

**B.B.A.**

## PROFESSIONAL ETHICS

**First Year**

**CORE COURSE - I  
INTRODUCTION TO MANAGEMENT  
(Theory)**

**Semester - I**

**Code: 22BCCBB1**

**Credit: 5**

### **OBJECTIVES:**

- To develop competencies and knowledge of students to become effective management professionals.
- To help them acquire the skills needed to become a successful manager.
- To impart knowledge on contemporary issues and challenges in the field of management.

### **UNIT-I:**

Definition and Meaning of Management – Nature of Management – Distinction between Administration and Management – Importance of Management – Management as a science, art or profession – Levels of Management – Scope of Management – Functions of Management -Role of a Manager – Contribution to Management thought by F.W. Taylor and Henry Fayol.

### **UNIT-II:**

Meaning- Nature – Importance – Limitations of Planning – Steps to make Planning effective – Process of Planning – Methods of Planning – Objectives, Policies – Kinds of Policies – Strategies – Types of Strategies, Procedures, Rules, Programmes, Budget – Meaning and Definition of Decision Making – Characteristics and Importance of Decision Making – Problems in Decision Making – Guidelines for effective Decision Making – Process of Decision Making – Types of Decision – Techniques of Decision Making

### **UNIT-III:**

Meaning – Importance and Process of Organization – Principles of Organization – Types of Organization – Line, Line and Staff Organization, Functional Organization, Committee Organization, Project Organization and Matrix Organization – Direction – Concept – Elements of Directing – Principles of Direction – Process of Directing.

### **UNIT-IV:**

Delegation – Elements and Types of Delegation – Principles of Delegation – Obstacles to Delegation – Centralization – Merits and Demerits – Decentralization - Merits and Demerits – Distinction between Delegation and Decentralization – Centralization Vs Decentralization.

### **UNIT-V:**

Meaning – Nature and Importance of Control – Problems in Control – Process of Control – Techniques of Control – Co-ordination - Nature and importance of Co-ordination – Problems in Co-ordination – Principles of Co-ordination – Techniques of Co-ordination.

## **UNIT-VI – CURRENT CONTORS (for Continuous Internal Assessment only):**

Contemporary development related to -Expert Talk, Role Play, Group Discussion, Management Games and Webinar/Seminar

### **TEXT BOOK :**

1. Principles and Practice of Management – L.M. PRASAD, Sultan Chand & Sons, 2020 Edition.
2. Management Principles – T.RAMASAMY, Himalaya Publishing House, 2019 Edition

### **REFERENCE:**

1. Business Management – DINKAR PAGARE, Sultan Chand & Sons, 2018 Edition
2. Principles of Management – P.C TRIPATHI AND P.N REDDY, Tata Mcgraw Hill Education Private Limited,2021 Edition
3. Principles of Management – J.JAYASANKAR, Margham Publications,2018 Edition

### **E - RESOURCES:**

1. <https://www.mbaknol.com/management-concepts/planning-definition-and-its-features/>
2. <https://www.lucidchart.com/blog/types-of-organizational-structures>
3. <https://theinvestorsbook.com/techniques-of-controlling.html>

**COURSE OUTCOME:** On the successful completion of the course, student will be able to

- Examine and explain the management evolution and how it will affect future managers.
- Enhance their managerial abilities and professional skills.
- Develop and make the students to know the organization hierarchy; authority and responsibility relationships associated with the different levels of Management.
- Understand the complexities associated with management of human resources inthe organizations and integrate the learning in handling these complexities.
- Apply the knowledge about management in the real life business situation.

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## PROFESSIONAL ETHICS

First Year

**CORE COURSE – II**  
**FUNDAMENTALS OF ACCOUNTING**  
**(Theory)**

Semester – I

Code: 22BCCBB2

Credit: 5

### OBJECTIVES:

- To enable learners understand the fundamental concepts of Accounting
- To give them a basic knowledge of accounting principles
- Identify events that need to be recorded in the accounting records

### UNIT – I:

Definition of Account – Nature of Accounting – Accounting Concepts and Postulates - Double Entry Vs single entry –Books of Accounts

### UNIT – II:

Journal – Ledger - Subsidiary Books - Trial Balance.

### UNIT – III:

Rectification of Errors – Meaning – Kinds of Accounting Errors and Methods.(Theory Only) - Bank Reconciliation Statement (BRS) - Final Accounts of Sole Trader – trading, Profit and Loss Account and Balance Sheet with simple adjustments.

### UNIT – IV:

Methods of Depreciation –Straight Line Method, Written Down Value Method and Annuity Method.

### UNIT – V:

Capital and Revenue – Accounts of Non-trading organizations - Income and Expenditure Account – Receipts and Payments Account.

**(Theory 40% and Problems 60%)**

### UNIT – VI CURRENT CONTOURS (for Continuous Internal Assessment only):

Cotemporary development related to acquaint students with the accounting concepts, tools and techniques influencing business organizations.

**TEXT BOOK:**

1. Advanced Accountancy Vol. 1 Principles of Accounting (Including GST) – S.P.JAIN, K.L.NARANG, SIMMI AGRAWAL, MONIKA SEHGAL Kalyani Publishers. 2021 Edition.
2. Advanced Accountancy – M.C.SHUKLA, T.S.GREWAL & S.C.GUPTA Sultan Chand & Sons.2018Edition

**REFERENCE:**

1. Advanced Accountancy – R.L.GUPTA & RADHASAMY. Sultan Chand & Sons, 2022 Edition.
2. Financial Accounting - S Thothadri and S. Nafeesa, McGraw Hill, 2018 Edition.
3. Financial Accounting - Hanif M, Mukharjee, Mcgraw-Hill Education India Pvt. Ltd - New Delhi, 2015 Edition.

**E - RESOURCES:**

1. [https://www.tutorialspoint.com/financial\\_accounting/financial\\_nontrading\\_accounts.htm](https://www.tutorialspoint.com/financial_accounting/financial_nontrading_accounts.htm)
2. <https://cbseworld.weebly.com/uploads/2/8/1/5/28152469/lesson8.pdf>
3. <http://gbpssi.in/admin/coursepack/MBR517Lect02.pdf>

**COURSE OUTCOME:**

On the successful completion of the course, student will be able to

- Identify events that need to be recorded in the accounting records.
- Describe the need for adjustments while preparing the financial statements;
- To facilitate them to prepare final Accounts of business and non-trading concerns.
- Recognize circumstances providing for increased exposure to errors and frauds.
- Along with the methods of depreciation, the accounts to be prepared by non-trading concerns.

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## PROFESSIONAL ETHICS

**First Year**

**FIRST ALLIED COURSE - I  
MANAGERIAL ECONOMICS  
(Theory)**

**Semester – I**

**Code: 22BFACBB1**

**Credit: 3**

### **OBJECTIVES:**

- To understand the application of managerial economics in managerial decision making analysis.
- To stress the need and relevance of studying Economical analysis at the postgraduate Level.
- To identify the market structure and price determination at different market conditions.

### **UNIT- I:**

Nature and scope of managerial economics-definition of economics-important concepts of Economics - relationship between micro, macro, managerial economics

### **UNIT-II:**

Objectives of business firms–Profit Maximization-Social Responsibilities-Demand analysis– Law of Demand- Elasticity of demand.

### **UNIT-III:**

Production function- Factors of production- Law of diminishing returns and Law of variable proportions. Cost and Revenue Curves–Break-even-point (BEP) analysis.

### **UNIT-IV:**

Market structure and prices-Pricing under Perfect Competition- Pricing under Monopoly- Price discrimination – Pricing under Monopolistic competition- Oligopoly.

### **UNIT-V:**

Profit-Theories and concepts- Government and Business-Performance of public enterprises in India and pricing in public utilities.

### **UNIT-VI CURRENT CONTOURS (for Continuous Internal Assessment only):**

Contemporary development related to the course in setting firm's pricing strategies; Perceptual mapping of a firm's demand force and market force. To analyze the government's performance through the economic indicators.

**TEXT BOOKS:**

1. Managerial Economics Dominick Salvatore, Oxford Publishers 2e, 2016 Edition.
2. Managerial Economics Geethika, Ghosh & Choudhury McGraw Hill 2/e, 2011 Edition.

**REFERENCE:**

1. Managerial Economics R. Panneerselvam, P. Sivasankaran, P. Senthilkumar Cengage 2015Edition
2. Managerial Economics H.L Ahuja Samuelson & Marks S.Chand 2014 Edition.
3. Managerial Economics by L.Varshney and K.L. Maheshwari, Sultan Chand and Sons.2014Edition

**E - RESOURCES:**

1. <https://www.taxmann.com/post/blog/law-of-demand-elasticity-of-demand-explained-via-examples-charts-tables/?amp>
2. <https://www.economicdiscussion.net/advertising/types-of-advertising-media/31785>
3. <https://online.aurora.edu/types-of-market-structures/>

**COURSE OUTCOMES:**

- Apply the objectives of business firms, demand analysis and elasticity of demand.
- Identify the effective applications of factors of production.
- Analyze the break-even point in their business.
- Understand the determination of the Price, Market structure and competition.
- Evaluate the performance of public sector in India.

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## HUMAN VALUES

First Year

**PART - IV**  
**VALUE EDUCATION**  
**(Theory)**

Semester - I

Code: 22UGVED

Credit: 2

### OBJECTIVES:

- To understand the philosophy of life and values through Thirukural.
- To analyse the components of values education to attain the sense of citizenship
- To understand different types of values towards National Integration and international understanding
- To learn yoga as value education to promote mental and emotional health
- To understand human rights, women rights and other rights to promote peace and harmony

### UNIT I : PHILOSOPHY OF LIFE AND SOCIAL VALUES:

Human Life on Earth (Kural 629) -Purpose of Life (Kural 46) -Meaning and Philosophy of Life (Kural 131, 226) -Family (Kural 45), Peace in Family (Kural 1025) Society (Kural 446), The Law of Life (Kural 952), Brotherhood (Kural 807) Five responsibilities / duties of Man (a) to himself (b) to his family (c) to his environment (d) to his society, (e) to the Universe in his lives (Kural 43, 981).

### UNIT-II – HUMAN VALUES AND CITIZENSHIP

Aim of education and value education: Evolution of value oriented education, Concept of Human values: types of Values- Character Formation – Components of Value education- A PJ Kalam's ten points for enlightened citizenship- The role of media in value building

### UNIT-III VALUE EDUCATION TOWARDS NATIONAL AND GLOBAL DEVELOPMENT:

Constitutional or national values: Democracy, socialism, secularism, equality, Justice, liberty, freedom and fraternity - Social Values: Pity and probity, self-control, universal brotherhood - Professional Values - Knowledge thirst, sincerity in profession, regularity, punctuality and faith - Religious Values: Tolerance, wisdom, character - Aesthetic Values- Love and appreciation of literature and fine arts and respect for the same- National Integration and International Understanding.

#### **UNIT IV : YOGA AND HEALTH:**

Definition, Meaning, Scope of Yoga - Aims and objectives of Yoga - Yoga Education with modern context - Different traditions and schools of Yoga - Yoga practices: Asanas, Pranayama and Meditation.

#### **UNIT V : HUMAN RIGHTS:**

Concept of Human Rights: Indian and international perspectives- Evolution of Human Rights- definitions under Indian and International documents -Broad classification of Human Rights and Relevant Constitutional Provisions: Right to Life, liberty and Dignity- Right to equality- Right against exploitation- Cultural and Educational Right- Economic Rights- Political Rights- Social Rights - Human Rights of Women and Children – Peace and harmony.

#### **UNIT - VI: CURRENT CONTOURS: (for continuous internal assessment only):**

#### **BOOKS FOR REFERENCES:**

1. Thirukkural with English Translation of Rev. Dr. G.U. Pope, Uma Publication, 156, Serfoji Nagar, Medical College Road, Thanjavur 613 004
2. jUfFws · [iANhg · Mqf y nkho,ahffjJLd Ckh E]y ntsjaLLfk jQrhTtH
3. Leah Levin, Human Rights, NBT, 1998
4. V.R. Krishna Iyer, Dialectics and Dynamics of Human Rights in India, Tagore Law Lectures.
5. Yogic Therapy - Swami Kunalayananda and Dr.S.L.Vinekar, Government of India, Ministry of Health, New Delhi.
6. SOUND HEALTH THROUGH YOGA - Dr.K.Chandrasekaran, Prem Kalyan Publications, Sedapatti, 1999.
7. Grose. D. N - "A text book of Value Education' New Delhi (2005)
8. Gawande . EN - "Value Oriented Education" - Vision for better living. New Delhi (2002) Saruptsons
9. Brain Trust Aliyar- "Value Education for Health, Happiness and Harmony" Erode (2004) Vethathiri publications

**COURSE OUTCOMES:** After completion of the course, the student will be able to:

- Apply the values in Thirukural to be peaceful, dutiful and responsible in family and society
- Develop character formation and sense of citizenship
- Be secular, self-control, sincere, respectful and moral.
- Master yoga, asana and meditation to promote mental health
- Be attitudinal to follow the constitutional rights

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## PROFESSIONAL ETHICS

**First Year**

**CORE COURSE - III  
MARKETING MANAGEMENT  
(Theory)**

**Semester - II**

**Code: 22BCCBB3**

**Credit: 5**

### **COURSE OBJECTIVES:**

- To expose students to marketing concepts and trends in the market.
- To promote the ability to relate consumer behavior and market trends
- To make students realize the relationship between marketing channels and corresponding strategies.

### **UNIT- I:**

Market and Marketing: Distinction between marketing and selling - Types of market – Concepts – Functions - Marketing management – Objectives – Importance – Marketing Environment- Marketing Information System.

### **UNIT- II:**

Market Segmentation : Criteria of effective segmentation–Benefits–Bases for market segmentation– Factors influencing consumer behavior–Buyer motives–Buying process.

### **UNIT-III:**

Marketing Mix - Product planning and development – Product mix decisions – New product development–Product life cycle and strategies- Pricing–Meaning–Influencing factors – Objectives – Pricing methods.

