedagogy: ICT					
LTP: 2:1:0=3					
Course type: SC					
Contact Hours: 39					
Units	Detailed Syllabus	Contact hours	CO	PO	P S O
Unit-1	Introduction: Concept of International Marketing- Introduction, scope, Objectives of International Marketing, Challenges and Opportunities in International Marketing, Importance of international marketing strategies and policies, Underlying forces of International Marketing Channels, Reason of entry in International Marketing.	9	1	1,4	1
Unit-2	International Policy: International Policy: Recent Import Export Policies and Procedures, Facilities and Incentives relating to Export Business, International marketing regulations in India and SAARC countries. Procedural Aspect: Export Documentation, Preparing Export Document Shipping and Customer Clearance of goods. Processing/Manufacturing goods for Export and their inspection by Government Authorities Compulsory Quality Control and Pre-shipment Inspections, Excise Clearance, Insuring goods against marine risk, Marine Insurance, Submitting documents to Bank for purchase/Collection/ Negotiation under L/C. Export Credit Limit.	10	2	1,3	2
Unit-3	International Marketing Strategy: International Marketing Strategy: Rules for successful exporting. International Market Segment Preliminaries for starting Export Business. Registration of Exporters. Sending/Exporting Samples. Appointing Overseas Agents obtaining a License (Export License).	10	3	4,6	2
Unit-4	Pricing and Finance Strategy for International Marketing: Pricing and Finance Strategy: International Pricing Decisions and factors influencing these decisions. Uniform pricing Vs. Market by market pricing. Arranging Finance for Exports: Financial and fiscal incentives provided by the Government and Foreign	10	4	4,5	3

	exchange facilities by the R.B.I. and EXIM Bank. Institutional support from Government, Semi Government and Autonomous Organizations for Exporters Obtaining export credit Insurance. Exchange rates, Understanding foreign exchange rates and protection against their adverse movement. Labeling, Packaging, Packing and Marketing Goods for Orientation to GATT and functions of W.T.O.				
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Reference Books:

1. Chaffey, D, F.E. Chadwick, R. Mayer, and K. Johnston (2015). Internet Marketing: Strategy, Implementation, and Practice. Pearson India
2. Frost, Raymond D., Alexa Fox, and Judy Strauss (2018). E- Marketing. Routledge
3. Gupta, Seema (2018). Digital Marketing. McGraw Hill Education (India) Private Ltd.
4. Kapoor, Neeru. E-Marketing, Pinnacle learning
5. Kotler, Philip, Hermawan Kartajaya, and Iwan Setiawan (2017). Digital Marketing: 4.0 Moving from Traditional to Digital. Pearson India
6. Ryan, Damian and Jones Calvin (2016). Understanding Digital Marketing: Marketing Strategies for engaging the Digital Generation. Kogan page

IV. Specialization – Business Analytics and Design Thinking

Course Title: Data Mining					
Course Code: B21MBS541					
Course Description: This course will provide a hands-on introduction to the data-mining area with an emphasis on aspects useful to business and management. Being built upon topics from artificial intelligence and statistical analyses, this course would form a good addition to the minor on Business analytics					
Course Objective					
<ol style="list-style-type: none"> 1. To understand and interpret a business objective, and translate the business objective to data mining objectives. 2. To apply the data cleaning and normalization for data set in achieving business objectives. 3. To apply the appropriate data mining techniques to match a business objective. 4. To apply design thinking process to solve organizational problems. 					
Course Outcomes: CO 1 : Understand the Data mining and its tasks CO 2: Explain the fundamental concepts of Data Quality CO 3: Understand the Extraction, Transformation, and Loading (ETL) Concepts. CO 4: Explain the fundamental concepts of Data normalization and types of Data Mining tools					
Course Pre-requisites: Business Analytics					
Pedagogy: ICT, Interactive Learning / Flipped Classroom					
LTP: 2:1:0					
Course type: SC					
Contact Hours 39					
Units	Detailed Syllabus	CH	CO	PO	PSO

Unit-1	Introduction to Data Mining: What is Data Mining- Mining Process- Basic Data Mining Tasks, Problem Identification, Data Mining Metrics Knowledge Discovery from Data (KDD) or Data mining – Data mining as a step in the process of knowledge discovery – Architecture of a typical data mining system – Data repositories such as Database Management System (DBMS), Data Warehouses, Transactional Databases – Data Mining Functionalities: Patterns – Data mining tasks – Classification of Data Mining Systems	10	1	7	1
Unit-2	Data quality : Data Quality: Meaning and Definition – End to-End Data Quality: The Data Quality Continuum – Data Quality Process – Measuring Data Quality: Components and Their Measurement – Data monitoring – Total Data Quality Management	10	2	7	1
Unit-3	Data warehouse & normalization: Data integration such as a data warehouse – Extract/ Transform / Load (ETL) – OLTP and OLAP – From Data Warehousing to Data Mining; Data transformations, such as normalization – Methods for data normalization such as min-max normalization, z-score normalization	9	3		1
Unit-4	Tools & applications: Data Mining tools: Classification and Prediction Method – Classification by Decision Tree, Neural networks, Association rules – Prediction by Regression – Clustering Analysis; Applications in various sectors	10	4	7	1

References

1. Jaiwei Ham and Micheline Kamber, Data Mining Concepts and techniques, Kauffmann Publishers, 2010
2. Pang-Ning Tan Michael Steinbach (Author), Vipin Kumar, Introduction to Data Mining Pearson; 2nd edition , 2021
3. Tamraparni Dasu and Theodore Johnson, Exploratory Data Mining and Data Cleaning John Wiley & Sons, Inc., Hoboken, New Jersey, 2003.
4. Mehmed kantardzic, Data Mining: Concepts, Models, Methods, and Algorithms, 3rd Edition 2019, Wiley-IEEE Press

Course Title: Data Visualization
Course Code: B21MBS542
Course Description: This course will provide a hands-on introduction to the data-visualization area with an emphasis on aspects useful to business and management. Being built upon topics from artificial intelligence and statistical analyses, this course would form a good addition to the minor on Business analytics

Course Objectives					
1. To Design data visualizations that incorporate best practices to explain findings clearly and honestly.					
2. To Develop communications strategically with audiences in mind					
3. To Present data verbally with increased comfort and clarity.					
4. To analyse big data to solve organisational problems					
Course Outcomes:					
CO 1: Understand the importance of Data Visualization.					
CO 2. Properly document and organize data and visualizations.					
CO 3: Critically evaluate visualizations and suggest improvements.					
CO 4: Understand how data visualization can enhance management with data.					
Course Pre-requisites: Business Analytics					
Pedagogy: ICT, Interactive Learning / Flipped Classroom					
LTP: 2:1:0					
Course type: SC					
Contact Hours 39					
Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Introduction: Introduction to data visualizations – The importance of context Exploratory vs. Explanatory – analysis – Illustrate: Who, What & How – Storyboarding.	9	1	7	1
Unit-2	Basic principles of visualization: Visually encoding data – Choosing graphic Forms– Organizing the Display – Exploring Data with Simple Charts – Visualizing Distributions – Seeing Relationships – Mapping Data.	10	2	7	1
Unit-3	Eliminating the clutter: Clutter – Gestalt principles of visual perception – Lack of visual order – Non-strategic use of contrast – Decluttering: Step-by-step.	10	3	7	1
Unit-4	Visual analytics, storytelling & big data: Story telling principles: Gricean Maxims – Barbara Minto’s pyramid principle – Seven steps of storytelling – Scenario for combining data, model and stories – Five golden rules for statistical story tellers.	10	4	7	1

References

1. Kieran Healy, Data Visualization: A Practical Introduction, PUP, New Jersey, 2019, First Edition.
2. Alberto Cairo. The Truthful Art: Data, Charts, and Maps for Communication. New Riders, 1 edition
3. Cole Nussbaumer Knaflic, Story Telling with Data: A Data visualization Guide for Business Professionals, Wiley, New Jersey; 2015, First Edition
4. Scott Berinato, Good Charts: the HBR Guide to Making Smarter, more persuasive Data Visualization, HBR. 2016
2. Edward R. Tufte. The Visual Display of Quantitative Information. Graphics Press, 2 ed.