### **UNIT-IV:**

Marketing channels -Need and importance – Classification – Types of Intermediaries – Wholesalers – Functions – Retailers – Functions - Physical distribution – Elements of physical distribution (logistics)

### **UNIT-V:**

Promotion mix- Personal selling–Process-Advertising–Objectives–Types-Sales promotion–Objectives– Sales promotion methods, publicity and public relations.

### **UNIT-VI CURRENT CONTOURS (for Continuous Internal Assessment only):**

Practical - To sell the goods in their area(This Unit is only for CIA Evaluation)

**TEXT BOOK:**

1. Ramaswamy and Namakumari, Marketing Management 4<sup>th</sup> Edition MacMillan Education.

**REFERENCE:**

1. Philip Kotler, Marketing Management, Prentice Hall of India.
2. Philip Kotler and Armstrong, Marketing Management
3. Rajan Nair, Marketing
4. Saxena, Marketing Management, Tata McGraw Hill Pub
5. Pillai & Bhagavathi, Modern Marketing
6. Sherlekar, Marketing Management
7. Varshney RL and Gupta SL, Marketing Management

**E - RESOURCES:**

1. <https://smallbusiness.chron.com/seven-functions-marketing-56980.html>
2. <https://www.economicdiscussion.net/advertising/types-of-advertising-media/31785>

**COURSE OUTCOME:**

- Students gain knowledge about the basic concepts of marketing
- Students develop skills to tackle the challenges and latest development in Marketing Management
- Awareness of buyer's behavior becomes better among students
- Students gain the Practical Knowledge to sell the goods.

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## PROFESSIONAL ETHICS

First Year

CORE COURSE – IV

Semester - II

### BUSINESS MATHEMATICS AND STATISTICS

(Theory)

Code: 22BCCBB4

Credit: 5

#### OBJECTIVES:

- To make students understand and the basic mathematical and statistical tools
- To promote the ability to appropriate statistical techniques in business
- To help students analyze management problems in research and decision making.

#### UNIT – I:

Differentiation - Derivation of standard Function, Addition, Difference and product Rule, Maxima and Minima –Application of Derivatives in Business.

#### UNIT – II:

Matrices and Determinants - Definition – Basic concepts - Addition, Subtraction and Multiplication of Matrices – Elementary Operations: Transpose of a Matrix, Inverse, and Solving equations by matrix method –Determinants and Solution of Simultaneous Linear Equations.

#### UNIT – III:

Statistics – Definition – Nature – Scope and Objectives – Diagrammatic representation – One, two and three dimensional diagrams – Graphic representation-Histogram, Frequency Polygon, Frequency Curve, Histogram and Pie diagram – Classification and tabulation.

#### UNIT – IV:

Measures of Central Tendency - Mean, Median, Mode, Geometric Mean and Harmonic Mean – Measures of Dispersion - Range, Quartile Deviation, Mean Deviation, Standard Deviation and coefficient of variation.

#### UNIT – V:

Simple Correlation - Karl Pearson's Co-efficient of Correlation and Spearman's Rank Correlation – Simple Regression Analysis.

**(Theory 40 % and Problems 60%)**

**UNIT-VI      CURRENT CONTOURS (for Continuous Internal Assessment only):**Contemporary Developments Related to the Course during the Semesterconcerned.

Practical: Studying and measuring matrix patterns in Petrol Bunks, ration shops.

**TEXT BOOKS:**

1. SAN CHETI D.C. & KAPOOR V. K. “Business Mathematics”, Sultan Chand & Sons Co. Ltd.,2019
2. R.S.N.PILLAI & BAGAVATHI, “Statistics” Sultan Chand & Sons Co. Ltd., New Delhi 2008
3. P.A.NAVNITHAM, “Business Mathematics and Statistics” Jai Publishers, Trichy, 2019

**REFERENCES:**

1. S.P.GUPTA, “Statistical Methods” Sultan Chand & Sons Co. Ltd., 46<sup>th</sup> Edition
2. S.L.AGGARWAL & S.L.BHARDWAJ, “Business Tools and decision Making”, Kalyani Publishers.

**E - RESOURCES:**

1. <https://www.allaboutcircuits.com/textbook/reference/chpt-6/derivatives-power-functions-e>
2. <https://link.springer.com/content/pdf/bbm%3A978-1-4615-5299-4%2F1.pdf>
3. <https://statistics.laerd.com/statistical-guides/measures-central-tendency-mean-mode-median.php>

**COURSE OUTCOMES: At the end of this course students will be able to...**

- Understand how differentiations are used as mathematical tools in Business.
- Understand how matrices and determinants are used as mathematical tools in Business.
- Able to use the appropriate statistical techniques in Business
- Able to develop a strategic approach to organize and analyze the data
- Analyze the management problems in research and decision making.

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## PROFESSIONAL ETHICS

**First Year**

**FIRST ALLIED COURSE - II**  
**BUSINESS ENVIRONMENT**  
**(Theory)**

**Semester - II**

**Code: 22BFACBB2**

**Credit: 3**

### **OBJECTIVES:**

- To promote basic understanding of the concepts of business environment.
- To provide broad knowledge on domestic and international environment
- To make learners the impact of environment on business.
- To understand the different environment in the business climate
- To know the minor and major factors affecting the business in various streams
- To know the different environment like, political, technological and economic environment in the business

### **UNIT – I:**

Business - Scope - Characteristics - Goals - Criticisms - Business Environment - Objectives and types. Recent Development in New Economics Policy (1991) and its Impact on Business-Union Budget as an instrument of growth and its Impact on Business

### **UNIT – II:**

Economic Environment- Concept – Factors-Basic Economic System - Economic Planning- Privatization – Nature and objectives.

### **UNIT – III:**

Political Environment- Political Institutions- Legislature, Executives and Judiciary - Government in Business-Regulatory, Intervention and Participatory roles. -Constitutional Provisions affecting Business- An overview of major laws affecting business.

### **UNIT – IV:**

Financial Environment - Financial System -RBI - Commercial banks– International Economic Institutions - World Bank – IMF– WTO.

### **UNIT – V:**

Social and Cultural Environment-Impact of Culture on Business - People's Attitude to Business and Work-Business and Society - Social responsibility of Business – CSR.- Changing age structure and its impact on business-Business and Society-Business and Culture.

## **UNIT-VI      CURRENT CONTOURS (for Continuous Internal Assessment only)**

:Expert lectures, online seminars – webinars

### **TEXT BOOK:**

1. Aswathappa, K, Essentials of Business Environment, Himalaya Publishing House, Mumbai. 2001Edition.
2. Francis Cherunilam - Business Environment, Himalaya Publishing House New Delhi. 2021Edition.

### **REFERENCE:**

1. George Steiner & JohnF.Steiner- Business, Government and Society-Tata McGraw Hill
2. Adikari - Economic Environment in Business- Himalaya Publishing House
3. Ishwar C.Dhingara.-Indian Economy-Sultan Chand &Company
4. Ruddan Datt and K.P.M. Sundharam -Indian Economy
5. Sundaram & Black - The International Business Environment - Prentice Hall, New Delhi.

### **E-RESOURCES:**

1. <https://study.com/academy/lesson/what-is-the-economic-environment-in-business-definition-importance-factors.html>
2. <https://www.marketing91.com/political-environment/>
3. <https://opentext.wsu.edu/cpim/chapter/3-2-the-social-and-cultural-environment/>

### **COURSE OUTCOME:**

- Develop an understanding on the gamut of the business activities.
- To analyze various categories that constitute the business environment and apply various approaches that is helpful to manage both the internal and external environment of the business.
- To apply the various types of policies in the economic environment, applying these policies change the structure of the economy and the transition there of from the past to the present scenario.
- Comprehend the environmental factors that are conducive /detrimental to the respective businesses
- Facilitating the learners understand, analyze and take decisions for a given international business environment.

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## PROFESSIONAL ETHICS

First Year

PART - III

Semester - II

### PROFESSIONAL ENGLISH FOR COMMERCE AND MANAGEMENT - I (Theory)

Code: **22PELCM1**

#### OBJECTIVES:

- To develop the language skills of students by offering adequate practice in professional contexts.
- To enhance the lexical, grammatical and socio-linguistic and communicative competence of first year physical sciences students
- To focus on developing students' knowledge of domain specific registers and the required language skills.
- To develop strategic competence that will help in efficient communication
- To sharpen students' critical thinking skills and make students culturally aware of the target situation.

#### LEARNING OUTCOMES:

- Recognizes their own ability to improve their own competence in using the language
- Use language for speaking with confidence in an intelligible and acceptable manner
- Understand the importance of reading for life
- Read independently unfamiliar texts with comprehension
- Understand the importance of writing in academic life
- Write simple sentences without committing error of spelling or grammar

(Outcomes based on guidelines in UGC LOCF – Generic Elective)

#### UNIT 1: COMMUNICATION

1. **Listening:** Listening to instructions
2. **Speaking:** Telephone etiquette and Official phone conversations
3. **Reading** short passages (3 passages selected from Commerce and Management)
5. **Writing:** Letters and Emails in professional context
6. **Grammar in Context:**

- Why and yes or no,
- Q tags
- Imperatives

## 7. **Vocabulary in Context:** Word formation - .

- Creating antonyms using Prefixes
- Intensifying prefixes (E. g inflammable)

Changing words using suffixes

- Noun Endings
- Adjective Endings
- Verb Endings

## **UNIT 2: DESCRIPTION**

**Listening** – Listening to process description

**Speaking** - Role play

Formal: With faculty and mentors in academic environment, workplace communication

Informal: With peers in academic environment, workplace communication

**Reading** –Reading passages on trade/commerce/management

**Writing** – Writing sentence definitions (e.g. ledger ) and extended definitions (e.g. accountancy)

Picture Description – Description of fashion and beauty products (a small write-up promoting the product/an objective review of the product in 150 to 200 words).

**Grammar in Context:** Connectives and linkers.

**Vocabulary** – Synonyms (register) - Compare & contrast expressions.

## **UNIT 3: NEGOTIATION STRATEGIES**

**Listening** - Listening to interviews of specialists / inventors in fields (Subject specific)

**Speaking** – Brainstorming. (mind mapping). Small group discussions (subject-specific)

**Reading** – Longer Reading text. (Comprehensive passages)

**Writing** – Essay Writing (250 word essay on topics related to subject area, like

recording business trans)

**Grammar in Context:** Active voice & Passive voice – If conditional –

**Vocabulary:** - Collocations

–Phrasal verbs

#### **UNIT 4: PRESENTATION SKILLS**

**Listening** - Listening to presentation. Listening to lectures. Watching – documentaries (discovery / history channel)

**Speaking** –Short speech

- Making formal presentations (PPT)

**Reading** – Reading a written speech by eminent personalities in the relevant field /Short poems / Short biography.

**Writing** - Writing Recommendations

Interpreting visuals - charts / tables/flow diagrams/charts

**Grammar in Context** – Modals

**Vocabulary** (register) - Single word substitution

#### **UNIT 5: CRITICAL THINKING SKILLS**

**Listening** - Listening to advertisements/news and brief documentary films (with subtitles)

**Speaking** – Simple problems and suggesting solutions.

**Reading:** Motivational stories on Professional Competence, Professional Ethics and Life Skills (subject-specific)

**Writing** Studying problem and finding solutions- (Essay in 200 words)

**Grammar**-Make simple sentences

**Vocabulary** -Fixed expressions

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## SUGGESTED ACTIVITIES

### UNIT 1

**Listening:** Links for formal conversation can be given - Gap filling exercises – Multiple Choice questions – Making notes.

**Speaking** - Role play activity

**Reading** – Note making. Note-Taking.

**Writing:** Guided Writing (developing hints)

Email

**Grammar:** Vocabulary – Worksheets – Games.

### UNIT 2

**Listening-**

Process Descriptions (like recording business transactions in chronological order in the journal/ a process from the field of logistics)

**Speaking** – Role Play

**Reading** – Multiple choice questions - Evaluative answers – Classifying and labeling

**Writing** - Picture description – Description of fashion and beauty products (a small write-up promoting the product/an objective review of the product in 150 to 200 words).

**Vocabulary:** Expansion of compound nouns

### UNIT 3

**Listening-** Gap fill exercises – Listening comprehension

**Speaking** -Debates

**Reading** -Reading comprehension

**Writing** – Essay Writing

**Grammar & Vocabulary:** Activities, Worksheets & Games.

## **UNIT 4**

**Listening** - Note taking (of listening & viewing items) - Filling a table based on the listening item.

**Speaking** – JAM, Presentations. (PPT-subject related)

**Reading**-Reading comprehension

**Writing**– Difference between recommendations and instructions

Questions/MCQs based on graphs/flow diagrams/charts

**Grammar & Vocabulary:** Activities, Worksheets & Games.

## **UNIT 5**

**Listening** – Radio News/ TV-News telecast /

**Speaking** - Watch or listen to documentaries and ask questions

**Reading** - Reading motivational stories (success stories in subject area)

**Writing** - Essay writing.

**Grammar & Vocabulary:** Activities, Worksheets & Games

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## ENVIRONMENT & SUSTAINABILITY

**First Year**

**PART - IV  
ENVIRONMENTAL STUDIES  
(Theory)**

**Semester - II**

**Code: 22UGCES**

**Credit: 2**

### **COURSE OBJECTIVES:**

- To appreciate the scope of Environmental Studies, Community ecology and the Interdisciplinary nature of environmental issues
- To have a basic knowledge of Natural resources its classification, concepts, and natural resources of India.
- The course designed to gain knowledge on values of biodiversity and conservation on global, national, and local scales
- To study about sources and effects of environmental pollution like air, water, soil, thermal, marine, nuclear and noise
- To understand the concerns related to Sustainable Development on environment and health
- To introduce the students in the field of Law and Policies and Acts both at the national and international level relating to environment.

**UNIT-1:** The Multidisciplinary nature of environmental studies  
Definition, scope and importance. (2 lectures)  
Need for public awareness

**UNIT-2:** Natural Resources:  
Renewable and non-renewable resources:  
Natural resources and associated problems.

- a) Forest resources: use and over-exploitation, deforestation, case studies. Timber extraction, mining, dams and their effects on forests and tribal people.
- b) Water resources: Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams benefits and problems.
- c) Mineral resources: Use and exploitation, environmental effects of extracting and using mineral resources, case studies.