Course Title: Design led Strategy					
Course Code: B21MBS543					
Course Description: This course is designed to enable learners to survey the field of strategy led by design thinking. Design thinking, an approach to both innovation and creative problem solving is becoming the go to approach for forward thinking organizations. This course presents an introduction to the design thinking approach and mindset using highly interactive exercises that give the participants a flavor for some of the techniques and methods of design thinking that waken the innovative and problem-solving abilities within each of us.					
Course Objective					
<ol style="list-style-type: none"> 1. Understand the concepts of design thinking and strategy 2. Create design thinking teams and conduct design thinking sessions using various business models. 3. Apply both critical thinking and design thinking to formulate strategies. 4. Apply design thinking concepts leading to strategic implementation. 					
Course Outcomes:					
<p>After the completion of the course, students will be able to:</p> <p>CO1: Understand the concepts of strategy and design thinking. CO2: Appraise the various business models for strategy making. CO3: Design the strategies based on various approaches. CO4: Implement the design led strategies in business situations.</p>					
Course Pre-requisites: Business Studies					
Pedagogy: ICT, Interactive Learning / Flipped Classroom					
LTP: 2:1:0					
Course type: SC					
Contact Hours: 39					
Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Approach to Strategy – Strategy – definition & concept. Strategy from Design Thinking Perspective. Traditional strategy development process. Challenges faced by traditional approached to strategy. Design thinking – Meaning & Concept. Design thinking as a solution.	10 Hrs.	CO1	PO7	POS1
Unit-2	Business Model – The value of design thinking. History of design thinking. Design thinking for strategy. Business model canvas – Rationale & Conceptual details – Lightweight business model – Detailed business model. Lean Canvas. Role of Business model canvas as a common strategy	10 Hrs.	CO2	PO1 & PO2	POS1
Unit-3	Strategy Development: Strategy project set-up – Identifying key stakeholders – Fostering innovation – Budget & timeline – Assessment of risks. Target Industry – Guiding Principles. Strategy Development Process based on Design thinking – Process – Foundation layer – Business model layer – Competition layer.	10 Hrs.	CO3	PO4	POS1
Unit-4	Strategy Implementation: Communication Process – Understanding the ground rules – Identifying the audience	9 Hrs.		PO4	POS 1

	– Selecting communication channels – Laying out the timeline – Preparing the message – Validating the acceptance of strategy message.		CO4		
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References

1. Dr Claude Diderich, " Design Thinking for Strategy Innovating towards Competitive Advantage", Springer, 2020.
2. Roger Martin, "The Design of Business: Why Design Thinking is the Next Competitive Advantage", Harvard Business Press , 2009.
3. Hasso Plattner, Christoph Meinel and Larry Leifer (eds), "Design Thinking: Understand – Improve Apply", Springer, 2011
4. Idris Mootee, "Design Thinking for Strategic Innovation: What They Can't Teach You at Business or Design School", John Wiley & Sons 2013.

Course Title : Innovation and Design
Course Code: B21MBS544
<p>Course Description: Innovation and design thinking are the key drivers of success for many of today’s leading startups and Fortune 500 companies. Some of the most dramatic gains in shareholder value over the last few years (e.g., Google, Apple, and Microsoft) are due to a culture of innovation. Indeed, a culture of innovation is commonly recognized as the only sustainable competitive advantage. This course will focus on developing innovative ways of thinking. It represents a process broken into a set of tools. Pick and choose which techniques work best for your context and your selected focus area. Use the tools alone or combine them with methods learned in other classes to imagine and implement new solutions. The course provides many opportunities to apply these new ways of thinking through class exercises and a course project, where you will develop innovative concepts for a chosen topic.</p>
<p>Course Objectives: The objective of this course is to:</p> <ol style="list-style-type: none"> 1. The main objective of this course is to familiarize the learners with aspects related to Innovation and Design Thinking. 2. Stimulate innovation in yourself and others. 3. Incorporate design thinking into your analysis of business situations. 4. Apply innovation methodology to a real-world business situation.
<p>Course Outcomes:</p> <p>CO1.Students develop a strong understanding of the Design Process and how it can be applied in a variety of business settings.</p> <p>CO2.Students learn to research and understand the unique needs of a company around specific challenges.</p> <p>CO3. Students learn to build empathy for target audiences from different “cultures”.</p> <p>CO4.Students learn to develop and test innovative ideas through a rapid iteration cycle.</p>
Course Pre-requisites: Entrepreneurship, Startups, Business.
Pedagogy: Direct Method, ICT, Problem-solving, Case based
LTP: 2:1:0

Course type: SC			
Contact Hours: 46			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Principles of innovation: Introduction to Innovation, Need, Importance in Growing business, Human-centered innovation, Innovation as a core business process, Translating creativity into innovation, Building an innovation organization, Innovation strategy Value creation: products and services Exploiting open innovation and collaboration Exploiting entrepreneurship and new ventures Disruptive innovation in a digital age. Case studies	12Hours	CO1
Unit-2	Design thinking Design Thinking Background, Definition of Design Thinking, Business uses of Design Thinking, Variety within the Design Thinking Discipline. Design Thinking Mindsets' hared model in team-based design – Theory and practice in Design thinking – Explore the presentation signers across globe, Design thinking exercise	10Hours	CO2
Unit-3	Design Thinking Tools and Methods : Purposeful Use of Tools and Alignment with Process, What Is: Visualization, What Is: Journey Mapping, What Is: Value Chain Analysis What Is: Mind Mapping, What If: Brainstorming, What If: Concept Development, What Wows: Assumption Testing, What Wows: Rapid Prototyping, What Works: Customer Co-Creation, What Works: Learning Launch. Case studies.	12Hours	CO3
Unit-4	Disruptive Innovation: Emerging technologies, an overview of how technological disruption, Disruptive and emerging technologies, Advances that will transform life, business, and the global economy. Major forces are driving change in today's world, Disruption and the Millennial generation. Challenge your myths about millennials. Innovation Project Life-cycle Innovation Management Models, Frugal Innovation. Disruptive Business models 2021.	12Hours	CO4

1. John.R.Karsnitz, Stephen O'Brien and John P. Hutchinson, "Engineering Design", Cengage learning (International edition) Second Edition, 2013.
2. Roger Martin, "The Design of Business: Why Design Thinking is the Next Competitive Advantage", Harvard Business Press , 2009.
1. Hasso Plattner, Christoph Meinel and Larry Leifer (eds), "Design Thinking: Understand – Improve Apply", Springer, 2011
2. Idris Mootee, "Design Thinking for Strategic Innovation: What They Can't Teach You at Business or Design School", John Wiley & Sons 2013. JBOS 18.10.2021 / EC 30.10.2021 4/3
3. Yousef Haik and Tamer M. Shahin, "Engineering Design Process", Cengage Learning, Second Edition, 2011.
4. Book - Solving Problems with Design Thinking - Ten Stories of What Works (Columbia Business School Publishing) Hardcover – 20 Sep 2013 by Jeanne Liedtka (Author).

V. Specialization – Branding and Advertising

Course Title: Internet and Social media branding					
Course Code: B21MBS551					
Course Description: This course is designed for understanding the basics of developing an Integrated Marketing Communication (IMC) plan, the role the social media marketing plan plays in the IMC, learn to develop a Social Media Marketing Plan with a focus on branding, and the impact of social media on a brand.					
Course Objective					
<ol style="list-style-type: none"> 1. Understand the landscape of social media in which marketers operate 2. Be able to use the most influential tools in social media marketing and branding 3. Develop brand strategies for social media marketing and communicate those strategies 4. Audit the competitive scope of social media activities for a brand 					
Course Outcomes:Course Outcomes:					
After the completion of the course, students will be able to:					
CO1: Understand the concepts of Internet social media branding.					
CO2: Assess the effectiveness of brand Management and social media marketing strategies.					
CO3: Able to identify and understand the different channels for Social Media branding.					
CO4: Understand the role of Social media in Branding.					
Course Pre-requisites: Basic social media and brand knowledge					
Pedagogy: ICT, Interactive Learning / Flipped Classroom					
LTP: 2:1:0					
Course type: SC					
Contact Hours: 39					
Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Introduction to Internet and Social Media: Internet-meaning- evolution of internet- benefits - role of internet in social media branding. Definition- evolution-types of social media-advantages and disadvantages of social media-impact of internet on social media branding.	10 Hrs.	CO1	PO7	POS1
Unit-2	Brand Management: Brand- meaning, evolution, functions, role, advantages; Branding - meaning, creation of brands and challenges; Brand management - strategic brand management process- tool for marketing the brands: marketing mix, BCG charts SWOT analysis- benchmarking-market research and the creation of a branding strategy.	10 Hrs.	CO2	PO1 & PO2	POS1
Unit-3	Different channels for Social Media branding: Facebook, Twitter, LinkedIn, YouTube, Pinterest, Flickr, Instagram, Reddit, blogs, industry specific, international channels, etc.- importance of video, images, memes, & infographics across channels- how to select and create effective images and video, determining bias and managing risk with use of intellectual property and shared material- Integrating old and new media tools into an overall communications campaign and strategy.	10 Hrs.	CO3	PO4	POS1

Unit-4	Consumer behaviour Social Media branding : Consumer behaviors in the venue of social networks, forums- social media and online videogames. Social media branding - strategies, modifying the relationship between brands and consumers- shortening the distance between them and changing their relationship-companies integrate social media and their branding strategy - its consequences on the relationship with customers- techniques to optimize the visibility of brands on internet- role of Social media in Branding.	9Hrs.	CO4 & 5	PO4	POS1
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References

1. Barker & Barker, Social Media Marketing: A Strategic Approach, 2nd Edition, Cengage
2. Kevin lane keller, Strategic brand management, 2nd edition, PH/Pearson.
3. Rosenbaum-Elliott, R., Percy, L., & Pervan, S, Strategic Brand Management. Oxford University Press.
4. Social Media Success for Every Brand : The Five Story brand Pillars That Turn Posts Into Profits. HarperCollins Leadership.
5. Chaffey, D., Ellis-Chadwick, F, Internet Marketing: Strategy, Implementation and Practice, 5th Edition. Prentice Hall. □
7. Deighton, J., Kornfeld, L, Interactivity's Unanticipated Consequences for Marketers and Marketing, Journal of Interactive Marketing 23 (1), str. 4-10. □
8. Krishnamurthy, S., Umit Kucuk, S, Anti-branding on the internet. Journal of Business Research, 62, str. 1119-1126.