- d) Food resources: World food problems, changes caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problems, waterlogging, salinity, case studies.
  - e) Energy resources: Growing energy needs, renewable and non-renewable energy sources, use of alternate energy sources. Case studies.
  - f) Land resources: Land as a resources, land degradation, man induced Landslides, soil erosion and desertification.
- Role of an individual in conservation of natural resources.
  - Equitable use of resources for sustainable lifestyles.

(8 lectures)

**Unit: 3 Ecosystems**

- Concept of an ecosystem.
- Structure and function of an ecosystem.
- Producers, consumers and decomposers
- Energy flow in the ecosystem
- Ecological succession.
- Food chains, food webs and ecological pyramids
- Introduction, types, characteristic features, structure and function of the following ecosystem:-
- a. Forest ecosystem
- b. Grassland ecosystem
- c. Desert ecosystem
- d. Aquatic ecosystems, (ponds, streams, lakes, rivers, oceans, estuaries)

(6 lectures)

**Unit: 4 Biodiversity and its conservation**

- Introduction – Definition : Genetic, species and ecosystem diversity
- Bio geographical classification of India
- Value of biodiversity : consumptive use, productive use, social, ethical, aesthetic and option values
- Biodiversity at global, National and local levels
- India as a mega-diversity nation
- Hot-spots of biodiversity
- Threats to biodiversity : habitat loss, poaching of wildlife, man-wildlife conflicts.
- Endangered and endemic species of India
- Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity.
- Biological Diversity Act 2002/ BD Rules, 2004

(8 lectures)

**Unit: 5 Environmental Pollution**

## Definition

Causes, effects and control measures of :

- a. Air Pollution
- b. Water Pollution
- c. Soil Pollution
- d. Marine Pollution
- e. Noise pollution
- f. Thermal Pollution
- g. Nuclear hazards

- Solid waste Management: Causes, effects and control measures of urban and industrial wastes.
- Role of an individual in prevention of pollution
- Pollution case studies
- Disaster management: floods, earthquake, cyclone and landslides.
- Ill-Effects of Fireworks: Firework and Celebrations, Health Hazards, Types of Fire, Firework and Safety

(8 lectures)

## **Unit: 6 Social Issues and the Environment**

- From Unsustainable to Sustainable development.
- Urban problems related to energy.
- Water conservation, rain water harvesting, watershed management.
- Resettlement and rehabilitation of people; its problems and concerns. Case studies
- Environmental ethics: Issues and possible solutions.
- Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust. Case studies.
- Wasteland reclamation.
- Consumerism and waste products.
- Environment Protection Act.
- Air (Prevention and Control of Pollution) Act.
- Water (Prevention and Control of Pollution) Act.
- Wildlife Protection Act.
- Forest Conservation Act.
- Issues involved in enforcement of environmental legislation
- Public awareness.

(7 lectures)

## **Unit: 7 Human Population and the Environment**

- Population growth, variation among nations.
- Population explosion – Family Welfare Programmes
- Environment and human health
- Human Rights - Value Education

- HIV/ AIDS - Women and Child Welfare
- Role of Information Technology in Environment and human health
- Case studies.

**Unit: 8      Field Work**

- Visit to a local area to document environmental assets-river / forest/ grassland/ hill / mountain

**References:**

1. Agarwal, K.C. 2001 Environmental Biology, Nidi Public Ltd Bikaner.
  2. Bharucha Erach, The Biodiversity of India, Mapin Publishing Pvt Ltd, Ahamedabad – 380013, India, E-mail: [mapin@icenet.net](mailto:mapin@icenet.net)(R)
  3. Brunner R.C. 1989, Hazardous Waste Incineration, McGraw Hill Inc 480 p
  4. Clark R.S. Marine Pollution, Clarendon Press Oxford (TB)
  5. Cunningham, W.P.Cooper, T.H.Gorhani E & Hepworth, M.T. 2001.
  6. De A.K. Environmental Chemistry, Wiley Eastern Ltd
  7. Down to Earth, Centre for Science and Environment (R)
  8. Gleick, H.P. 1993. Water in crisis, Pacific Institute for Studies in Dev., Environment & Security. Stockholm Env. Institute Oxford University, Press 473p.
  9. Hawkins, R.E. Encyclopedia of India Natural History, Bombay Natural History Society, Bombay (R)
  10. Heywood, V.H & Watson, R.T. 1995. Global Biodiversity Assessment. Cambridge University Press 1140 p.
  11. Jadhav, H & Bhosale, V.M. 1995. Environmental Protection and Laws Himalaya Pub.House, Delhi 284 p.
  12. Mckinney, M.L. & Schoch R.M. 1996. Environmental Science systems & Solutions, Web enhanced edition 639 p.
  13. Mhaskar A.K. Matter Hazardous, Techno-Science Publications (TB)
  14. Miller T.G. Jr. Environmental Science, Wadsworth Publishing Co. (TB)
  15. Odum, E.P. 1971 Fundamentals of Ecology. W.B. Saunders Co. USA. 574 p
  16. Rao MN & Datta, A.K. 1987 Waste Water treatment, Oxford & IBH Publication Co. PvtLtd 345 p.
  17. Sharma B.K. 2001 Environmental chemistry Goel Publ House, Meerut.
  18. Survey of the Environment, The Hindu (M).
  19. Townsend C. Harper, J and Michael Begon, Essentials of Ecology, Blackwell science(TB)
  20. Trivedi R.K. Handbook of Environmental Laws, Rules, Guidelines, Compliances and Standards, Vol. I and II, Enviro Media (R).
  21. Trivedi R.K. and P.K. Goel, Introduction to air pollution, Techno-Science Publications(TB).
  22. Wagner K.D. 1998 Environmental Management. W.B. Saunders Co. Philadelphia USA499 p
- (M) Magazine      (R) Reference      (TB) Textbook
23. <http://nbaindia.org/uploaded/Biodiversityindia/Legal/33%20Biological%20Diversity%20>

**COURSE OUTCOMES:**

- Understand the environmental importance including interactions across local to global scales.
- The learners to update and analyze environmental relationships and interactions of environmental components
- The student to gain knowledge on importance of natural resources in a systematic way.
  
- The course content is introduce the concept of renewable and non-renewable energy resources and its scenario in India and at global level
- The students will know the relationship between biodiversity and ecosystem functions,direct and indirect values of biodiversity resources and their bio prospecting opportunities.
- The learners can gain awareness related on environmental pollution, causes and pollution control with case studies.
- Student to obtain the environmental ethics and gain knowledge about the sustainable development.
- Learners should realize the environmental legislation and policies of national and international regime and know the regulations applicable to industries and other organizations with significant Environmental aspects

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**Second Year**

**CORE COURSE - V  
MANAGERIAL COMMUNICATION  
(Theory)**

**Semester - III**

**Code: 22BCCBB5**

**Credit: 5**

**COURSE OBJECTIVES:**

- To understand the techniques and skills of communication.
- To define the principles of effective communication.
- To analyze the essentials of good report writing.

**UNIT – I:**

Communication: Definition, Objectives of communication, Characteristics of communication Process of communication-Levels of communication, Communication flow Purpose of communication -Overcoming the barriers of effective communication.

**UNIT – II:**

Written communication-Planning steps for effective writing - Principles -Writing business reports (Short & Long), Business letters -Kinds of business letters- Audience analysis, Writing positive, Neutral, Persuasive.

**UNIT – III:**

Verbal and Non verbal Communication- Listening-Meaning, Importance, Types of listening, Tips for effective listening.

**UNIT – IV:**

Recommendation letters -Thank you letters-Preparing job application Letter-Letter of appointments- Sales letter- Press releases, Proactive media writing and E-Mail-Internet, Mail merge in MS office.

**UNIT – V:**

Memos -Notice, Preparing agenda, and resolution& Minutes-Proposals-Resume writing-Reports and executive summaries.

**UNIT-VI CURRENT CONTOURS (for Continuous Internal Assessment only):**

Contemporary development related to the course during the semester concerned. Pro-forma for performance appraisals, Captions for advertising, Company notice related shares / Dividends, Use of Google groups and Google sheets.

**TEXT BOOKS:**

1. Effective Business and Correspondence – M.S.Ramesh & Pattenshetty, R. Chand & Co. 2019 Edition

2. Essential of Business Communication – Rajendra Pal & J.S.Korlahalli, Sultan Chand & Co, 2021 Edition

**REFERENCE BOOKS:**

1. Business communication – K.Sundar A.KumaraRaj,Vijay Nicole Imprints Pvt. Ltd. 2012 Edition.

2. Business communication-K.K.Sinha-Golgotia Publishing- 2003, 2nd Edition

3. Effective communication skills for technologists-II- Dr.S.M.Gupta-sathyaprakashanTech India Publications- 2006,1st Edition

**E - RESOURCES:**

1.<https://www.toppr.com/guides/business-correspondence-and-reporting/communication/barriers-in-communication/>

2. <https://lettersamples.net/1/types-of-letters-with-examples>

3. <https://writeforbusiness.com/book/write-business/chapter-16-letters-memos>

**COURSE OUTCOMES:**

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

- The students will be aware of their communication skills and know their potential to become successful managers.
- The students will get enabled with the mechanics of writing and can compose the business letters in English precisely and effectively.
- Students will get exposure in drafting business proposals to meet the challenges of competitive environment.
- The students will be introduced to the managerial communication practices in business those are in vogue.
- Students will get trained in the art of Interpersonal communication and technological advancement and social media usage in communications, with emphasis on analysing business situations.

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## PROFESSIONAL ETHICS

Second Year

**CORE COURSE - VI**  
**COMPUTER APPLICATIONS IN BUSINESS**  
(Theory)

Semester - III

Code: 22BCCBB6

Credit: 5

### COURSE OBJECTIVES:

- To enable students to understand the basic concepts in computer applications.
- To give in-depth knowledge of documentation through MS Office packages.
- To help them apply various accounting procedures through TALLY software.

### UNIT – I:

Meaning of computer – Characteristics – components – Hardware and Software - operation system – Creations of files and folders. Windows explorer. Introduction to MS word - Short cut for MS word – Creating word documents – Business letters using wizards – Editing, inserting objects and formatting documents – Spelling and grammar check – Word count – Thesaurus - Auto correct - Working with tables – Saving, opening and closing documents – Mail merge.

### UNIT – II:

Introduction to MS Excel and its features –Building worksheets – Entering data, editing and formatting worksheets – Creating and formatting different types of charts – Application of financial and statistical function – Organising data using Automatic rule saving, opening and closing of work books. MS Powerpoint Creating a simple presentation – Creating, inserting and deleting slides – Saving a Presentation – Slide Show.

### UNIT – III:

Fundamentals of computerized accounting – computerized accounting Vs manual accounts. Architecture and customization of TALLY – Features of Tally- Configuration of Tally screens and menus – Creation of company and groups – Editing and deleting ledgers – Introduction to vouchers – Entry, payment, receipt, sales, purchase, contract and Journal vouchers- Editing and deleting vouchers.

### UNIT – IV:

Introduction to inventories – Creation of stock categories – Stock groups – Stock items - Configuration and features of stock item – Editing and deleting stocks – Day books- Trial balance – Profit and loss account – Balance sheet.

### UNIT – V:

Introduction to GST - Setting up GST rates – creating GST Ledger – Purchase voucher with GST – Sales voucher with GST – GST Report and Returns.

## **UNIT-VI CURRENT CONTOURS (for Continuous Internal Assessment only):**

Practical: Collection Bills with GST – CGST – SGST – IGST TEXT BOOKS: 1. Alexis Leon and Mathew Leon, Introduction to Computers with Ms Office 2000, 1 2. Sajee Kurian, Tally ERP 9 with GST, 2018, Blessing Inc.

### **REFERENCE BOOKS:**

1. Microsoft office for windows 2007, S.Jain, 2010, BPB Publication.
2. GST Accounting with Tally ERP9, Asok K.Nadhani, 4th Edition, BPB Publication.
3. Implementing Tally 5-4 Author, K.K.Nadhani , 2018, BPB Publication.

### **E – RESOURCES:**

- <https://www.allaboutcircuits.com/textbook/reference/chpt-6/derivatives-power-functions-e>
- <https://exceljet.net/excel-functions/excel-hyperlink-function>
- <https://elink.io/p/httpsceviouscomtally-customization-9636d6f>

### **COURSE OUTCOMES:**

- Students gain the knowledge of computers.
- Students developed skills in MS Office.
- They get acquaint skills in Tally for business functions.
- Student known about the GST.
- Students gain the Practical Knowledge in MS Office, Tally and GST applications.

**Second Year**

**SECOND ALLIED COURSE - I  
BUSINESS LAW  
(Theory)**

**Semester - III**

**Code: 22BSACBB1**

**Credit: 3**

**COURSE OBJECTIVES:**

- To enlighten the students on the basic principles and legal aspects of business laws.
- To promote the understanding of various legislations relating to business
- To make them acquire knowledge on the legal aspects in the business environment.

**UNIT – I:**

Contract Act – Definition, Classification – Essentials of a Contract – Offer and Acceptance – Consideration – Contractual Capacity – Free Consent – Legality of Object.

**UNIT – II:**

Performance of Contract – Modes of Discharge of Contract – Remedies for Breach of Contract.

**UNIT – III:**

Law of Agency – Mode of creation - Agency by Ratification – Sub-Agent and Substituted Agent Termination of Agency.

**UNIT – IV:**

Sale of Goods Act – Definition – Conditions and Warranties – Transfer of Property – Performance of Contract of Sale – Rights of an Unpaid Seller.

**UNIT – V:**

Partnership – Definition - Essentials - Rights, duties and Liabilities of partners -Types of partnership - Dissolution of partnership.

**UNIT-VI CURRENT CONTOURS (for Continuous Internal Assessment only):**

Course content shall be discussed in the light of relevant case laws through Expert Talk, Group Discussion, Role Play and Power Point Presentation.

**TEXT BOOKS:**

1. Elements of Mercantile Law - N.D. KAPOOR, Sultan Chand & Sons, 2019 Edition.
2. Business Law – PILLAI & BHAGAVATHI, S Chand & Company Limited, 2007 Edition.

**REFERENCE BOOKS:**

1. Principles of Mercantile Law – B.N. TANDON.
2. Business Law including Company Law- S.S. GULCHAN & G.K. KAPOOR, New Age

International Publishers, 2009 Edition.

3. A Text book of Mercantile Law – P.P.S.GOGNA, S Chand & Company Limited, 2014 Edition.

**E – RESOURCES:**

1. [https://www.indiacode.nic.in/bitstream/123456789/13660/1/indian\\_partnership\\_act\\_1932.pdf](https://www.indiacode.nic.in/bitstream/123456789/13660/1/indian_partnership_act_1932.pdf)
2. <https://www.jkshahclasses.com/announcement/IndianContractAct1872.pdf>
3. <https://getlegalindia.com/sale-of-goods-act/>

**COURSE OUTCOMES:**

- On the successful completion of the course, student will be able to
- Learn the basics of laws governing commercial contracts and nuances of competency to contract, rules of consideration, free concern and object of contract with case laws and illustrations.
- Have an insight on the provisions related to Sale of Goods Act 1930
- Understand the consequences of applicability of various laws on business situations.
- Know the rights and duties under various legal acts.
- Develop critical thinking through the use of law cases.

**Second Year**

**NON MAJOR ELECTIVE COURSE - I**

**Semester - III**

**ECONOMICS FOR INVESTORS**

**(Theory)**

**Code: 22ANMEEC1**

**Credit: 2**

**COURSE OBJECTIVES:**

- To understand concepts of saving and investments
- To probe the various investment avenue and its practice applications
- To enables various investment markers and its features
- To Know the economic fundamentals and the Business Environment
- To understand various investment methods and its strategies

**UNIT-I INTRODUCTION:**

Saving and Investments – Meaning – Types - Importance – Role of Savings and Investment on the development of Individuals- Distributional Role of Investment – Income and Wealth – Equitable Distributional Role

**UNIT -II INVESTMENT AVENUES:**

Traditional Investment – Cash, Deposits, Gold, Silver, Commodities Real Estates. Modern Investment – Direct Investment – Portfolio Investment -Insurance -Mutual Funds -Traded Funds.

**UNIT -III INVESTMENT MARKETS:**

Capital Market – Share Market – Primary and Secondary – Bond Markets- Money Market – Metal Market - Commodities Markets – Foreign Exchange Market - Hedging - Futures and Options.

**UNIT -IV ECONOMIC FUNDAMENTALS FOR INVESTORS:**

Domestic Economy: Growth and Development – National Income – Per Capita Income, Unemployment – Taxes, Trade Cycle – Infrastructure – Physical and Economic. Political and Social Environment - International Economy: Growth and Development, Trade, Foreign Exchange - Global Recession- Oil Market – International Conflicts.

**UNIT- V INVESTMENT METHODS AND STRATEGIES:**

Cash Flow – Capital Gain – Risk Reward – Asset Accumulation - Risk Distribution – Asset Management.

**UNIT –VI CURRENT CONTOURS (For Continuous Internal Assessment Only):**

Recent Developments in National and International Markets.

**REFERENCES:**

1. Ken McElroy, (2004) The ABCs of Real Estate Investing, Hachette Book Group USA
2. Esme Faerber (2013), All about Stocks ,TataMGraw Hill, New Delhi
3. Christopher D. Piros, Jerald E. Pinto(2013), “Economics for Investment Decision Makers: Micro, Macro, and International Economics, Workbook”, Wiley, 2013
4. John Calverley, “The Investor's Guide to Economic Fundamentals”, Wiley, 2003
5. Howards Marks, Mastering The Market Cycle:Getting the Odds on Your Side”, John Murray Press, 2018
6. Robert T. Kyosaki,(2014) Guide To Investing Business Plus ISBN: 9780446589161
7. Benjamine Graham(1949), The Intelligent Investor, Harper&Brothers
8. Mary Buffett and David Clark(2002), The New Buffettology (Simon and Schuster)
9. John C Bogle(2017) The Little Book of Common Sense Investing:The Only Way to Guarantee Your Fair Share of Stock Market Returns, Wiley Publications
10. William J. O’ Neil (2009) How to Make Money in Stocks: A Winning System in Good Times and Bad, Fourth Edition McGraw Hill Education

**COURSE OUTCOMES:**

After the completion of the course students should be able to:

- Describe the types and importance of savings and investments.
- Explain the available for investment avenues.
- Understand the operations of different types of investment markets.
- Evaluate the economic fundamentals and information.
- Construct objective enabling investment plans, strategy, evaluate and restructure if required.

**Second Year**

**CORE COURSE - VII**

**Semester - IV**

**ORGANIZATIONAL BEHAVIOUR**

**(Theory)**

**Code: 22BCCBB7**

**Credit: 5**

**COURSE OBJECTIVES:**

- To provide basic knowledge on various models of organizational behavior.
- To expose them to the concepts of motivation and group dynamics.
- To help them acquire interpersonal skills.

**UNIT – I:**

Organizational Behaviour – Concept – Nature – Objectives and elements of OB- Importance of OB- Models of OB - Other similar fields of study – Disciplines contributing to Organizational Behaviour - Individual Behaviour – Personality-Determinants – Personality development Theories on Personality.

**UNIT – II:**

Perception – Definition – Process and determinants of Perception – Attitudes- Nature and formation of Attitudes- Values - Group Dynamics – Formal and Informal Groups-Group Norms, Group Cohesiveness and Group Decision making.

**UNIT – III:**

Leadership – Concept – Qualities of effective Leadership – Leadership Styles – Definition of Power – Types of Power - Sources of power – Power and Politics.

**UNIT – IV:**

Definition of Authority – Characteristics – Types of Authority - Morale – Concept – importance – Measurement of Morale – Steps to improve Morale in an organization.

**UNIT – V:**

Motivation – Concept – Nature – significance - Theories of Motivation – Maslow’s need hierarchy theory – McGregor’s Theory X and Theory Y – Herzberg’s Two Factor Theory - Stress Management – Concept - Sources - Effects of stress - Management of Stress.

**UNIT-VI CURRENT CONTOURS (For Continuous Internal Assessment Only):**

Contemporary Developments related to this Course Role Play, Group Discussion, case studies and seminars.

**TEXT BOOKS:**

1. Organizational Behaviour – L.M. PRASAD, 5th Edition, SULTAN CHAND & SONS.
  2. Organization Theory and Behaviour – V.S.P. RAO & D.S. Narayana, 2nd Edition, Konark Publishers Private Limited
- REFERENCES BOOKS: 1. Elements of Organizational Behaviour – S.S. KHANKA, 2006 Edition, S.Chand & Company Ltd. 2. Organizational Behaviour – Gupta CB, 2014, S.Chand
3. Organizational Behaviour - K.ASWATHAPPA, 12th Edition, Himalaya Publishing House

**E – RESOURCES:**

1. <https://egyankosh.ac.in/bitstream/123456789/61464/1/Unit-6.pdf>
2. <https://granite.pressbooks.pub/ld820/chapter/1/>
3. [https://www.tutorialspoint.com/organizational\\_behavior/organizational\\_behavior\\_motivation.htm](https://www.tutorialspoint.com/organizational_behavior/organizational_behavior_motivation.htm)

**COURSE OUTCOMES:**

On the successful completion of the course, student will be able to

- Have an insight on how employees behave and perform in the workplace
- Analyze the individual and group behavior and understand the implications of organizational behavior on the process of management.
- Understand their own behavior, attitude, ethical views and performance as well as those of the people with whom they behave.
- Demonstrate how to make better decisions both as an individual and in a group.
- Apply different motivational theories and methods to increase the productivity and job satisfaction of employees.

**Second Year**

**CORE PRACTICAL - I**

**Semester - IV**

**COMPUTER APPLICATIONS IN BUSINESS  
(PRACTICAL)**

**Code: 22BCCBB1P**

**Credit: 5**

**COURSE OBJECTIVES:**

- To gain practical knowledge in computer applications.
- To give in-depth knowledge of documentation through MS Office packages.
- To help them apply various accounting procedures through TALLY software.

**MS – Word:**

1. Creating Business Letters.
2. Creating an application for the job with Bio-data.
3. Creating circular letter with Mail Merge options.
4. Creating a table by using the split and merge options.

**MS – Excel:**

1. Creating a work sheet Mark sheet, Pay slip, PF Contribution list etc.
2. Creating charts.
3. Creating a table and charts.
4. Filtering the date using Auto filter custom filters using comparison operations.

**MS – Power point:**

1. Creating a power point presentation.
2. Creating a slide show.
3. Creating an advertisement.

**Accounting Package:**

1. Preparing vouchers for entries for the given transactions.
2. Preparing final accounts from the Trial Balance given with any five adjustments.
3. Preparing vouchers with GST.

**Second Year**

**SECOND ALLIED COURSE - II**

**Semester - IV**

**OPERATIONS RESEARCH  
(THEORY)**

**Code: 22BSACBB2**

**Credit: 3**

**COURSE OBJECTIVES:**

To help students

- To understand the Business methods used in Operations Research.
- To allocate limited resources with optimum utilization in production and gain knowledge on replacement decisions.

**UNIT – I:**

Operations Research – Concepts – Models – Scope – Phases – Limitations – Operations Research and Decision Making – Linear Programming Problem: Formulation of L.P.P. - Graphical Method.

**UNIT – II:**

Transportation Problem: North West Corner Rule - Least Cost Method - Vogel's Approximation Method.

**UNIT – III:**

Assignment Problem: Solving assignment Problem – Travelling Salesman Model – Maxima and Minima Method – Hungarian Method.

**UNIT –IV:**

Inventory Control: Categories of Inventory – reasons for carrying inventory – costs and terms associated with inventory – Deterministic and Probabilistic Inventory Problem.

**UNIT – V:**

Replacement Decisions: Replacement of equipment that deteriorates gradually – Replacement of Equipment that fails suddenly.

**UNIT-VI CURRENT CONTOURS (For Continuous Internal Assessment Only):**

Contemporary Developments Related to the Course during the Semester concerned. Practical: Conduct of Employee survey and reporting- Review and evaluation of Inventory control.

**(Marks: Theory 20% and Problems 80%)**

### **TEXT BOOKS:**

1. KANTI SWARUP, P.K.GUPTA AND MAN MOHAN, “Operations Research” Sultan Chand & Sons Co. Ltd., 14th Edition, 2008.
2. S.KALAVATHY, “Operations Research “ Vikas Publishing House Private Limited, 4th Edition, August 2002

### **REFERENCES BOOKS:**

1. C.R.KOTHARI, “Quantitative Techniques” , Vikas Publishing House Private Limited,15th Edition, January 2013.
2. ANAND SHARMA, “Quantitative Techniques for Decision Making”, Himalaya Publishing House, 3rd Edition 2021

### **E – RESOURCES:**

- <http://www.snvanita.org/pdf/Introduction%20to%20Operations%20Research.pdf>
- <https://towardsdatascience.com/operations-research-in-r-transportation-problem1df59961b2ad>
- <https://kanchiuniv.ac.in/coursematerials/OperationResearch.pdf>

### **COURSE OUTCOMES:**

At the end of this course students will be able to...

- Formulate and obtain the optimal solution for Linear Programming problems.
- Determine the optimal solution for Transportation problems.
- Determine the optimal solution for Assignment problems.
- Understand the need of inventory control and Management.
- Decide an optimal replacement decision for given equipment.

**Second Year**

**NON MAJOR ELECTIVE COURSE - II**

**Semester - IV**

**ECONOMICS FOR COMPETITIVE EXAMINATIONS  
(THEORY)**

**Code: 22ANMEEC2**

**Credit: 2**

**COURSE OBJECTIVES:**

- To understand the basic Economic Growth Concepts.
- To explore the Development of Indian Economy over the years.
- To understand the concepts of Income Classification, Poverty and Employment.
- To understand the Tax Structure and Fiscal Federalism in India.
- To understand the Banking and Trade aspects of India.

**UNIT – I ECONOMIC CONCEPTS:**

Economic Growth and Development – Measurement - GDP, GNP, NDP, NNP, PCI, HDI – Current Trends.

**UNIT – II NATURE OF INDIAN ECONOMY:**

Agricultural, Industrial and Service Sectors – Five Year Plans before and after Liberalisation – NITI AYOJ and Recent Developments.

**UNIT – III INCOME AND EMPLOYMENT:**

Income Classifications (NSS) - Poverty and Poverty Line - Anti-Poverty and Employment Generation Programmes - MGNREGP. UNIT – IV PUBLIC FINANCE: Direct and Indirect Taxes - Personal IT, Corporate IT, Sales Tax, VAT, GST, Excise Duty, Customs Duty, Local Taxes - Fiscal Federalism and Finance Commissions.

**UNIT – V MONEY, BANKING AND TRADE:**

Money Supply – M1, M2, M3 & M4 – Inflation – RBI – Functions and Role – Commercial Banks and NBFCs – Export and Import – Major Commodities – Balance of Payments – IMF and World Bank – Role.

**UNIT VI CURRENT CONTOURS (For Continuous Internal Assessment Only):**

Recent Developments in Indian Economy.

**REFERENCES:**

1. A V Balakrishnan, (2022, 3rd Ed., Economic Development in India (Policies, Reforms and Liberalisation), GK Publications, G.K. Publications Pvt Ltd.
2. Economic Survey, Government of India, 2022.

3. Mishra, Puri, Garg (2022, 40th Ed.), Indian Economy, Himalaya Publishing House, New Delhi.
4. Ramesh Chand, Pramod Joshi (2022, 1st Ed.) Indian Agriculture Towards 2030: Pathways for Enhancing Farmers' Income, Nutritional Security and Sustainable Food and Farm Systems. Springer Verlag, Singapore.
5. Reserve Bank of India, Report of Currency and Finance, (Annual).
6. Sanjay Kaul (2022, 1st Ed.), An Alternative Development Agenda for India, Taylor & Francis Ltd.
7. Uma Kapila (2022, 23rd Ed.), Indian Economy: Performance and Policies, Academic Foundation.
8. Uma Kapila (2022, 33rd Ed.), Indian Economy since Independence, Academic Foundation.