Course Title: Internationalization of Brands
Course Code: B21MBS552
Course Description: This course aims to empower students with knowledge and capacities to understand and analyze brand and branding management and Internationalization of brands. This course objective will be achieved analyzing carefully they key concepts surrounding the subject: corporate perspective; the development of brand and brand architecture; the definition and role of marketing mix; the integrating marketing communication and brand management; the consumer perception in branding at international level.
Course Objective The students will have acquired skills enabling them to: - <ol style="list-style-type: none"> 1. Analyze and understand a company's brand market situation with a focus on international opportunities 2. Demonstrate how to build stronger brands and how to internationalize these brands 3. Identify and analyze the economic and cultural pitfalls and challenges in the field of international marketing 4. Understand the cross-cultural challenges within international advertising.

Course Outcomes:					
After the completion of the course, students will be able to:					
CO1: To Understand the brand management					
CO2: To understand Brand elements and Brand value chain.					
CO3: To Understand the branding Strategy					
CO4: To understand Global branding					
CO5: To understand the Global Brand Leadership					
Course Pre-requisites: Basic knowledge about Brand and brand management					
Pedagogy: ICT, Interactive Learning / Flipped Classroom					
LTP: 2:1:0					
Course type: SC					
Contact Hours: 39					
Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Introduction to Branding: Brand- meaning, evolution, functions, role, advantages; Branding - meaning, creation of brands and challenges; Brand management - strategic brand management process.	10 Hrs.	CO1	PO7	POS1
Unit-2	Brand elements marketing tools: Choosing brand elements criteria - options- tactics - leveraging brand knowledge - meaning - dimensions- Brand value chain- Measuring brand equity - techniques-brand audit process return on brand investment. Managing brand equity reinforcement, revitalization, etc. Tool for marketing and branding: marketing mix, BCG charts SWOT analysis- benchmarking- market research and the creation of a branding strategy.	10 Hrs.	CO2	PO1 & PO2	POS1
Unit-3	Sustaining branding strategies: Designing and sustaining branding strategies brand architecture and hierarchy - building brand equity at different hierarchy levels- branding strategy- brand imitations strategies. Marketing programmes to build brand equity- IMC strategy-Designing and implementing brand equity programmes.	10 Hrs.	CO3	PO4	POS1
Unit-4	Internationalization of a brand: Meaning- nature – Factors affecting Internationalization – brand value in the process of internationalization – approaches-Adaptive marketing, the encounter between global brand and local cultures - the consequences of this internationalization for local markets (globalization).	9 Hrs.	CO4 & 5	PO4	POS1

Reference books

1. Kevin lane keller, Strategic brand management, 2nd edition, PH/Pearson.
2. Rosenbaum-Elliott, R., Percy, L., & Pervan, S. (2018). Strategic Brand Management. Oxford University Press.
3. Schuiling, I., & Kapferer, J.-N. (2004). Real Differences between Local and International Brands: Strategic Implications for International Marketers.
4. Tönnis, R. (2007). International Branding - An Internationalization Approach on the Marketing Level. Grin Verlag.
5. Verma, H. V. (2006). Brand Management: Text and Cases. Excel books.

6. Isabelle Schuiling and Jean-Noël Kapferer (2004) Real Differences between Local and International Brands: Strategic Implications for International Marketers,

Course Title: Marketing & Branding in B2B					
Course Code: B21MBS553					
Course Description: This course aims at engaging learners in understanding the Marketing theories applied in the context of B2B Market. It throws light on the buying behavior of organizations, segmentation of B2B Market, formulating channel and branding strategies.					
Course Objective					
At the end of the course, students will be able to:					
1. Discuss the nature of Business Market					
2. Describe the buying behavior of business organizations.					
3. Identify the segmentation and branding elements of business markets					
4. Design the distribution channel and discuss the appropriate strategies					
Course Outcomes:					
After the completion of the course, students will be able to:					
CO1: To Understand the brand management					
CO2: To understand Brand elements and Brand value chain.					
CO3: To Understand the branding Strategy					
CO4: To understand Global branding					
CO5: To understand the Global Brand Leadership					
Course Pre-requisites: Basic knowledge about Brand and brand management					
Pedagogy: ICT, Interactive Learning / Flipped Classroom					
LTP: 2:1:0					
Course type: SC					
Contact Hours: 39					
Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Nature of Business Marketing: Business Marketing Concept, Business vs. Consumer Marketing, Economics of Industrial demand, Types of Industrial Markets, Types of Business Customers, Classifying Industrial Products & Services, Business customers purchase orientations, Organizational Procurement Characteristics, Environment Analysis in Business Marketing.	10 Hrs.	CO1	PO7	POS1
Unit-2	Buying Behaviour: of Business Organizations Organizational Buying Process, Types of purchases / buying situations, Buying Centre Concept, Inter Personal Dynamics of Business Buying Behaviour, Roles of Buying centre. The Webster & Wind model of Organizational Buying Behaviour, Ethics in Purchasing. Business Marketing Research: Differences between B2C & B2B Marketing Research, Marketing Research Process, Research Methods.	10 Hrs.	CO2	PO1 & PO2	POS1
Unit-3	Segmentation & Branding Segmenting, Targeting and Positioning of Business Market, Value based segmentation, Model for segmenting the organizational Market. Product & Brand Strategy:	10 Hrs.	CO3	PO4	POS1

	Developing Product Strategy, Analyzing Industrial Product Life Cycle, Developing Strategies for new and existing products, Branding process & Brand strategy. Business Service Marketing: Special Challenges				
Unit-4	Formulating Channel Strategy: Nature of Business Marketing channels, Intermediaries, Direct and Indirect Channels, Channel Objectives, Channel Design, Managing Channel Members, Selection and Motivation of Channel Members, Channel conflicts, SCM, Logistics Management, Customer Service, Major cost centres of Market Logistics.	9 Hrs.	CO4 &5	PO4	POS1

Reference books

1. Business Marketing – Krishna K Havaldar, Latest Edition, Tata McGraw Hill Publication.
2. Industrial Marketing – Robert R Reeder & Reeder; 2nd Edition; Prentice Hall International Publication.
3. Business Marketing Management – Michael D Hutt, Thomas W Speh, Latest Edition, Cengage Learning Publication.

Course Title: INTERNATIONAL ADVERTISING AND BRANDING
Course Code: B21MBS554
Course Description: The purpose of the course is to expose students to the rigors of advertising and branding on various aspects and equip them to be able to manage the advertising and branding activities in the international markets.
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. Familiarize the concept of international advertising. 2. Determining the international advertising campaign. 3. Impart the students with the relevance of evaluation of international advertising efforts. 4. Acquaint the students with regard to developing international brands.
Course Outcomes on successful completion of this course students shall be able to: CO1: Analyze the importance and relevance of international advertising. CO2: Determine the advertisement through internet. CO3: Understand the challenges involved in international advertising. CO4: Determine the motives of developing international brand.
Course Pre-requisites: Basic Concepts of advertising and branding.
Pedagogy: Direct Method ,Ict & Flipped Classroom
LTP: 2:0:1
Course type: SOFT CORE
Contact Hours: 39

UNI TS	SYLLABUS	Conta ct Hours	CO	PO	PSO
UNI T-1	International Advertising: Its importance and nature; International communication model; Integrated international marketing communications; Meaning and nature of advertising; International advertising complexities and issues; Major international advertising decisions and influencing factors; Determination of target audience in international markets; Determining advertising international objectives; DAGMAR Approach; Determining advertising budget. (Case Study)	10 Hrs	CO1	PO8	PSO1
UNI T-2	Developing International Advertising Campaign: Determining international advertising message and copy - Headline, body copy, logo, illustration and layout; Creative styles and advertising appeals; International Media planning –Types of media, media selection and scheduling Advertising through Internet.	10Hrs	CO2	PO8	PSO1
UNI T-3	Organization and Evaluation of International Advertising Efforts: In-house arrangements; Using advertising agencies– selection, compensation and appraisal of advertising agency; Evaluating Advertising Effectiveness- Before and after advertising tests and techniques; Complexities and issues; Ethical issues in international advertising.	10 Hrs	CO3	PO8	PSO1
UNI T-4	Developing International Brands: Local, foreign and global brands; Pre-requisites and process; Country-of-origin effects and global branding; Building Indian brands for global markets. (Case Study)	9 Hrs	CO4	PO8	PSO1

REFERENCE BOOKS

1. Alon, I., Jaffe, E., Prange, C., & Vianelli, D. (2017). *Global Marketing: Contemporary Theory, Practice and Cases*. New York: Routledge.
2. Mackay, A. R. (2005). *The Practice of Advertising*. New Delhi, India : Elsevier Ltd.
3. Aakar, D. A., Batra, R., & Mayers, J. G. (1992). *Advertising Management*. Prentice-Hall International.
4. Belch, G., & Blech, M. (2003). *Advertising and Promotion: An Integrated Marketing Communication Perspective*. <http://lib.dtc.ac.th/ebook/BusinessAdministration/5183.pdf>: The McGraw–Hill.