### **COURSE OUTCOMES:**

After the completion of the course students should be able to:

- Explain the basic Economic Growth Concepts with data.
- Examine the various development aspects of the Indian Economy over the years.
- Analyze the income structure and poverty issues in India.
- Explain the Tax Structure and Fiscal Federalism in India.
- Examine the Banking and Trade aspects of India.

## PROFESSIONAL ETHICS

Third Year

**CORE COURSE – VIII  
COST ACCOUNTING  
(Theory)**

Semester – V

Code: 22BCCBB8

Credit: 5

### **OBJECTIVES:**

To enable students

- To understand the basic concepts of cost accounting,
- To gain knowledge on principles and procedures of cost accounting and
- To apply the costing techniques in different practical situations.

### **UNIT – I:**

Meaning and Scope of Cost Accounting – Concept and Classification of Cost – Elements and Methods of Cost – Relationship of Cost Accounting and Financial Accounting – Preparation of Cost Sheet.

### **UNIT – II:**

Materials – EOQ - Levels of Stock – Receipts and Issues of materials – ABC Analysis - Stores Ledger – FIFO, LIFO, Simple Average and Weighted Average.

### **UNIT – III:**

Labour – Time-Keeping and Time-Booking – Methods of Remuneration and Incentive Schemes – Overtime and Idle time – Labour Turnover – Causes, Types and Measurement.

### **UNIT – IV:**

Overheads – Collection, Classification, Allocation, Apportionment and Absorption – Recovery Rates – Over and Under Absorption -Machine Hour Rate – Job Costing – Contract Costing.

### **UNIT – V:**

Operating Costing – Process Costing: Normal Loss, Abnormal Loss and Abnormal Gains (excluding Equivalent Production and Inter process).

**(Marks: Theory 40% and Problems 60%)**

### **UNIT-VI CURRENT CONTOURS (For Continuous Internal Assessment Only):**

Contemporary development related to apply the methods of costing adopted by different types of industries.

### **TEXT BOOKS:**

1. Cost Accounting Principles and Practice– S.P. JAIN AND K.L. NARANG, Kalyani Publishers, 2020 Edition.
2. 2. Jawahar Lal, Seema Srivastava, SEEMA SINGH (2019). Cost Accounting, 6th Edition –Tata McGraw Hill Publication,

## REFERENCE BOOKS:

1. Cost Accounting – S.P.IYENGAR, Sultan Chand & Sons, 2005 Edition.
2. Cost Accounting – R.S.N. PILLAI AND V. BAGHAVAGHI, S.Chand & Company Ltd. 2010 Edition.
3. Cost Accounting – S.N. MAHESHWARI, Sultan Chand & Sons. 2009 Edition.

## E – RESOURCES:

- <https://www.toppr.com/guides/fundamentals-of-accounting/fundamentals-of-costaccounting/format-of-cost-sheet/>
- [https://www.sbsc.in/pdf/resources/1587834839\\_Methods\\_of\\_Pricing\\_Material\\_Issues.pdf](https://www.sbsc.in/pdf/resources/1587834839_Methods_of_Pricing_Material_Issues.pdf)
- <https://www.arsdcollege.ac.in/wpcontent/uploads/2020/03/OVERHEADS-COSTING-NOTES.docx>

## COURSE OUTCOMES:

- Understanding the concept of cost accounting, Recognize the merits and demerits of cost accounting along with the elements of cost concepts.
- Describe the cost sheets for the purpose of stores control through economic order quantity, pricing and material issues.
- Measure the cost in various types of costing followed by various organization.
- Plan, design and execute practical activities using techniques and procedures appropriate to cost accounting.
- Respond to change within the external and internal business environments and its effect on cost accounting.

## PROFESSIONAL ETHICS AND HUMAN VALUES

Third Year

### CORE COURSE – IX FINANCIAL MANAGEMENT (Theory)

Semester – V

Code: 22BCCBB9

Credit: 5

#### OBJECTIVES:

- To expose learners to various concepts and principles of financial management.
- To develop in them decision making skills on various financial matters.
- To acquaint them with various tools for the management and understanding of finance.

#### UNIT – I:

Financial Management - meaning and Scope - Finance functions - profit maximization and Wealth maximization - Sources of Finance - Short term - bank sources - Long term - Shares - Debentures, Preferred stock- debt.

#### UNIT – II:

Cost of Capital - Concepts, Importance - classification - Calculation of Cost of Debt, Cost of Equity and Cost of Preference Shares - Cost of Retained Earnings - Weighted Average Cost of Capital.

#### UNIT – III:

Leverages - Meaning and Significance - Types: Operating, Financial and Combined Leverages - EBIT and EPS Analysis, Dividend - Forms of Dividend - Factors determining dividend- Dividend Theories and Dividend Policies.

#### UNIT – IV:

Capital Structure Planning - Meaning and Scope - Approaches: Net Income Approach - Net Operating Income Approach - MM Approach - Arbitrage Process - Traditional Approach - Indifference Point.

#### UNIT- V:

Capital Budgeting (Investment Decisions) - Concept and Importance - Appraisal Methods: Pay Back Method - Discounted cash Flow method - NPV Method, Excess present value Index, IRR, ARR and ROI.

**(Marks: Theory 40% and Problem 60%)**

#### UNIT-VI CURRENT CONTOURS (For Continuous Internal Assessment Only) :

Contemporary development related to understand the applications of development finance as practiced in finance institutions, economics/finance clusters of governments and other development finance related institutions.

#### TEXT BOOKS:

1. S.N.MAHESHWARI, Elements of Financial Management - Sultan Chand & Sons. 2019 Edition.
2. R.K. SHARMA, SHASHI AND K . GUPTA, Financial management, Kalyani Publications. 2014 Edition.

#### REFERENCE BOOKS:

1. I.M.PANDEY, Financial Management, Vikas Publishing House Pvt . Ltd.
2. PRASAMMA CJAMDRA, Fundamentals of Financial Management, Tata Mc Graw Hills.

3. M.Y. KHAN & P.K. JAIN , Theory and Problems in financial Management, Tata McGraw Hills.

**E – RESOURCES:**

- <https://www.managementstudyguide.com/financial-management.htm>
- <https://www.indeed.com/career-advice/career-development/what-is-cost-of-capital>
- <https://www.managementstudyguide.com/capital-structure.htm>

**COURSE OUTCOMES:**

On Completion of this course students will be able to :

- Demonstrate and understand the overall role and importance of Financial Functions.
- Demonstrate Basic Financial Management Knowledge.
- Communicates effectively using standard Business terminology.
- Utilize information to maximize and manage finance.
- Demonstrate a basic understanding of Budgeting.

## PROFESSIONAL ETHICS AND HUMAN VALUES

Third Year

### CORE COURSE – X COMPANY LAW AND PRACTICE (Theory)

Semester – V

Code: 22BCCBB10

Credit: 5

#### COURSE OBJECTIVES:

- To understand the concept of company law, formation of company and other activities of the company.
- To know the procedure conducting meetings and role of directors.
- To understand the process of winding up and dissolution.

#### UNIT – I:

Define Company-Kinds of company - Characteristics of company - Company distinguished from partnership - Formation of company-Company secretary - Rights and liabilities of a secretary.

#### UNIT – II:

Incorporation of a company - Certificate of incorporation - Certificate of commencement of business - Memorandum of Association - Articles of Association - Incorporation.

#### UNIT – III:

Share capital - Kinds of share capital - Share holders - Rights and liabilities of shareholders– Prospectus - Contents of prospectus - Allotment of shares - Transfer of shares - Reissue of shares - Meaning of dividend - types of dividend - Meaning of debenture - types of debentures.

#### UNIT – IV:

Appointment of directors - duties and liabilities of directors - managerial remuneration - Meeting-types of meetings – Notice – Quorum - Minutes of meeting – Proxies – Agenda - Chairman of the meeting – Resolution - Types of resolution.

#### UNIT – V:

Winding up - Modes of winding up - Consequences of winding up - Grounds of compulsory winding up - Voluntary winding up - Duties of secretary in respect of each windingup - Dissolution-Types of dissolution - Difference between winding up and dissolution.

#### UNIT-VI CURRENT CONTOURS (For Continuous Internal Assessment Only):

Contemporary development related to Director Identity Number (DIN) - Corporate Identity Number (CIN) - Online filling – Registration - Corporate Governance - Corporate Social Responsibility ( CSR) - Insider trading - National Company Law Tribunal.

#### TEXT BOOKS:

1. N.D.Kapoor, “Company Law and Secretarial Practice” Sultan Chand and Sons, New Delhi, 2020. 5th Edition
2. S.Srikanth , Shanti Rekha Rajagopal ,Revathy Blakrishnan, Corporate Laws and Secretarial Practice, Jain Book. New Delhi - 01

**REFERENCE BOOKS:**

1. R.S.N.Pillai and Bagavathi “Business Law”, S.Chand and Company, New Delhi, 3rd Edition 2014.
2. M.C.Kuchaal “Mercantile Law”, Sultan Chand and Sons, New Delhi, 2013, 6th Edition
3. Sangeet Kedia, Advanced Company Law And Practice, Pooja Law Publishing Company, New Delhi

**E – RESOURCES:**

- <https://taxguru.in/company-law/types-companies-companies-act-2013.html>
- <https://lawcorner.in/types-of-shares-and-share-capital-under-companies-act-2013/>
- [https://www.brainkart.com/article/Kinds-of-Company-Meetings\\_40943/](https://www.brainkart.com/article/Kinds-of-Company-Meetings_40943/)

**COURSE OUTCOMES:**

- Develop the knowledge about the procedure for formation of company.
- Identify the role and responsibilities of shareholders in a company.
- Understand the importance of meeting in a company.
- Analyse the consequences of winding up.
- Develop their reasoning abilities towards the business law.

## PROFESSIONAL ETHICS

Third Year

### CORE COURSE – XI RESEARCH METHODS FOR BUSINESS (Theory)

Semester – V

Code: 22BCCBB11

Credit: 5

#### COURSE OBJECTIVES:

To help students

- To comprehend the theoretical concepts and research logic.
- To familiarized with the various stages of the research work.
- To gain knowledge about the formulation of business research projects.

#### UNIT – I:

Research: Meaning – Definition – important – Types – Methods – Process – Quality of good research – problem faced by researcher in India. Research Problem: Selecting problem – Technique.

#### UNIT – II:

Research Design: Meaning – Concepts – Categorize of Research Design. Sampling Design: Different Census survey and sample survey – Steps – Type.

#### UNIT- III:

Sample size: Points to be consider sample size determination – Approach based on Precision rate and confidence level Scaling: Measuring scale – Sources of Error in Measurement – Test of sound Measurement – Techniques. Data Collection: Primary and secondary data meaning – Collection of Primary Data – Collection of Primary Data.

#### UNIT – IV:

Processing of Data: Editing – Coding – Classification – Tabulation. Concept of standard error: Criteria for judging Significance at Various levels. Hypothesis: Meaning – Basic concept of Hypotheses testing – Flow diagram for testing.

#### UNIT – V:

Analysis of Data: Measure of Central Tendency – Chi-Square test. Interpretation: Meaning – Technique. Report Writing: Steps – Layout of project Report.

#### UNIT-VI CURRENT CONTOURS (For Continuous Internal Assessment Only) :

Contemporary development related to Construction of Questionnaire HR and Marketing(Primary) or Collection of Financial→ Data (Secondary). Prepare Master chat and apply necessary statistical and financial tools.→ Prepare findings and suggestions.→

#### TEXT BOOKS:

1. RESEARCH METHODOLOGY – C. R. KOOTHARI, 2019, New Age Publications
2. BUSINESS RESEARCH METHODS – COOPER AND SCHINDLER, 12th Edition, Tata McGraw-Hill

## **REFERENCE BOOKS:**

1. Business Research Methods – S.N.Murthy, 2010, Excel Books.
2. Research Methodology – Pannerselvam, PHI Pvt. Ltd., 2013, New Delhi.
3. Research Methodology - Concept & Cases – Chawala, Deepak & Sondhi, Neena, 2nd Edition, Vikas Publication

## **E – RESOURCES:**

1. <https://www.educba.com/types-of-research-methodology/>
2. <https://www.formpl.us/blog/amp/research-report>
3. <https://www.scribbr.com/statistics/hypothesis-testing/>

## **COURSE OUTCOMES:**

- To solve the problem by following proper research procedures.
- To prepare a research paper or any other type of research work.
- To deliberately ignoring research errors in order to submit precise and reliable work.
- To assess the validity and reliability of a study's overall findings
- To create documentation through high-quality writing

## PROFESSIONAL ETHICS

Third Year

**MAJOR BASED ELECTIVE COURSE - I**  
**1. STRATEGIC MANAGEMENT**  
**(Theory)**

Semester – V

Code: 22BMBEBB1

Credit: 5

**COURSE OBJECTIVES:**

- To expose students to various perspectives and concepts in the field of Strategic Management
- The course would enable the students to understand the principles of strategy formulation, implementation and control in organizations.
- To help students develop skills for applying these concepts to the solution of business problems

**UNIT – I:**

The Concept of Strategy - Strategic Decisions - Strategic Management - Concept - Benefits - Limitations - Strategic Management Process - Approaches.

**UNIT – II:**

Mission, Objectives -Need for Environmental Scanning – SWOT Analysis.

**UNIT – III:**

Strategy Formulation - Business Strategy - Corporate Strategy - Portfolio Analysis - BCG Matrix - Uses - Limitations.

**UNIT – IV:**

Strategy Implementation - MBO - Functional Implementation - Production – Marketing - Finance Personnel - Research and Development.

**UNIT – V:**

Strategy Evaluation and Control - Strategic Control – Evaluation Techniques.

**UNIT-VI CURRENT CONTOURS (For Continuous Internal Assessment Only) :**

Contemporary development related to prepare a project report on Industry and Company comprehensive analysis based on General, Industry, Competitor and Internal Environment, SWOT summary and Implementation. It can be done as a group project which should also include suggestions based on problem identification and solutions (alternatives).

**TEXT BOOKS:**

1. Business Policy and Strategic Management, L.M. Prasad.Sultan Chand And Sons,
2. Grant, R. and Jordan, J. 2012. Foundations of Strategy. NY: John Wiley & Sons, Ltd.

**REFERENCE BOOKS:**

1. Strategic Management Michael Hitt, Ireland, Hoskission, 2010, Cengage Learning, NewDelhi.

2. Strategic Management – Concepts and Cases, Fred R. David, 2010, PHI Learning, New Delhi.
3. Business Policy and Strategic Management (Text and Cases) ,SubbaRao, P 2010,

**E – RESOURCES:**

- <https://elink.io/p/strategic-management-90dc541>
- [https://www.mindtools.com/pages/article/newTMC\\_05.htm](https://www.mindtools.com/pages/article/newTMC_05.htm)
- <https://cleartax.in/g/terms/mbo-management-by-objectives>

**COURSE OUTCOMES:**

Upon completion of this course, students should be able to:

- Establish and evaluate mission statement, long term objective, vision, and short term plan for the business; Analyze the external and internal environment and identify opportunities, threats, strengths, and weaknesses of the firm and thereby formulate appropriate strategies for business;
- Plan pre-implementation and implementation phase; and
- Monitor and evaluate implemented strategies.
- Students will be able to develop their capacity to think and execute strategically.

## PROFESSIONAL ETHICS

Third Year

### SKILL BASED ELECTIVE COURSE - I SERVICES MARKETING (Theory)

Semester – V

Code: 22BSBEBB1

Credit: 2

#### COURSE OBJECTIVES:

To enable students

- Know the various concepts of services marketing
- Understand the strategies for managing and marketing of services and
- Devise strategies for marketing services in the liberalized business environment.

#### UNIT – I:

Services marketing – Introduction - Growth of service sector – Types - Characteristics – Constraints in services marketing – Difference between goods & services.

#### UNIT – II:

Marketing Management process for services – organizing marketing planning - Analysing opportunities – target market – Developing the services marketing Mix.

#### UNIT – III:

Strategies for managing capacity to match demand - Strategies for managing demand to match capacity - Services Marketing Mix elements.

#### UNIT – IV:

Service product – analysis of the service offer – service planning – factors affecting pricing decisions – special issues of service pricing.

#### UNIT – V:

Promotion Mix for services – Place in service – Identifying & Evaluating major channel alternating – physical factors – physical environment.

#### UNIT-VI CURRENT CONTOURS (For Continuous Internal Assessment Only) :

Practical: Collection of Data regarding Marketing Mix

#### TEXT BOOKS:

1. Christian Gronroos - Service Management and Marketing, 3rd Edition, John Wiley & Sons Ltd.
2. Christopher Love Lock, Service Marketing, 8th Edition, Pearson Education Asia

#### REFERENCE BOOKS:

1. Rama Mohana Rao, Service Marketing, 2nd Edition, Pearson Education.
2. HJames A Fitzsimmons, Services Marketing, 8th Edition, McGraw Hill..
3. Valarie A. Zeithaml, Service Marketing, 7th Edition, Tata McGraw-Hill.

**E – RESOURCES:**

- [https://www.brainkart.com/article/Introduction-to-Service-Marketing\\_5997/](https://www.brainkart.com/article/Introduction-to-Service-Marketing_5997/)
- <https://www.marketing91.com/service-marketing-mix/>
- <https://indiafreenotes.com/promotion-mix-strategy-for-services/amp/>

**COURSE OUTCOME:**

- Students gain knowledge about the basic concepts of Services marketing
- Students develop skills to tackle the challenges in Marketing Mix
- To know the Strategy followed in the products
- Students know about the promotion mix, pricing decision.
- Students gain the Practical Knowledge about the market activities.

## PROFESSIONAL ETHICS AND HUMAN VALUES

Third Year

### PART - IV SOFT SKILL DEVELOPMENT (Theory)

Semester – V

Code: 22UGSDC

Credit: 2

#### OBJECTIVES:

- To Develop communicative competence among the Students.
- To enhance the learner's soft skills by giving adequate exposure in LSRW and sub skills.
- To enable learners to put the life skills into practice with confidence.

#### UNIT- I KNOW THYSELF / UNDERSTANDING SELF:

Introduction to Soft skills-Self discovery-Developing positive attitude-Improving perceptions- Forming values.

#### UNIT -II INTERPERSONAL SKILLS/ UNDERSTANDING OTHERS:

Developing interpersonal relationship-Team building-group dynamics-Net working- Improved work relationship

#### UNIT -III COMMUNICATION SKILLS / COMMUNICATION WITH OTHERS:

Art of listening –Art of reading –Art of speaking –Art of writing-Art of writing e-mails e mail etiquette.

#### UNIT- IV CORPORATE SKILLS / WORKING WITH OTHERS

Oral Presentation – Memos- Note taking - Note making and preparing Minutes- Reports, Proposals, Abstracts - Technical Writing.

#### UNIT -V SELLING SELF / JOB HUNTING

Writing resume/cv-interview skills-Group discussion- Mock interview-Mock GD – Goal setting - Career planning

#### UNIT - VI: CURRENT CONTOURS: (for continuous internal assessment only):

#### REFERENCES:

1. N. Krishnasamy, Manju Dhariwel and Lalitha Krishnasamy(2015). Mastering Communication Skills and Soft Skills – Bloomburg.
2. Meena.K and V.Ayothi (2013) A Book on Development of Soft Skills (Soft Skills : A Road Map to Success), P.R. Publishers & Distributors,
3. Meera Banerjee and Krishna Mohan: Developing Communication Skills, Trinity Publishers- (Lakshmi Publications.
4. Alex K. (2012) Soft Skills – Know Yourself & Know the World, S.Chand & Company LTD, Ram Nagar, New Delhi- 110 055.

#### COURSE OUTCOMES:

- Develop listening, speaking, reading and writing skills in English.
- Enhance soft skills and engage in a range of communicative tasks and activities
- Comprehend a text and identify specific and global information
- Promote communicative ability in both spoken and written form of the language
- Develop interpersonal skills to maintain human relationship
- Develop corporate skills to promote leadership qualities and team spirit.

## HUMAN VALUES AND PROFESSIONAL ETHICS

Third Year

**CORE COURSE - XII**  
**HUMAN RESOURCE MANAGEMENT**  
**(Theory)**

Semester – VI

Code: 22BCCBB12

Credit: 5

**COURSE OBJECTIVES:**

- To help students understand of the basic elements of HRM gain knowledge on various facets, the policies and practices of HRM and acquire knowledge on the recent trends in HRM.
- To impart knowledge in management and to provide basic conceptual skills and aptitude in the primary business activities so as to enable the aspiring students to exploit the business related opportunities.
- The functions, systems, policies and applications of Human Resource Management in organizations.
- An overview of theoretical foundations of key areas associated with HR development in the organizations,
- HR skills and their ability to assess the constraints and opportunities associated with managing employees in different socio-economic and political context.

**UNIT – I:**

Human Resource - Definition – Characteristics and Objectives – Principles of HRM– Functions of Personnel Department – Managerial and Operative Functions-- Qualities of Personnel Manager- Functions, Organizational Structure of Personnel Department.

**UNIT – II:**

HR Planning - Basics and needs – Factors - Objectives of Manpower Plan-Steps in HR Planning – Job Analysis, Job Description and Job Specification - Recruitment-Selection– Interviews and Tests and Placement of Personnel.

**UNIT – III:**

Computer Applications in Human Resources Management- Computer applications in personnel training & EDP - Types of applications—Training – Objectives – Methods – Importance of Executive Development –Methods – Promotion- Criteria and types – Transfer - Types - Career Planning.

**UNIT – IV:**

Wages– Different methods of wage payments – Time and Piece rate system –Incentive Schemes - Fringe benefits.

**UNIT – V:**

Performance Evaluation- Importance – Methods – Discipline and Disciplinary procedure – Grievances Steps in Grievance Handling.

**UNIT-VI CURRENT CONTOURS (For Continuous Internal Assessment Only) :**

Contemporary development related to how HR approach that merges the traditional method of personnel management with corporate strategy, while also focusing on organizational development.

**TEXT BOOKS:**

1. Human Resource Management – C. B. GUPTA – Sultan Chand & Sons, 2018 Edition
2. Human Resource Management- S.S. Khanka - Himalaya publishing House, 2003 Edition.

**REFERENCE BOOKS:**

1. Human Resource Management – P.S. SUBBORAO, Himalaya Publishing House, 2010 Edition
2. Essentials of Human Resource Management & Industrial Management, Text & Cases - Rao, S. New Delhi: Himalaya Publication, 2014 Edition.
3. Essentials of Human Resource Management, 2e – K. Sundar & J. Srinivasan, Vijay Nicole Imprints Private Limited, Chennai

**E – RESOURCES:**

1. <http://www.uou.ac.in/sites/default/files/slm/BHM-702T.pdf>
2. <https://www.investopedia.com/terms/h/human-resource-planning.asp>
3. <https://www.startuphrtoolkit.com/performance-appraisal-in-hrm/amp/>

**COURSE OUTCOMES:**

- The Students are able to exhibit fundamental and basic knowledge of Human Resource Management to solve the practical problems in business in systematic manner.
- The Students are able to identify and develop strategies for better practices for betterment of business in the most ethical manner.
- The Students are able to communicate effectively in the organization with confidence and contribute to exchange of ideas, skills and enhance learn ability within the organization.
- The Students will exhibit healthy and self-sustainable leadership and entrepreneur qualities that encourages taking decisions on the basis of calculated risk and enhance the competitive advantage of the organization.
- To gain knowledge HRM and its significance in business.

## PROFESSIONAL ETHICS

Third Year

### CORE COURSE - XIII MANAGEMENT ACCOUNTING (Theory)

Semester – VI

Code: 22BCCBB13

Credit: 5

#### COURSE OBJECTIVES:

- Understand the nature and scope of management accounting.
- Gain knowledge in the preparation of financial statement analysis, marginal costing budget, working capital, standard costing and
- Utilize the management tools and techniques to take appropriate financial decisions.

#### UNIT – I:

Management Accounting - Definition - objectives - Merits and Limitations - Financial Statement Analysis - Comparative Statements - Common Size Statements - Ratio Analysis - Construction of Balance Sheet ( simple problem).

#### UNIT – II:

Fund Flow Statement - Cash Flow Analysis - Uses and Construction - Distinction.

#### UNIT – III:

Marginal Costing - objectives and Limitations - Cost Volume Profit (CVP) Analysis - Break Even Analysis - Merits and Demerits - Margin of Safety

#### UNIT – IV:

Budget and Budgetary Control - Characteristics and Limitations - Preparation of Sales, Production, Raw material Cost, Cash, Master Budgets and Flexible Budgets.

#### UNIT – V:

Working Capital - Types - Factors Determining Working Capital - Estimate of Working Capital Requirements - Standard Costing - Material and labour Variance only.

**(MARKS : Theory 40% and Problems 60%)**

#### UNIT-VI CURRENT CONTOURS (For Continuous Internal Assessment Only) :

Contemporary development related to analyse and provide recommendations to improve the operations of organisations through the application of management accounting techniques.

#### TEXT BOOKS:

1. Management Accounting - S . N. MAHEWSWARI, Sultan Chand & Sons.
2. Management Accounting- R.S.N.Pillai and Bagavathi, S.Chand& Company Pvt Ltd Reprint edition 2013.

#### REFERENCE BOOKS:

1. Management Accounting by Dr.T.Ramasamy Gold Books publishing House, First edition, 2011.
2. Management Accounting - Theory & Practices, A. MOORTHY & S. GURUSAMY , Vijay Nicole Imprints

Private Limited, Chennai.

3. Accounting for Management – Dr.V.R.Palanivelu – University Science Press – Third Edition – 2017.

### **E – RESOURCES:**

1. <https://www.economicdiscussion.net/cost-accounting/management-accounting/32811>
2. <https://learn.financestrategists.com/explanation/management-accounting/what-is-fund-flowstatement/>
3. <https://www.economicdiscussion.net/accounting/types-of-budget-in-accounting/31733>

### **COURSE OUTCOMES:**

On Completion of this course students will be able to :

- Measure the financial statements through comparative and common size by using various financial ratios.
- Simplify the fund flow and cash flow statements by calculating funds and cash from operations.
- Produce various budgets and apply standard costing for material variances; marginal costing for cost volume profit.
- Provides a framework that translates the aims and objectives of the business into a series of key performance measures and targets.
- How the business or the corporations will establish and manage the process and the various techniques and methods to manage the business in a more effective and efficient manner

## PROFESSIONAL ETHICS AND HUMAN VALUES

Third Year

### CORE COURSE - XIV ENTREPRENEURIAL DEVELOPMENT (Theory)

Semester – VI

Code: 22BCCBB14

Credit: 5

#### COURSE OBJECTIVES:

To help students

- Understand the concepts of entrepreneurship development
- Acquire requisite knowledge and skills for becoming successful entrepreneurs and
- Formulate and develop business projects.

#### UNIT – I:

Entrepreneurship – Evolution of entrepreneurship - Traits of an Entrepreneur – Functions- Types of Entrepreneurs – Role of Entrepreneurship in Economic Development – Distinction between Entrepreneur, Intrapreneur and Entrepreneurship.

#### UNIT – II:

Entrepreneurial Environment – Factors affecting Entrepreneurial Growth – Entrepreneurial Motivation – Need for Achievement Motivation – Barriers to Entrepreneurship Development.

#### UNIT – III:

Entrepreneurship Development Programme (EDP) – Need for EDP – Objectives, Phases of EDP – Course Content and Curriculum of EDP – Problems of women entrepreneurs – EDP Institutions in India, their functions and financial support for entrepreneurs – DIC, TIIC, SISI, SIPCOT and SIDBI.