VI. Specialization – Finance and Banking

Course : Investment Analysis and Management					
Course Code: B21MBS561					
Course Description: This course is designed to enable learners in surveying the field of management. This course provides learners with a systematic approach to acquire a solid foundation in the Business organization and its environment and also enables learners in analyzing and solving management problems that managers face in industry in different phases of planning, organizing, leading, and controlling.					
Course Objective:					
1. The aim of this course is to provide a conceptual framework for analysis from an investor's perspective of maximizing return on investment					
2. To understand about indian Indian financial system and current banking scenario.					
3. To understand share valuations and dividend models.					
4 . To understand about portfolio of Investment.					
Course Outcomes:					
After the completion of the course, students will be able to:					
CO1: Understanding of Return and Risk associated with investment opportunities					
CO2: Understanding of tools and techniques of securities selection.					
CO3: Able to value the Assets based on valuation models					
CO4: Equip the students to apply the skill sets to become future investment managers.					
Course Pre-requisites: Basic knowledge of banking and finance.					
Pedagogy: ICT, Interactive Learning / Flipped Classroom					
LTP: 2:1:0					
Course type: SC					
Contact Hours: 39					
Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	INTRODUCTION: Basics of risk and return: the concept of returns, application of standard deviation, coefficient of variation, beta, alpha. Bonds: present value of a bond, yield to maturity, yield to call, yield to put, systematic risk, price risk, interest rate risk, default risk. Fundamental analysis: EIC framework; Economic analysis: industry analysis.	10 Hrs.	CO1	PO7	POS1
Unit-2	Share valuation: Dividend discount models- no growth, constant growth. Technical analysis: meaning, assumptions, the difference between technical and fundamental analysis; Price indicators- Dow theory, advances, and declines, new highs, and lows- circuit filters. Volume indicators- Dow Theory, small investor volumes. Efficient market hypothesis; Concept of efficiency: Random walk, Three	10 Hrs.	CO2	PO1 & PO2	POS1

	forms of EMH and implications for investment decisions. (No numerical in EMH and technical analysis)				
Unit-3	Investment management: objective, investment opportunities, and philosophy of individual & institutional investors. Roles in the investment management industry. key tasks of investment management. Types of investment management firms	10 Hrs.	CO3	PO4	POS1
Unit-4	Investment firms of the future: Technology: Data/data management as a competitive advantage. Big data, AI, and social media power investment decisions. Culture and talent: Professionalize human capital management — workforce planning and leadership development. Firm leadership as a professional CEO — not part-time CIO/sales. Using technology to re-balance value to investors	9 Hrs.	CO4	PO4	POS1

References:

1. Fischer, D.E. and Jordan, R.J. Security Analysis and Portfolio Management. Pearson Education
2. Prasanna Chandra. Investment Analysis and Portfolio Management. Tata McGraw Hill Education Private Limited.

Course Title : International Finance
Course Code: B21MBS562
Course Description: This course focuses on the theoretical and practical knowledge required for the management of financial and investment functions of multinational corporations. Students will discover how the international capital markets, foreign exchange markets, and the derivatives market can be used to manage transaction and operating risks facing the multinational firm.
Course Objectives: The objective of this course is to enable students to: <ol style="list-style-type: none"> 1. Understand the concepts of financial management and the role of financial management in field of Globalization 2. Gain knowledge of foreign exchange markets and instruments 3. Familiarize about the exchange rate and exchange rate theories. 4. Know about the international risk management.

Course Outcomes: On successful completion of the course, students shall be able to: CO1: Describe the international financial environment. CO2: Learn the concepts of Foreign Exchange Market and Instruments. CO3: understand the exchange rate mechanism CO4: Analyse and apply the concepts about international risk management					
Course Pre-requisites: Basic knowledge of accounting ,finance and Derivatives.					
Pedagogy: Direct Method/ICT/Case Method					
LTP: 2:1:0=3					
Course type: SC					
Contact Hours: 39					
Units	Detailed Syllabus	Conta ct hours	CO	PO	PSO
Unit-1	International financial Managent: Importance, nature and scope, Theories of International business, International Business Methods, Recent changes and challenges in IFM.International Flow of Funds:Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows.International Monetary System:Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU).	9	1	1,3	1
Unit-2	Foreign Exchange Market and Instruments: Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations, process of arbitrage. International Bond & Equity market. GDR, ADR, Cross listing of shares Global registered shares.	10	2	2,4	2
Unit-3	Exchange Rates: Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates - exchange rate systems. International arbitrage and interest rate parity . Relationship between inflation, interest rates and exchange rates - Purchasing Power Parity - International Fisher Effect.	10	3	4,5	3
Unit-4	Foreign exchange risk management: Concept, Techniques, Derivative instruments of forex risk management- Forward-Futures-Options- Swaps.	10	4	5,6	3

Reference Books:

1. MadhuVij- International Financial Management, 3rdEdition, EXCEL Publications.
2. M Y Khan & P K Jain- Financial Management- Text, Problems and Cases, 8th Edition,McGraw Hill Education.
3. S. Kevin-Fundamentals of International Financial Management, PHI.
4. Vyuptakeah Sharan-Fundamentals of International Financial Management,6th edition, PHI.

5. Avadhani, International Financial Management, 3rd revised edition, Himalaya Publications.
6. P. G Apte- International Financial Management, 7th edition, McGraw Hill Education.

Course Title: Banking technology and Management					
Course Code: B21MBS563					
Course Description: Enable the students understand and to contribute to the strategic operational policies and practices of commercial bank management in a competitive environment. Students also able to know the technology application, management and its impact in banking sector.					
Course Objectives					
<ol style="list-style-type: none"> 1. To familiarize the students about banking structure in India. 2. To bring about awareness among students about lending procedures. 3. To enhance the students to know about the concepts and its application in credit management. 4. To acquaint students with the application of technology in banking sector. 					
Course Outcomes:					
<p>After the completion of the course, students will be able to:</p> <p>CO1: Give thorough knowledge of fundamental concepts of banking and banking operations. CO2: Understand the organizational requirements of credit management functions CO3: Understand the technological impact in banking operations and core banking CO4: Gain Basic knowledge of application and management.</p>					
Course Pre-requisites: Indian Banking system					
Pedagogy: ICT, Interactive Learning / Flipped Classroom					
LTP: 2:1:0					
Course type: SC					
Contact Hours: 39					
Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	BANKING STRUCTURE: Banking structure in India – Functions of commercial banks – Commercial banks and credit creation – Techniques – Advantages – Limitations – Criticism - Indian Private sector banks – Foreign banks.	10 Hrs.	CO1		
Unit-2	LENDING PROCEDURES : Bank Lending – Principles of Bank lending – Forms of Lending – Securities for lending – Factors influencing bank lending – Types of Loans & advances – Classification of loans & advances – Assessing credit worthiness of borrowers – Collection of credit information – Factors limiting the level of a bank advances – Consortium advances	10 Hrs.	CO2		
Unit-3	Technological Impact in Banking Operations: Branch Operation and Core Banking - Introduction and Evolution of Bank Management — Total Branch Computerization – Concept of Opportunities – Centralized Banking – Concept, Opportunities, Challenges & Implementation	10 Hrs.	CO3		
Unit-4	Application and Management: E-learning environment-Banking software, laser wallet technology, cheque truncation-RBI reports on technology/Information system, security controls and audit. NEFT, Current usage and	9 Hrs.	CO4		

	challenges of automated financial services, mobile and digital banking, case studies on frauds under security control and Audit, Fraud prevention measures.				
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References

1. Vasant Desai, Principles of Bank Management, Mumbai, Himalaya Publications.
2. P.SubbaRao, P.K.Khanna, Principles and practice of bank management, Himalaya Publications.
3. S.N.Maheswari, Banking Law & Practice, Ludiana, Kalyani Publications.
4. Credit Appraisal, Risk Analysis and Decision making – Dr.D.D.Mukherjee, Snow White Publications, Chennai.

Course Title: Recent trends in Banking					
Course Code: B21MBS564					
Course Description: Bring about awareness among students with changes and innovations in electronic banking industry. Students also able to know the cyber security and its management.					
Course Objective					
<ol style="list-style-type: none"> 1. To familiarize the students about banking in a digitalized environment. 2. To acquaint students with the usage of technology in banking. 3. To bring about awareness among students about interbank payment system. 4. To create awareness about cyber security. 					
Course Outcomes:					
<p>After the completion of the course, students will be able to:</p> <p>CO1: Understand the Emerging trends in information technology in banking. CO2: Give thorough knowledge of the various modes of payment CO3: Understand the various Interbank Payment systems CO4: Gain Basic knowledge of IT security and various aspects of cyber-crime and cyber laws.</p>					
Course Pre-requisites: Bank Management					
Pedagogy: ICT, Interactive Learning / Flipped Classroom					
LTP: 2:1:0					
Course type: SC					
Contact Hours: 39					
Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Information Technology in Banking: Trends in information technology- Recent development in Banking-usage and impact of IT in Banking- opportunities in banking industry- Development of technology in Banks- Development of ICT based banking products- Role of IDBRT (Institute of Development & Research in Banking) in banking technology Development- status of E-Banking in India- process of E-Banking- Benefits of banking- Emerging challenges in Banking industry.	10 Hrs.	CO1		

Unit-2	Modes of Payment Services: Cash less payments- meaning-benefits of cashless payment-methods of cash less payments (cards, USSD, AEPS, UPI, point of sale) NFC cards- wallet platform- E-KYC- features of E-KYC services- Aadhaar based payment-UIDAI- ASAs- AUA- NEFT- smart cards-cyber security for digital payment.	10 Hrs.	CO2		
Unit-3	Interbank Payment System: Interface with payment system network-structural financial messaging system-electronic fund transfer-RTGSS-negotiated dealing system and securities settlement system-electronic money-E-cheques	9 Hrs.	CO3		
Unit-4	Cyber Security: Information security- software based security systems-hardware based security systems (smart card, M chip)- hackers- techniques used by the hackers-phishing- pharming- key loggers- screen loggers- phishing Trojans- transaction poisoning- card related fraud- site cloning- false merchant site- authentication methodologies and security measures (password protection- smart cards-biometric characteristics)- encryption and security-customer confidentiality- regulatory environment of internet banking.	10 Hrs.	CO4		

References

1. Avasthi, A (2015). Impact of technology in Banking Sector: Mumbai: Shroff.
2. Indian Institute of Banking (2016). IT security. Mumbai: Taxman.
3. Indian Institute of Banking (2016). Digital banking. Mumbai: Taxman.
4. Shroff, T F. (2007). Modern Banking Technology: New Delhi: Northern Book Canter.