#### UNIT – IV:

Project Management – Concept of Project and Classification – Sources of a Business Idea - Project Identification – Project Formulation – Project Appraisal Methods - Preparation of Project Reports.

#### UNIT – V:

Incentives and Subsidies – Incentives to Small Scale Industries – Problems of Small Scale Industries – Merits and Demerits of Family Business - Benefits to Industrial Units located in Backward Areas – Industrial Estates.

#### UNIT-VI CURRENT CONTOURS (For Continuous Internal Assessment Only) :

Demonstrate extemporaneous speaking skills developed through in-class discussion of text materials, case study analysis and current entrepreneurship – related issues

#### TEXT BOOKS:

1. C.B. GUPTA & SRINIVASAN, Entrepreneurial Development, Sultan Chand & Sons
2. GORDAN & NATARAJAN, Entrepreneurship Development, Himalaya Publishing House

#### REFERENCE BOOKS:

1. VASANT DESAI, Dynamics of Entrepreneurial Development, Himalaya Publishing House

2. S.S. KHANKA, Entrepreneurship Development S.Chand & Company Limited
3. JAYASHREE SURESH, Entrepreneurial Development, Margham Publications

**E - RESOURCES:**

1. <https://www.investopedia.com/terms/e/entrepreneur.asp>
2. <https://www.economicdiscussion.net/entrepreneurship/women-entrepreneurs-inindia/32337>
3. <https://www.businessmanagementideas.com/entrepreneurship2/entrepreneurshipdevelopmentprogramme/21011>

**COURSE OUTCOME:**

On the successful completion of the course, student will be able to

- Examine the problems and challenges of setting up a new business
- Provide information on institutional support, business opportunities and creating a new business plan
- Identify the key steps required to initiate and develop a business enterprise
- Discriminate the benefits of delivering the project identification and selecting the successful project with the various guidelines issued by the authorities
- Motivate the students to become a successful entrepreneur

**Third Year**

**MAJOR BASED ELECTIVE COURSE - II  
CUSTOMER RELATIONSHIP MANAGEMENT  
(Theory)**

**Semester – VI**

**Code: 22BMBEBB3**

**Credit: 5**

**COURSE OBJECTIVES:**

- To understand the importance and dynamics of CRM
- To know about customer satisfaction, customer retention and customer identification.
- To train-up use of technological tools in CRM

**UNIT – I:**

CRM – Introduction – Definition – Need for CRM – Complementary Layers of CRM – Customer Satisfaction – Customer Loyalty – Product Marketing – Direct Marketing.

**UNIT – II:**

Customer Learning Relationship – Key Stages of CRM – Forces Driving CRM – Benefits of CRM – Growth of CRM Market in India – Key Principles of CRM.

**UNIT – III:**

CRM Program – Groundwork for Effective use of CRM – Information Requirement for an Effective use of CRM – Components of CRM – Types of CRM.

**UNIT – IV:**

CRM Process Framework – Governance Process – Performance Evaluation Process.

**UNIT – V:**

Use of Technology in CRM – Call Center Process – CRM Technology Tools – Implementation – Requirements Analysis – Selection of CRM Package – Reasons and Failure of CRM.

**UNIT-VI CURRENT CONTOURS (For Continuous Internal Assessment Only) :**

Contemporary Developments Related to the Course during the Semester concerned. Practical: Customer relationship management practices in retail industry, hospitality industry, banking industry, telecom industry and aviation industry.

**TEXT BOOKS:**

1. Customer relationship management, K.Balasubramaniyan, GIGO publication, 2005.
2. The essentials guide to knowledge management – E-business and CRM application, Amrittiwana, Pearson education, 2001

**REFERENCE BOOKS:**

1. Dilip Soman & Sara N-Marandi, "Managing Customer Value" 1st edition, 2014, Cambridge.
2. Alok Kumar Rai, "Customer Relationship Management: Concepts and Cases", 2008, PHI.
3. Ken Burnett, the Handbook of Key "Customer Relationship Management", 2010, Pearson Education.

## **E – RESOURCES:**

1. <https://elink.io/p/advantages-of-using-crm-in-banking-96df92e>
2. <https://theintactone.com/2020/12/02/framework-for-implementing-crm-a-step-by-stepprocess/>
3. <https://www.fibre2fashion.com/industry-article/2149/call-centre-and-customer-relationshipmanagement>

## **COURSE OUTCOMES:**

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

- To be aware of the nuances of customer relationship.
- To analyze the CRM link with the other aspects of marketing.
- To impart the basic knowledge of the Role of CRM in increasing the sales of the company.
- To make the students aware of the different CRM models in service industry.
- To make the students aware and analyze the different issues in CRM.

## PROFESSIONAL ETHICS

Third Year

### SKILL BASED ELECTIVE COURSE - II TOTAL QUALITY MANAGEMENT (Theory)

Semester – VI

Code: 22BSBEBB2

CREDIT: 2

#### COURSE OBJECTIVES:

- To grasp the nature and importance of various components that constitute TQM
- To Understand the contribution of Quality Gurus in TQM Journey
- To get familiarized with the basic concept and framework of Total Quality management

#### UNIT-I:

Introduction – Evolution of quality, Definition, Concept and Features of TQM, - Eight building blocks of TQM.

#### UNIT-II:

TQM thinkers and Thought – Juran Trilogy, PDSA cycle, 5S, Kaizen, Crosby's theory on Quality Management, Quality Performance Excellence Award- Deming Application Award, European Quality Award, Malcolm Baldrige National Quality Award

#### UNIT-III:

TQM tools- Benchmarking: Definition, concepts, benefits, elements, reasons for benchmarking, process of benchmarking, FMEA, Quality Function Deployment (QFD) – House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) – Concept and need.

#### UNIT-IV:

Six Sigma- Features of six sigma, Goals of six sigma, DMAIC, Six Sigma implementation. Statistical Process Control- Central Tendency, The seven tools of quality, Normal curve, Control charts, Process Capability.

#### UNIT-V:

Quality Systems- ISO 9000, ISO 9000:2000, ISO 14000, other quality systems.

#### UNIT-VI CURRENT CONTOURS (For Continuous Internal Assessment Only) :

Practical: Select any organisation that adopted any quality standard (i.e. ISO 9000/14000 / 18000/ 27000 etc.) and prepare a report on how the quality is managed in organisation. Take guidance from your subject teacher / Quality Manager from Industry.

#### TEXT BOOKS:

1. Dale H. Besterfiled, et at., "Total quality Management", Pearson Education Asia, Third Edition, Indian Reprint 2006.
2. Dale H.Besterfiled, et al., "Total Quality Management", Pearson Education, Inc.2003

## **REFERENCE BOOKS:**

1. James R. Evans and William M. Lindsay, “The Management and Control of Quality”, 8th Edition, First Indian Edition, Cengage Learning, 2012.
2. Suganthi.L and Anand Samuel, “Total Quality Management”, Prentice Hall (India) Pvt. Ltd., 2006.
3. Janakiraman. B and Gopal .R.K., “Total Quality Management – Text and Cases”, Prentice Hall (India) Pvt. Ltd., 2006.

## **E – RESOURCES:**

1. <https://asq.org/quality-resources/total-quality-management>
2. [https://www.researchgate.net/publication/235312564\\_A\\_review\\_of\\_literature\\_on\\_benchmarking](https://www.researchgate.net/publication/235312564_A_review_of_literature_on_benchmarking)
3. <https://elink.io/p/what-iso-standards-can-help-smes-in-the-time-of-covid-19-pandemic915b44d>

## **COURSE OUTCOMES:**

- The student would be able to apply the tools and techniques of quality management to manufacturing and services processes
- The student manager will be able to explain the concept of Six Sigma its DMAIC process.
- Identify requirements of quality improvement programs
- Manage quality improvement teams
- To realize the importance of significance of quality

## GENDER

**Third Year**

### **PART - V GENDER STUDIES (Theory)**

**Semester – VI**

**Code: 22UGGS**

**CREDIT: 2**

#### **OBJECTIVES:**

- To make students to aware of Gender constructions and gendering Process•
- To explore existing gender biases in the society and to understand the need to work towards the inclusive society To inculcate sensitivity and build gender perspectives.
- To use the course to bring attitudinal cum behavioral changes towards gender neutral ambience and promote the humanistic values

#### **UNIT- I INTRODUCTION TO GENDER STUDIES CONCEPTS**

Gender Spectrum.-Sex – Gender distinction – Biological Determinism – Patriarchy – Feminism –Gender Socialization and Stereotyping-Gender Discrimination – Gender Division of labour and roles– Gender Sensitivity and awareness – Gender Equity – Equality – Gender Main streaming and Gender Analysis.

#### **UNIT- II UGC INITIATIVES ON WOMEN’S STUDIES**

Definition of Women’s Studies –Gender Studies –UGC Initiatives and guidelines on Women’s Studies - Beijing Conference, UN Initiatives – Convention on Elimination of All forms of Discrimination Against Women (CEDAW)- Sustainable Development Goals on Gender Equality (SDG 5) and targets

#### **UNIT- III AREAS OF GENDER DISCRIMINATION**

Gender Socialization- Sex Ratio– Health and Nutrition– – Literacy and Education - Employment- Governance – participation in decision making- politics- property rights and access to credit- gender based violence- Social institutions –Family, Caste, Class, religion, gender, State. Market – Media – Politics – Judiciary

#### **UNIT -IV WOMEN DEVELOPMENT AND GENDER EMPOWERMENT**

Towards Equality Report of Status of Women in India 1974 – International Women’s Decade – International Women’s Year – National Policy for Empowerment of Women 2001

#### **UNIT -V WOMEN’S MOVEMENTS AND SAFEGUARDING MECHANISM :**

In India National /State Commission for Women(NCW) – All Women Police Station – Family Court Legislations safeguarding women –Transgender Policy—Constitutional amendments for women’s political participation

#### **UNIT - VI CURRENT CONTOURS: (for continuous internal assessment only):**

Tamil Nadu State Policy for Women 2021- National Policy for Women 2015 – Prevention of Sexual Harassment at Work places Act 2013- Protection of Children from Sexual Offences Act, 2012 - Analysis of regressive and progressive High court and supreme court judgments- women proactive policies, programmes, interventions

#### **REFERENCE :**

1. Bhasin Kamala, Understanding Gender : Gender Basics , New Delhi : Women Unlimited , 2004

2. Bhasin Kamala, Exploring Masculinity: Gender Basics , New Delhi: Women Unlimited ,2004
3. Bhasin Kamala , What is Patriarchy? : Gender Basics, New Delhi :Women Unlimited ,1993
4. Arya Sadhna Women ,Gender Equality and the State ,New Delhi :Deep &Deep Publication ,2000
5. Mishra .O.P, Law Relating to Women & Child ,Allahabad :Central Law Agency ,2001
6. Uma Chakravarti, Gendering Caste Through a Feminist Lens, Sage Publication 2003
7. Bhattacharya Malini , Sexual Violence and Law ,Kolkata; West Bengala Commission for Women ,2002
8. Sexual Harassment at the Workplace – A Guide , New Delhi ;Sakshi,1999
9. <https://www.schooloflegaleducation.com/women-and-law-in-india-e-book/>

**COURSE OUTCOMES:**

- Students would have gained a perspective and understood the social reality of gender society understood the differences of gender and sex and may resort to building alternative perspectives and critical thinking.
- Gained knowledge on the various social institutions governing gender and the inter sectionality.
- Exposed to the kind of initiatives of the State towards gender equality

**M.B.A.**

## PROFESSIONAL ETHICS

First Year

CORE COURSE - I

Semester - I

### MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR (Theory)

Code:P22MBACC11

Credit: 5

#### OBJECTIVES :

- To enable students to have grounding in Management Theories and Practices.
- To understand other functional areas of management, through these concepts.
- To provide the students to analyse specific strategic human resources demands for future action.

#### UNIT – I :

Management: Definition – Nature – Scope and functions – Evolution of management thought – Relevance of management to different type of organisation. Planning: Nature, importance and strategic considerations in planning – Planning Premises – components of planning as objectives, policies, strategies, procedures, methods, rules, projects and budgets.

#### UNIT – II :

Organising: Nature, purpose and kinds of organisation – Structure – Principles and theories of organization – Departmentation – Span of control – Line and staff functions - Centralisation and decentralisation – Staffing and Directing: General principles, importance and techniques. Delegation of Authority – Process or Elements of delegation – Advantages – Types – Principles how to make delegation effective. – Informal organization -: Objectives and process of control – Devices of control

#### UNIT – III :

Controlling: Objectives and process of control – Devices of control - Integrated control- Business process reengineering – Total quality management – Bench marking.

#### UNIT – IV :

Organizational Behavior – Definition - Need for studying Organizational Behavior, Disciplines involved in the study of Organizational Behavior -Contributing disciplines- Application of Organizational Behavior in Business - Contemporary challenges and opportunities for OB, Developing an OB model. International dimensions of OB.

#### UNIT – V :

Individual behaviour – personality, perception, learning, attitudes inter-personal behaviour – Group and inter-group behaviour. Group Dynamics – Formal and Informal Group, Group Norms. Management of change-conflict Management-, leadership-nature, styles and approaches, development of leadership including laboratory training.

#### UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary issues Related to the concepts of Management - Practical: Studying Management

styles of two Global institutions in the lime-light- Mini Project - Group discussion and case study.

### **TEXT BOOKS :**

1. Management concept, Theory and Practice, S.N Chand, Atlantic publishers, 2022.
2. Changing Behaviour at Work-A Practical Guide to Practitioners and Academicians., Dr.Shibu NS and Dr.R.Kalpana, International Research Publication House, New Delhi. 2016.
3. Organizational Behaviour, 8th Edition, Stephen P. Robbins, Pearson, 2018
4. Organizational Behavior: An Evidence - Based Approach, 12th Edition, Luthans, McGraw HillEducation, 2017.
5. Organisation Behaviour, A modern approach – Arun Kumar & N. Meenakshi Vikas publishingHouse PVT Ltd, 2015.