VII. Specialization - Hospital and Health care Management

Course Title: Organization and Administration of Super Specialty Services
Course Code: B21MBS571
Course Description: 1. To enable the students gain insights into various aspects like importance, functions, policies and procedures, equipping, controlling, co-ordination, communication, staffing, reporting and documentation of both clinical and non-clinical services in a hospital.
Course Objective
1. To explore the various aspects of Organization and Administration of Super Specialty Services. 2.To know various healthcare Services in the present health care industry. 3. To understand the various medical records and maintaining procedures. 4. To analyse the various community health programs from government of India.
Course Outcomes:
After the completion of the course, students will be able to: CO1: To know the Organization of Super Specialty Services. CO2: To understand the Facilities Engineering in hospitals. CO3: To understand Organization of Medical Records Department. CO4: To understand Health & Healthcare Services.

Course Pre-requisites:					
Pedagogy: ICT, Interactive Learning / Flipped Classroom					
LTP: 2:1:0					
Course type: SC					
Contact Hours: 39					
Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Organization of Super Specialty Services- Health & Healthcare Services, Health Statistics of India: health & healthcare service indicators, current scenario, State role in health care – constitutional & other provisions, health as a right, National health policy, Universal Health Coverage, National Health Programme, MDGs & SDGs	10 Hrs.	CO1	PO7	POS1
Unit-2	Facilities Engineering in hospitals – Maintenance of Civil Assets- Electrical supply and water supply –Medical gas pipeline – plumbing and sanitation – Air conditioning system – Hot water and steam supply – Communication system – Biomedical engineering department in modern hospital.	10 Hrs.	CO2	PO1 & PO2	POS1
Unit-3	Organization Of Medical Records Dept: Structure , Goals ,Objectives And Functions Duties And Responsibilities Of Medical Record Officer, Medical Record Technician, Assistant Medical Record Technician. Operational Policies- Working Hours And Shifts Interdependent Relations Of Medical Records Staff And Its Importance.	10 Hrs.	CO3	PO4	POS1
Unit-4	Health & Healthcare Services : Health Statistics of India: health & healthcare service indicators, current scenario , State role in health care – constitutional & other provisions, health as a right, National health policy, Universal Health Coverage, National Health Programme, MDGs & SDGs	9 Hrs.	CO4	PO4	POS1

References:

1. Oxford Textbook of Public Health by Roger Detels, Robert Beaglehole, Mary Ann Lansang, Martin Gulliford. 5th Edition. Oxford Medical Publications
2. Concepts in Health and Wellness by James Robinson, III & Deborah J. McCormick. (2011). Delmar Cengage Learning.
3. Essentials of Public Health Biology: A Guide for the Study of Pathophysiology By Constance U. Battle. Jones and Bartlett Publishers, Inc; 2nd Edition (2009)
4. Park's Textbook of Preventive and Social Medicine, 23rd Edition, (2017). K.Park. Banarsidas Bhanot publishers. 5. Management in Health Care Practice – A handbook for teachers, researchers and health professionals. Forum for Public Health in South Eastern Europe(2008)

Course Title: Hospital Planning
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Course Code: B21MBS572					
Course Description: This subject focuses on acquainting the student with the principles and practices essential for managing a hospital organization. With an objective of imbibing a professional approach amongst students towards hospital management, the subject encompasses management principles, functions and processes, discussing their significance and role in effective and efficient management of health care organizations.					
Course Objective					
<ol style="list-style-type: none"> 1. To Know the process of Hospital management. 2. To evaluate and analyzing the Planning, Designing, Functions & Management of General & Specialty departments in hospitals 3. To analyse the different record maintenance with reference to Patients. 4. To understand Medical insurance and claiming procedures. 					
Course Outcomes:					
<p>After the completion of the course, students will be able to:</p> <p>CO1: The students will be able to understand the process to Hospital management</p> <p>CO2: Understand the Organizational Structure of the Hospital</p> <p>CO3: Understand the various Clinical services for hospitals</p> <p>CO4: The students will evaluate and analyzing the Planning, Designing, Functions & Management of General & Specialty departments in hospitals.</p>					
Course Pre-requisites:					
Pedagogy: ICT, Interactive Learning / Flipped Classroom					
LTP: 2:1:0					
Course type: SC					
Contact Hours: 39					
Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Principles of Hospital Planning and Management - Managerial activities in a hospital, Hospital management process, Roles & functions of Hospital Managers, Qualities of effective Managers, Managerial tools in hospital, Planning the Hospital, Guiding principles in planning hospital facilities & services, Stages in planning, Preliminary Survey, Financial Planning, Equipment Planning.	10 Hrs.	CO1	PO7	POS1
Unit-2	Organization of the Hospital – Organization Structure, Management structure, Types of hospitals, Governing body, Hospital committee and hospital functionaries, Roles and responsibilities of Hospital Administrators.	10 Hrs.	CO2	PO1 & PO2	POS1
Unit-3	Clinical services for hospitals: Principles and methods of organizing Clinical services for hospitals, Role of clinical services/departments in the hospital management. Planning, Designing, Functions & Management Of Super Specialty Departments.	10 Hrs.	CO3	PO4	POS1
Unit-4	Planning, Designing, Functions & Management Of General & Specialty departments – Out Patient Services,	9 Hrs.		PO4	POS1

Emergency, OT, Anesthesia, Labour Room & Delivery Suit. Ward Design of Medical & Surgical Intensive care units, General & Specialized Wards		CO4		
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BOOKS TO BE REFERRED:

1. Principles of Hospital Administration & Planning- B.M.Sakharkar
2. Management of Hospitals - S.L.Goel, R.Kumar
3. Hospital & Health Services administration-Principles & practices, Tabish, OUP
4. Hospitals- facilities planning and management – G D Kunders
5. Hospital Planning and Administration - Llewllyn and Davis Macaulay
6. The Hospital Administrator – George, Jaypee Brothers, N. Delhi, 2003
7. Hospital Services and Planning - Sahkarkar.B M.

Course Title: Strategic Management in Health care setting					
Course Code: B21MBS573					
Course Description: This course is designed to provide learners with a systematic approach to acquire a solid foundation in the Strategic management of Health care setting. Learners will also be able to make strategic choices and solve problems faced by health care centres in different phases of planning, organizing, leading, and controlling.					
Course Objective:					
1. This course is designed to enable learners to familiarize with the concepts of Strategic management.					
2. To enable the student to get an indepth knowledge ,skills and exercise professional judgement in determining strategic choices and implementing it in Health care centres.					
3. To equip the learner with the skills of improving the process of Health care centres.					
4. To develop the Strategic management leadership skills among the learners.					
Course Outcomes:					
After the completion of the course, students will be able to:					
CO1: Understand the concept of Strategic management and its Dimensions.					
CO2: Describe on Strategic choice on Health care setting.					
CO3: Assess the strategic action of Health care centres.					
CO4: Evaluate the strategy and people available to Health care centres.					
Course Pre-requisites: Strategic management					
Pedagogy: ICT and Interactive Learning					
LTP: 2:1:0					
Course type: SC					
Contact Hours: 39 hrs					
Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Strategic Management-meaning,definition,nature,scope,Why the nature of Strategic management is important ,coping with change,The foundations of strategic management ,Dimensions of strategic management.	10 Hrs.	CO1	PO2	POS1

Unit-2	Strategic choices in Health care setting-what is Strategic choice, understanding and analyzing the General Environment and the Health care Environment,Developing Strategic Alternatives in Health care setting,Evaluation of Alternatives and strategic choice ,Communicating the strategy and Developing action plan.	10 Hrs.	CO2	PO1 & PO2	POS1
Unit-3	Strategic Action-The role of process change initiatives-Improving the process and process change initiatives-Improving the process of Health care centres.	10 Hrs.	CO3	PO4	POS1
Unit-4	Strategy and People -Strategy and people :Leadership styles in Health care centres -Job design-Staff development in Health care centres.	9 Hrs.	CO4	PO7	POS1

References

1. Fred R David : Strategic management concept & cases,Pearson Education.
- 2.Appannaiah ,Reddy and Ramnath :strategic management ,HPH
- 3.R Srinivasan : Strategic Management,PHI
4. Linda E.Swayne ,W.Jack Duncan,Peter M.Ginger : Strategic management of Health care Organizations.

Course Title: Management of National Health Programs
Course Code: B21MBS574
Course Description: improving the health status of the population and it enhances the quality of life through creating conditions and developing personal motivation, knowledge and skills.
<p>Course Objective</p> <p>CO 1: To create awareness among students regarding the impact of the environment on human health.</p> <p>CO 2: To explore various health programmes and policies implemented by the government of India.</p> <p>CO 3: To explore proper dispose of Medical waste and recycling.</p> <p>CO 4:To understand about various community health diseases and control program.</p>
<p>Course Outcomes:</p> <ol style="list-style-type: none"> 1. To Understand health care delivery in India — its structure, organization and functions. 2. To describe various health programmes and policies implemented by the Government of India. 3. To Understand the role of NGOs in the health sector. 4. To understand the impact of the environment on human health
Course Pre-requisites: Basic Knowledge of Health sectors
Pedagogy: ICT, Interactive Learning / Flipped Classroom
LTP: 2:1:0
Course type: SC

Contact Hours:39 Hours					
Units	Detailed Syllabus	CH	CO	PO	PSO
Unit-1	Introduction: Health Care System in India Basic Concepts, Health Care and Public Health, Main Characteristics of Health Care, Levels of Health Care, Components of a Just and Efficient Health Care System, India's Health Care System: At a Glance	9	1	4	1
Unit-2	National Health Programmes in India National Vector Borne Disease Control Programme (NVBDCP), National Leprosy Eradication Programme, Revised National Tuberculosis Control Programme (RNTCP), National AIDS Control Programme, Universal Immunisation Programme, National Programme for Prevention and Control of Cancer, Diabetes, Cardiovascular Diseases and Stroke (NPCDCS) National Mental Health Programme, Reproductive, Maternal, Neonatal, Child Health and Adolescents Programme (RMNCH +A), National Health Mission (NHM)	10	2	4	1
Unit-3	Role of Non –Governmental Organisations in Health Sectors of India Understanding of NGOs, Functions of NGO's in the health System, Health activities of NGO on India, NGO and Health Sector: Futures and Challenges.	10	3	9	1
Unit-4	Environmental Concerns: Wastes and pollution Introduction, Natural environmental Hazards, Residues and waste from human activities, Types of waste and pollution, Solid Waste, Hazardous waste, Air pollution, Water and its pollution, Radiation, Noise pollution. Impact of Environment on Human Health.	10	4	9	1

References

1. Das Gupta, M. (2016). *Public Health in India: An overview*. Working Paper Series 3787. World Health Organisation.
2. Das, N. (2016). *Role of Non-Governmental Organisations of India*. Technical Report. US AID India & Public Health Federation India, Delhi.
3. Frieden, T. R. (2014). Six components necessary for effective public health program implementation. *American Journal of Public Health*, 104(1), 17-22.
4. Park, J. E. & Park, K. (2015). *Textbook of Preventive and Social Medicine*. 23rd Edition. Jabalpur: Bhanot Publishers

SIXTH SEMESTER

Course Title : Goods and Service Tax (GST)					
Course Code: B21MB0601					
Course Description: This course is designed for Under – graduate students to learn Indirect taxes. This course is equipped with the latest changes made by the government in the provisions of indirect taxes. After completion of this course students can further enhance the skills by adding other similar kind of certification course.					
Course Objectives:					
1. To provide an in-depth knowledge on various provision of GST 2. To understand the provisions of levy and collection of tax 3. To learn the provisions of Input tax credit , assessment and returns.					
Course Outcomes:					
CO1: learn the various provision of GST and their business implication CO2: learn the procedure , levy and collection of tax CO3: acquaint the knowledge about GST framework CO4: compute the Input Tax Credit and assessment of returns.					
Course Pre-requisites: The students should have studied the first part of taxation in previous semester.					
Pedagogy: ICT , Chalkboard					
LTP: 3:0:1=4					
Course type: Hard core					
Contact Hours: 52 hrs.					
Units	Detailed Syllabus	Contact hours	CO	PO	PSO
Unit-1	<p>Fundamentals of GST ACT 2017</p> <p>Introduction, Overview of GST- Key concepts of GST Act-Features of GST- Need for GST in India- Pros & Cons of GST implementation in India-Objectives- taxes subsumed in GST- Dual GST Model- Structure of GST (SGST,CGST,IGST, UTGST)- Powers and Functions. GST ACT 2017: Overview of GST Act 2017- Salient features of CGST Act, SGST Act (Karnataka State), IGST Act. Important Definitions under GST Act- Actionable claim, Address of Delivery, Aggregate Turnover, Agriculturalist, Associated enterprises, Business, GST Council, Credit note and Debit note, Deemed Exports, Draw-back, Electronic Credit Ledger, Exempt supplies, Input, Input service, ISD, Input tax, Input Tax Credit, Job work, Intra-state supply of goods, Reverse charge, Invoice, Composition scheme, Person, Turnover in state.</p>	12	1	1,3	1

Unit-2	Levy and collection of tax Introduction-Supply: meaning and Scope of Supply, types of supply, treatment of mixed & composite Supply, Liability of tax payable person, Rate and value of tax, transactions without considerations, List of transactions for supply of goods & services and list of transactions for non supply of goods & services- Reverse charge Mechanism. (problems on types of supply)	14	2	2,3	2
Unit-3	Time of supply, GST network and technology Introduction- time of supply-forward charge, Reverse charge, residuary, special charges Time of supply of service- forward charge, reverse charge, Vouchers, Residuary, Special charges. Problems on determination of time of supply. GST NETWORK: Structure, Vision and Mission, Powers and Functions, Goods & Service Tax Suvidha Providers (GSP): Concepts, Framework and Guidelines and architecture to integrate with GST system- GSP Eco system.	12	3	2,5	3
Unit-4	Input Tax and Credit, Assessment and Returns Input Tax : Meaning, conditions for taking credit, ineligible input tax credit, availability of credit in special circumstances, Input tax credit and change in constitution of registered person, Taking input tax credit in respect of inputs and capital goods sent for job work, Manner of Distribution of Credit by Input Service Distributor (ISD). Overview of Assessment, returns- Types- Furnishing details of outward supplies and Inward supplies, Claim on ITC, Matching reversal and reclaim of ITC, Steps for Filing forms, Levy of late fee. Problems on Assessment of tax and tax liability.	14	4	3,6	3

Reference Books:

1. B. Viswanathan ,Goods & Services Tax (GST) in India , UBS Publishers .
2. Bimal Jain and Isha Bansal , GST Law and Analysis with Conceptual Procedures, (Set of 4 Volumes)
3. H.C Meharotra and V.P. Agarwal, Goods and Services Tax, Sahitya Bhavan Publications, 4th Edition.
4. Usha Devi and Poddar ,Goods and Services Tax, Vision Book House, 2017

Course Title: Operation Research for Managerial Decisions

Course Code: B21MB0602

Course Description: This course will introduce students to the quantitative methods and OR techniques that are necessary for day-to-day business needs. The use of OR models by individuals and organizations enhances decision making. Businesses and governments can use the techniques and gain insights to enhance optimization techniques, replacement techniques, decision making etc. and more over in overall planning, to make better decisions

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

1. Understand the techniques of operations research in Management
2. Possess basic skills and knowledge of operations research and its application in Management
3. Understand the basic tools of Operations research in solving the management problems using mathematical approach for decision making.
4. Know the formal quantitative approaches to problem solving and an intuition about the situations where these approaches are appropriate

Course Outcomes: On successful completion of this course students shall be able to:

CO1: Apply tools of operations research in Management

CO2: Use Linear Programming Method and its applications in Transportation and assignment

CO3: Use of strategies to be applied in the organizations with the understanding of game theory concepts.

CO4: Use of network theory in project management

Course Pre-requisites: Knowledge of Intermediate Mathematics, Familiarity of Operations Management

Pedagogy: ICT

LTP: 3:1:0

Course type: HC

Contact Hours: 52

Units	Detailed Syllabus	Contact hours	CO	PO	PSO
Unit-1	Introduction to Operations Research: Origin & Development of Operation Research, Definition and Meaning of Operation Research, Scope and Limitations of Operation Research, Mathematical Modeling of Real Life Problems. Models of OR, Linear Programming: Introduction to Linear Programming Problem (LPP), LPP Formulation, solution by Graphical Method. Standard forms of the Simplex method for maximization and minimization problems.	13	1	2,5	1
Unit-2	Transportation and Assignment problems, Introduction, Initial basic feasible solution, NWC method, Least cost method, Vogel's method, MODI ,moving towards optimality solution, procedure without degeneracy, degeneracy situation, Assignment problem, Algorithm Hungarian method, Variations in Assignment Problem, Travelling Salesman Problem, Transshipment Problem.	13	2	2,6	2
Unit-3	Decision and Game Theory: Decision making without and with experimentation. Decision Trees. Decision under risk: expected value, expected value - variance, aspiration - level, and most likely future criteria. Decision under uncertainty: Laplace and Minimax,	13	3	5,6	3

	Maxmin criteria. Concepts of Game problem. Two-person zero-sum game. Pure and Mixed strategies. Saddle point and its existence. Fundamental Theorem of Rectangular games. Concept of Dominance. Dominance method of solving Rectangular games. Relationship between rectangular game and Linear Programming Problem.				
Unit-4	Project Management and Simulation: . P.E.R.T. & C.P.M, Drawing networks – identifying critical path – probability of completing the project within given time-floats calculations, project crashing Simulation: Introduction, Monte-Carlo Simulation, Applications of Simulation, Inventory Problems, Replacement Problems	13	4	5,6	3

Reference Books:

1. Hamdy A. Taha: Operations Research-An Introduction, Prentice Hall, 9th Edition, 2010
2. F.S. Hillier. G.J. Lieberman: Introduction to Operations Research- Concepts and Cases, 9th Edition, Tata Mc-Graw Hill, 2010.
3. R. Pannerselvam, Operations Research, Prentice Hall International, 3e,2012
4. J. K. Sharma, Operations Research: Theory and applications, 5e, Mac millian, 2013.

OR

Course Title : Goods and Service Tax (GST)
Course Code: B21MB0601
Course Description: This course is designed for Under – graduate students to learn Indirect taxes. This course is equipped with the latest changes made by the government in the provisions of indirect taxes. After completion of this course students can further enhance the skills by adding other similar kind of certification course.
Course Objectives: 1. To provide an in-depth knowledge on various provision of GST 2. To understand the provisions of levy and collection of tax 3. To learn the provisions of Input tax credit , assessment and returns.
Course Outcomes: CO1: learn the various provision of GST and their business implication CO2: learn the procedure , levy and collection of tax CO3: acquaint the knowledge about GST framework CO4: compute the Input Tax Credit and assessment of returns.
Course Pre-requisites: The students should have studied the first part of taxation in previous semester.
Pedagogy: ICT , Chalkboard
LTP: 3:0:1=4
Course type: Hard core
Contact Hours: 52 hrs.

Units	Detailed Syllabus	Contact hours	CO	PO	PSO
Unit-1	<p>Fundamentals of GST ACT 2017</p> <p>Introduction, Overview of GST- Key concepts of GST Act-Features of GST- Need for GST in India- Pros & Cons of GST implementation in India-Objectives-taxes subsumed in GST- Dual GST Model- Structure of GST (SGST,CGST,IGST, UTGST)- Powers and Functions. GST ACT 2017: Overview of GST Act 2017- Salient features of CGST Act, SGST Act (Karnataka State), IGST Act. Important Definitions under GST Act- Actionable claim, Address of Delivery, Aggregate Turnover, Agriculturalist, Associated enterprises, Business, GST Council, Credit note and Debit note, Deemed Exports, Draw-back, Electronic Credit Ledger, Exempt supplies, Input, Input service, ISD, Input tax, Input Tax Credit, Job work, Intra-state supply of goods, Reverse charge, Invoice, Composition scheme, Person, Turnover in state.</p>	12	1	1,3	1
Unit-2	<p>Levy and collection of tax</p> <p>Introduction-Supply: meaning and Scope of Supply, types of supply, treatment of mixed & composite Supply, Liability of tax payable person, Rate and value of tax, transactions without considerations, List of transactions for supply of goods & services and list of transactions for non supply of goods & services-Reverse charge Mechanism. (problems on types of supply)</p>	14	2	2,3	2
Unit-3	<p>Time of supply, GST network and technology</p> <p>Introduction- time of supply-forward charge, Reverse charge, residuary, special charges Time of supply of service- forward charge, reverse charge, Vouchers, Residuary, Special charges. Problems on determination of time of supply. GST NETWORK: Structure, Vision and Mission, Powers and Functions, Goods & Service Tax Suvidha Providers (GSP): Concepts, Framework and Guidelines and architecture to integrate with GST system- GSP Eco system.</p>	12	3	2,5	3

Unit-4	Input Tax and Credit, Assessment and Returns Input Tax : Meaning, conditions for taking credit, ineligible input tax credit, availability of credit in special circumstances, Input tax credit and change in constitution of registered person, Taking input tax credit in respect of inputs and capital goods sent for job work, Manner of Distribution of Credit by Input Service Distributor (ISD). Overview of Assessment, returns- Types- Furnishing details of outward supplies and Inward supplies, Claim on ITC, Matching reversal and reclaim of ITC, Steps for Filing forms, Levy of late fee. Problems on Assessment of tax and tax liability.	14	4	3,6	3
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Reference Books:

5. B. Viswanathan ,Goods & Services Tax (GST) in India , UBS Publishers .
6. Bimal Jain and Isha Bansal , GST Law and Analysis with Conceptual Procedures, (Set of 4 Volumes)
7. H.C Meharotra and V.P. Agarwal,Goods and Services Tax, Sahitya Bhavan Publications, 4th Edition.
8. Usha Devi and Poddar ,Goods and Services Tax, Vision Book House, 2017.

Course Title: Operation Research for Managerial Decisions
Course Code: B21MB0602
Course Description: This course will introduce students to the quantitative methods and OR techniques that are necessary for day-to-day business needs. The use of OR models by individuals and organizations enhances decision making. Businesses and governments can use the techniques and gain insights to enhance optimization techniques, replacement techniques, decision making etc. and more over in overall planning, to make better decisions
Course Objectives : The objective of this course is to enable students to: <ol style="list-style-type: none"> 1. Understand the techniques of operations research in Management 2. Possess basic skills and knowledge of operations research and its application in Management 3. Understand the basic tools of Operations research in solving the management problems using mathematical approach for decision making. 4. Know the formal quantitative approaches to problem solving and an intuition about the situations where these approaches are appropriate Course Outcomes: On successful completion of this course students shall be able to: CO1: Apply tools of operations research in Management CO2: Use Linear Programming Method and its applications in Transportation and assignment CO3: Use of strategies to be applied in the organizations with the understanding of game theory concepts.

CO4:.Use of network theory in project management					
Course Pre-requisites: Knowledge of Intermediate Mathematics, Familiarity of Operations Management					
Pedagogy: ICT					
LTP: 3:1:0					
Course type: HC					
Contact Hours: 52					
Units	Detailed Syllabus	Contact hours	CO	PO	PSO
Unit-1	Introduction to Operations Research: Origin & Development of Operation Research, Definition and Meaning of Operation Research, Scope and Limitations of Operation Research, Mathematical Modeling of Real Life Problems. Models of OR, Linear Programming: Introduction to Linear Programming Problem (LPP), LPP Formulation, solution by Graphical Method. Standard forms of the Simplex method for maximization and minimization problems.	13	1	2,5	1
Unit-2	Transportation and Assignment problems, Introduction, Initial basic feasible solution, NWC method, Least cost method, Vogel's method, MODI ,moving towards optimality solution, procedure without degeneracy, degeneracy situation, Assignment problem, Algorithm Hungarian method, Variations in Assignment Problem, Travelling Salesman Problem, Transshipment Problem.	13	2	2,6	2
Unit-3	Decision and Game Theory: Decision making without and with experimentation. Decision Trees. Decision under risk: expected value, expected value - variance, aspiration - level, and most likely future criteria. Decision under uncertainty: Laplace and Minimax, Maxmin criteria. Concepts of Game problem. Two-person zero-sum game. Pure and Mixed strategies. Saddle point and its existence. Concept of Dominance. Dominance method of solving Rectangular games. Relationship between rectangular game and Linear Programming Problem.	13	3	5,6	3
Unit-4	Project Management and Simulation: P.E.R.T. & C.P.M, Drawing networks – identifying critical path – probability of completing the project within given time, project crashing . Simulation: Introduction, Monte-Carlo Simulation, Applications of Simulation, Inventory Problems, Replacement Problems.	13	4	5,6	3

Reference Books:

1. Hamdy A. Taha: Operations Research-An Introduction, Prentice Hall, 9th Edition, 2010
2. F.S. Hillier. G.J. Lieberman: Introduction to Operations Research- Concepts and Cases, 9th Edition, Tata Mc-Graw Hill, 2010.
3. R. Pannerselvam, Operations Research, Prentice Hall International, 3e,2012
4. J. K. Sharma, Operations Research: Theory and applications, 5e, Mac millian, 2013.

Course Title: MARKETING METRICS
Course Code: B21MB0603
Course Description: This course will focus on the strategic value of marketing initiatives and provide students with the theoretical frame works for marketing analytics, marketing mix management and optimization and return on marketing investment models
Course Objectives: To provide insights into accurately measuring marketing performance and Return on Investment
Course Outcomes: CO1: Understand the concept of marketing metrics and Share of Hearts. CO2: Know the Product and its portfolio management CO3: Determine the methods of pricing strategy CO4: Impart the concept of Advertising and Web Metrics
Course Pre-requisites: Modern Marketing
Pedagogy: ICT & FLIPPED CLASSROOM
LTP:2:1:0
Course type: SC
Contact Hours:39

UNITS	SYLLABUS	CH	CO	PO	PSO
UNIT-1	Introduction, Share of Hearts Introduction: What is a metric? Why do you need metrics? Marketing Metrics: Opportunities, Performance and Accountability. Share of Hearts, Minds, and Markets: Customer perceptions, market share, and competitive analysis.	10	1	1	1
UNIT-2	Margins and Profits, Product and Portfolio Management Margins and Profits: Revenues, cost structures, and profitability. Product and Portfolio Management: The metrics behind product strategy, including measures of trial, growth, cannibalization, and brand equity.	10	2	2,3	2
UNIT-3	Sales Force and Channel Management, Pricing Strategy Sales Force and Channel Management: Sales force organization, performance, and compensation. Distribution coverage and logistics. Pricing Strategy: Price sensitivity and optimization, with an eye toward setting prices to maximize profits.	10	3	5	2
UNIT-4	Promotion, Advertising Media and Web Metrics	9	4	6	3

	<p>Promotion: Temporary price promotions, coupons, rebates, and trade allowances. Advertising Media and Web Metrics: The central measures of advertising coverage and effectiveness, including reach, frequency, rating points, and impressions. Models for consumer response to advertising. Specialized metrics for Web-based campaigns. Marketing and Finance: Financial evaluation of marketing programs.</p>			
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REFERENCE BOOKS

1. Bendle, N.T., Farris, P.W., Pfeifer, P.E. and Reibstein, D.J., Marketing metrics: The manager's guide to measuring marketing performance. Pearson Education, Incorporated.
2. George E Belch, Michael A Belch, Keyoor Purani, Advertising and Promotion ,Integrated Marketing Communications Perspective (SIE), McGraw Hill Education.
3. S. Wats Dunn, and Arnold M. Barban. Advertising: Its Role in Marketing. Dryden Press

Course Title : New Venture Creation					
Course Code: B21MB0604					
Course Description: This soft core course familiarizes the learners with aspects related to new venture planning and creating a new enterprise. It provides contents to the students to make them aware of the crucial aspects of industry and markets. The topics like creating formidable value proposition, identifying and mobilizing human capital for new business is discussed in this course. It familiarizes students with financial resources mobilization, allocation and managing in the process of new venture creation.					
Course Objectives:					
<ol style="list-style-type: none"> 1. To familiarize the learners with aspects related to new venture planning. 2. To analyse the industry competitiveness for the new venture creation. 3. To create a formidable value proposition, identifying and mobilizing human capital and financial resources needed for new business. 					
Course Outcomes:					
At the completion of the course the student shall be able to:					
CO1: Identify lucrative business opportunities after analysing the industry competitiveness adopting specific models.					
CO2: Create the value proposition and branding for the new venture.					
CO3: Appreciate and apply the methods and strategies for effective human resources management in the new venture.					
CO4: Identify and allocate financial resources in a new venture effectively.					
Course Pre-requisites: Basic knowledge of business organisation and process of entrepreneurship.					
Pedagogy: ICT, Discussions, Flip classrooms, case studies, business games, collaborative methods.					
LTP: 3:0:1=4					
Course type: HC					
Contact Hours: 52 Hours					
Units	Detailed Syllabus	Contact hours	CO	PO	PSO
Unit-1	Introduction to New ventures: Opportunity identification, The search for new ideas, Source of innovative ideas, Techniques for generating ideas, Entrepreneurial imagination	9	1	1,3	1

	<p>and creativity thinking.</p> <p>Methods to Initiate Ventures: The pathways to New Ventures for Entrepreneurs, Creating New Ventures, Acquiring an established Venture: Advantages of acquiring an ongoing Venture, Examination of key issues, Franchising: How a Franchise works. Franchise Law. Evaluating the franchising opportunities.</p> <p>Getting Sensitized with industry and market: Defining the market and industry; concentration and geographic spread: Estimating market size; SWOT analysis- Screening and selecting appropriate option.</p>				
Unit-2	<p>Developing value proposition for the new venture:</p> <p>Value proposition and branding: Identifying target customers-Defining value proposition-Differentiation through branding Sustainable entrepreneurship, Developing Mission statement.</p> <p>IPR- Patents, copyrights, trademarks, Legal acts governing businesses in India. Identifying Form of Organisation: Sole Proprietorship, Partnership, Limited Liability Partnership and Company, Highlights of Companies Act.</p>	10	2	2,3	2
Unit-3	<p>Managing and leading people:</p> <p>Attracting the right people- Team building; Organizational structure, design and control; Shaping Culture- Leadership and management - Entrepreneurial leadership</p>	10	3	3,4	2
Unit-4	<p>Financial Resources and marketing strategies for new venture:</p> <p>Studying and comparing different sources (e.g. banks, venture capital, angel investors, private equity, crowd-funding, etc.) of finance; Selecting the right source of finance. Preparing and using financial forecasts: Forecast sales turnover, income statement and costs - Forecast breakeven point SMART Performance metrics ; Valuing the business.</p> <p>Developing a Marketing Plan: Customer Analysis, sales Analysis and Competition Analysis, Market Research, Sales Forecasting, evaluation, Pricing Decision. Business Plan Preparation for New Venture: Business Plan: Concept, Pitfalls to avoid in Business Plan, Benefits of a Business Plan.</p>	10	4	5,6	3

Reference Books:

1. Bruce R. Barringer, R. Duane Ireland. (2019). Entrepreneurship: Successfully Launching New Ventures Pearson, Latest edition.
2. Tom Rath. Strengths Finders 2.0, Gallup Hisrich, Peters, & Shepherd, 2017.
3. Irwin , Entrepreneurship, McGraw Hill, 10th Edition, Boston, MA: (ISBN 978-0-07-811284-3)
4. Spinelli, & Adams. 2016. New Venture Creation: Entrepreneurship for the 21st Century. 10th Edition, Boston, MA: Irwin McGraw-Hill.
5. Timmons, Zacharakis, & Spinelli, 2004. Business Plans that Work: A Guide for Small Business, New York, NY: McGraw-Hill.
6. David H. Holt Entrepreneurship: New Venture Creation Pearson, Latest edition

Course Title : Supply Chain Management					
Course Code: B21MB0605					
Course Description: This course will help understand the various supply chain processes and requirements. In addition to above, will enable students to understand related concepts such as ICT linking the supply chain; integrating supply chain strategy to corporate strategy; supply chain mapping; developing and implementing partnerships in the supply chain; and, implementing supply chain management.					
Course Objectives:					
<ol style="list-style-type: none"> 1. To describe the various streams of the supply chain 2. To describe the drivers of the supply chain 3. To describe the concepts employed in the supply chain 4. To explain about the strategies employed in the supply chain 					
Course Outcomes:					
CO1: Able to Understand the strategic role of Logistics and Supply chain Management in the cost reduction and offering improved service to the customers					
CO2: Combining the traditional physical distribution activity with modern Information Technology to have sustainable competitive advantage to the organization Globally.					
CO3: Able to Understand the strategic role of Logistics and Supply chain Management in the cost reduction and offering improved service to the customers.					
CO4: It enables to identify the various challenges of SCM.					
Course Pre-requisites:					
Pedagogy: (could be any one for each Unit. Where ICT is used, the ppt has to be attached as hyperlink, links to Videos, You tube, Digital resource is to be specified)					
Direct method - Used					
ICT and Digital support - Used					
Collaborative and Cooperative learning - Done					
Differentiated Instruction – Used					
Flipped Classroom					
LTP: : 2:1:0					
Course type: SC					
Contact Hours: 39					
Units	Detailed Syllabus	Contact hours	CO	PO	PSO
Unit-1	CONCEPTS OF SUPPLY CHAIN: Service and manufacturing supply chain dynamics - Evolution of supply chain management - Multiple views and flows -	10	1	1,2	1

	Service supply chains -Manufacturing supply chains - Measures of supply chain performance - Bullwhip effect				
Unit-2	SUPPLY CHAIN PROCESSES AND STRATEGIES: Integrated supply chains design - Customer relationship process - Order fulfillment process - Supplier relationship process - Supply chain strategies - Strategic focus - Mass customization - Lean supply chains - Outsourcing and off shoring - Virtual supply chains	10	2	2,3	2
Unit-3	SUPPLY CHAIN PERFORMANCE DRIVERS: Drivers of supply chain performance - Logistics drivers (Location, inventory and transportation) - Cross functional drivers (Pricing, information and sourcing) – Forecasting introduction - Framework for a forecast system - Choosing right forecasting technique - Judgment methods (Composite Forecasts, Surveys, Delphi Method, Scenario Building, Technology Forecasting, Forecast by Analogy) - Causal methods (Regression Analysis -Linear & Non-Linear Regression, Econometrics) - Time series analysis (Autoregressive Moving Average (ARMA), Exponential Smoothing, Extrapolation, Linear Prediction, Trend Estimation, Growth Curve, Box-Jenkins Approach) – CPFR	11	3	2,5	3
Unit-4	INFORMATION TECHNOLOGY : IT and customer value- Information Technology for SCM-Goals of IT for SCM-Standardization-IT infrastructure-SCM system components-Integrating IT for SCM-decision Support Systems for SCM International Issues in Supply Chain Management-Introduction global SCM-Risks and advantages of international supply chains-Issues in international supply chain management-Regional differences in Logistics	8	4	4,5	3

Reference Books:

1. Bowersox, Closs, Cooper, Supply Chain Logistics Management, McGraw Hill.
2. Burt, Dobbler, Starling, World Class Supply Management, TMH.
3. Donald J Bowersox, David J Closs, Logistical Management, TMH.
4. Sunil Chopra, Peter Meindl, Supply Chain Management, Pearson Education, India.

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