### **REFERENCES :**

1. Changing Behaviour at Work-A Practical Guide to Practitioners and Academicians, Dr.Shibu N S and Dr.R.Kalpana , International Research Publication House, New Delhi, 2015.
2. Culture and organisational Behaviour Jai B.P. Sinha, Sage publications, 2018.
3. Organizational Behaviour, Special Indian Edition – by Steven L Mcshane, Mary Ann VonGlinow and Radha R. Sharma, Tata Mcgraw hill co., 2018.
4. Management of Organizational Behaviour Indian Edition, By Paul Hersey Kenneth. H. Blanchard and Dewey – PHI learning PVT Ltd., 2015.
5. Essentials of Organizational Behavior, Fourteenth Edition, Stephen P. Robbins, Timothy A.Judge, Pearson, 2019

### **E-RESOURCES :**

1. <https://www.classcentral.com/course/independent-principles-of-management-11932>
2. <https://www.coursera.org/learn/principles-of-management>
3. <https://www.mygreatlearning.com/academy/learn-for-free/courses/principles-of-management>
4. [https://onlinecourses.nptel.ac.in/noc21\\_mg30/preview](https://onlinecourses.nptel.ac.in/noc21_mg30/preview)
5. <https://www.udemy.com/course/principles-of-management-j/>

### **COURSE OUTCOMES :**

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

- Explain the Importance & Role of Management in the Organizations.
- Evaluate the different aspects related to Decision Making and Controlling Process
- Describe the different theories related to Individual behavior in the Organization.
- Analyze Group Behavioral influence in the Organization.
- Analyze the complexities associated with management of the group behavior in the organization.

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**First Year**

**CORE COURSE-II  
MATHEMATICS AND STATISTICS FORMANAGERS  
(Theory)**

**Semester-I**

**Code: P22MBACC12**

**Credit: 5**

**COURSE OBJECTIVES :**

- To develop the students, ability to deal with numerical and quantitative issues in Business
- To inspire knowledge across different areas in Statistics and Actuarial Science.
- To impart knowledge on Statistical concepts like Data Collection, Measures of Central, Tendency and Dispersion, Probability and Distributions, Statistical Methods, Inference, Sampling methods, Experimental Designs, Economical and Vital Statistics, SQC, reliability and Operations Research.

**UNIT – I :**

Mathematical basis of managerial decisions: Functions – Application of functions – maxima & Minima – Matrix Algebra – Arithmetical Operations – Properties, Solutions of equations by inverse method, Gauss – Jordan method and Cramer’s rule:

**UNIT – II :**

Linear Programming – Formulation – Graphical methods – Simplex Method (Simple problems) - Introduction to Probability – Addition & Multiplication theorems – Bayes theorems and its applications. Theory of expectation – EMV.

**UNIT – III :**

Descriptive Statistics – measures of central tendency – measures of dispersion; Skewness & Kurtosis – Frequency distribution – Histograms – Polygons. Definition of random variable – Binomial distribution, Poisson distribution, Normal distribution – Applications to Business situations.

**UNIT – IV :**

Preliminary concept of sampling - Types of samples - Deliberate, Judgement sampling – Quota sampling - Cluster sampling - Probability sampling - Random sampling- Stratified sampling- Systematic sampling- Multistage sampling. Testing of Hypothesis and Theory of inference – Type I and II errors. Concept of sampling distribution – test of significance for means, proportions and S.Ds. Large samples: Analysis of Variance one-way classification.

**UNIT – V :**

Theory of Correlation and Regression: Meaning of Correlation and regression – Principles of

Least squares – Simple Linear Regression – Simple correlation – Co-efficient – Rank Correlation – Multivariate and partial correlation - bivariate regression model, regression coefficients; coefficient of determination

## **UNIT – VI CURRENT CONTOURS (for Continuous Internal Assessment only) :**

Contemporary Developments Related to the Quantitative Techniques for Management Decisions - Practical: Studying on F test – ANOVA – Chi – Square test – Mini Project on Quantitative Techniques and Correlation analysis.

### **TEXT BOOKS :**

1. Business Statistics: Communicating with Numbers (4th ed.), Jaggia, S., McGraw-Hill Higher Education, 2021
2. Business Statistics (3rd ed.), Jr., D. R., Pearson, 2019
3. Business statistics, K. Alagar, Tata Mcgraw Hill, 2016.
4. Mathematics for Management, M. Ragavachari, Tata Mcgraw Hill, 2018.
5. Statistics for Management, TN Srivastava and Shailaja Rego, Tata mcgraw Hill, 2015.

### **REFERENCES :**

1. Practical Business Statistics (7th ed.), Siegel, A. F., (2016), Academic Press, 2016.
2. Complete Business statistics, Indian Edition, Aczel and Soundar Pandian, Tata Mcgraw Hill, 2015.
3. Applied Statistics in Business and Economics, David P. Doane and Lori E. Seward, Indian Edition, Tata McGraw Hill, 2018.
4. Business statistics, Bharat Jhunjunwala, S. Chand.co, 2018.
5. Mathematics for Economics and finance, Martin Anthony and Normanbiggs, Cambridge University press, 2019.

### **E-RESOURCES :**

1. <https://www.coursera.org/courses?query=quantitative%20methods>
2. <https://hbsp.harvard.edu/product/504702-HTM-ENG>
3. <https://www.classcentral.com/course/swayam-quantitative-techniques-for-management-20268>
4. <https://www.crisil.com/en/home/crisil-1academy/eLearning/risk-management/quantitative-techniques.html>
5. <https://careerkarma.com/blog/quantitative-methods/>

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

- Describe and discuss the key terminology, concepts tools and techniques used in business statistical analysis
- Discuss critically the uses and limitations of statistical analysis
- Summarize and analyze statistical data to solve practical business related problems.
- Interpret the relevance of statistical findings for business problem solving and decision making.
- Able to apply technology to statistical analysis and problem solving.

## PROFESSIONAL ETHICS

**First Year**

**CORE COURSE - III  
ACCOUNTING FOR MANAGERS  
(Theory)**

**Semester - I**

**Code:P22MBACC13**

**Credit: 5**

### **COURSE OBJECTIVES :**

- This course will enable the students to combine practice and theoretical knowledge of financial accounting.
- The course will provide decision making skills through financial analysis.
- Students are expected to gain the ability of using accounting information as a tool in applying solutions for managerial problems, evaluating the financial performance, and interpreting the financial structure.

#### **UNIT – I :**

Purpose and Scope; changing role of Accountant in profession, industry and as a consultant; Basic accounting concepts and postulates and their implications. Accounts Records and Systems; The journal and other subsidiary books. The Ledger and account, debit and credit, adjusting and closing entries, ruling and balancing accounts. The trial balance. Construction of Profit and Loss Account and Balance Sheet of joint stock companies as per companies' act requirement.

#### **UNIT – II :**

Cost concepts, determination of costs, elements of Cost-cost classification- Preparation of cost sheet, tender.

#### **UNIT – III :**

Overheads, Allocation, Apportionment, Absorption, Control over Factory, administration, selling and distribution Overheads, valuation of Inventories.

#### **UNIT – IV :**

Marginal costing – Distinction between absorption costing and marginal costing- Cost volume profit (CVP) Analysis- Break Even Analysis- Margin of safety.

#### **UNIT – V :**

Budget and budgetary control - Objectives- Advantages and limitations- Production budget - Sales budget- Cash budget and Flexible budget.

## **UNIT – VI CURRENT CONTOURS (for Continuous Internal Assessment only) :**

Recent developments in accounting practices– case study relating to financial analysis and working capital performance of companies. Group discussion.

### **TEXT BOOKS :**

1. Pandey, I.M, Financial Management, 11th Edition, Vikas Publication, New Delhi, 2018.
2. Sinha, Pradeep Kumar, Financial Management, 5th Edition, The World Press, Calcutta, 2019.
3. Management Accounting, My Khan & P K Jain, Tata Mcgraw hill, 2016
4. Management Accounting, Paresh shaw, Oxford University Press, 2015.
5. Management Accounting, A. Murthy and S. Gurusamy, Tata Mcgraw Hill, 2018.

### **REFERENCES :**

1. Jan Williams, Financial and Managerial Accounting– ThebasisforbusinessDecisions,15thedition,Tata McGraw Hill Publishers, 2015.
2. Horngren,Surdem,Stratton,Burgstahler,Schatzberg,IntroductiontoManagementAccounting,PHI Learning, 2011.
3. Stice&Stice,FinancialAccountingReportingandAnalysis,8thedition,CengageLearning,2017.
4. Singhvi Bodhanwala, Management Accounting -Textandcases,PHILearning,2016.
5. Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2016.

### **E-RESOURCES :**

1. <http://www.sxccal.edu/TwinningProgramme/downloads/MBA-Accounting-Managers1stYear.pdf>.
2. <https://www.classcentral.com/course/edx-financial-management-in-organizations-9109>
3. <https://alison.com/courses/accounting>
4. <https://www.oxfordhomestudy.com/courses/accounting-courses-online/free-online-accounting-courses>
5. <https://www.udemy.com/topic/accounting/free/>

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

- Understand the nature and role of the four principal financial statements (i.e., the Income Statement, the Statement of Financial Position, the Statement of Cash Flows, and the Statement of Changes in Equity)
- Develop an awareness and understanding of the accounting process and fundamental accounting principles that underpin the development of financial statements (e.g. accrual accounting vs. cash accounting, definition, recognition, measurement and disclosure of assets, liabilities, revenues, expenses; inventory valuation methods, provisions, depreciation; accounting for intangibles)
- Ability to read, interpret and analyse financial statements and combine financial analysis with

other information, to assess the financial performance and position of a company

- Understand and apply course concepts to analyse common business management decisions such as pricing and outsourcing decisions from a financial perspective
- Understand the role of budgets in organisations, their limitations and the behavioural issues to consider while developing and using budgets for planning and control

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**First Year**

**Semester-I**

**CORE COURSE - IV  
MANAGERIAL COMMUNICATION  
(Theory)**

**Code: P22MBACC14**

**Credit: 5**

**COURSE OBJECTIVES :**

- To provide an overview of Prerequisites to Business Communication.
- To put in use the basic mechanics of Grammar.
- To provide an outline to effective Organizational Communication

**UNIT – I :**

Communication – Meaning and Significance for Management – Types of Communication Media – Process of Communication – Barriers to Communication - Principles of Effective Communication.

**UNIT – II :**

Correspondence – Norms for Business Letters – Letter for different kinds of situations – Personalized stand letters, enquiries, customers’ complaints, collection letters – Sales promotion letters – Job Application Letters- Bio-Data- Covering Letters, Interview letters, Letter of Reference

**UNIT – III :**

Non-verbal communication – Personal Appearance Posture – Body Language – Use of Charts, Diagrams & Tables – Visual & Audio Visual Aids for communication – Dyadic communication: Face to Face Communication –Listening: Meaning, Importance, Types of listening, Tips for effective listening, Barriers for listening

**UNIT – IV :**

Report Writing – Structure of Reports – Long & Short Reports – Formal & Informal Reports – Writing Research Reports, Technical Reports – Norms for including Exhibits & Appendices.

**UNIT – V :**

Conducting Meetings: Procedure – Preparing agenda, Minutes and Resolutions Conducting Seminars & Conferences: Procedure of Regulating Speech Evaluating Oral Presentation – Group Discussion: Drafting Speech.

**UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :**

Students are advised to form small groups among themselves and practice face to face communication, enhance use of Body Language and Draft a Speech for various occasions.

#### **TEXT BOOKS:**

1. Business Communication, N. Gupta, K. Jain, P. Mahajan, Sahitya Bhawan Publications, 2021.
2. Business communication, principles and methods and Techniques, Nirmal Singh, Deep andDeep publications Pvt Ltd., 2018.
3. Business communication, Sri Jin Kushal, Suniti Ahuja, VK Global Publications Pvt Ltd, 2020.
4. Business communication, Meenakshi Raman, Prakash Singh, Oxford university press, 2016.
5. Foundations of Business communication, India Edition, Dona. J. Young, Tata mcgraw Hill,2018.

#### **REFERENCES:**

1. Essentials of Business Communication (11th ed.), Guffey, M. E., & Loewy, D, Cengage Learning, 2018.
2. Business communication, Making connections in a Digital world, Indian Edition, Raymond VLesikar, Tata Mcgraw Hill, 2015
3. *Business Communication* (3rd ed), Means, T., Cengage Learning, 2019.
4. Business communication, Asha kaul, PHI learning private ltd., 2018
5. Professional communication, Aruna Koneru, Tata mcgraw Hill, 2016

#### **E-RESOURCES :**

1. <https://www.edx.org/learn/business-communications>
2. <https://learndigital.withgoogle.com/digitalunlocked/course/business-communication>
3. <https://www.eduonix.com/courses/Office-Productivity/a-complete-guide-for-effective-business-communication>
4. <https://www.futurelearn.com/courses/effective-communication>
5. <https://learn.saylor.org/course/BUS210>

#### **COURSE OUTCOMES :**

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

- Familiar with the complete course outline/Course Objectives/Learning Outcomes/ Evaluation Pattern & Assignments
- Participate in an online learning environment successfully by developing the implication-based understanding of Paraphrasing, deciphering instructions, interpreting guidelines, discussion boards & Referencing Styles.
- Demonstrate his/her ability to write error free while making an optimum use of correct Business Vocabulary & Grammar.
- Distinguish among various levels of organizational communication and communication barriers while developing an understanding of Communication as a process in an organization.
- Draft effective business correspondence with brevity and clarity.

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## PROFESSIONAL ETHICS

**First Year**

**CORE COURSE-V  
ETHICS IN BUSINESS  
(Theory)**

**Semester-I**

**Code: P22MBACC15**

**Credit: 5**

### **COURSE OBJECTIVES :**

- To understand the Business Ethics and to provide best practices of business ethics.
- To learn the values and implement in their careers to become a good manager.
- To develop various corporate social Responsibility and practice them in their professional life

### **UNIT – I :**

Introduction to Business Ethics – Meaning, Requirement of ethics in business, need, importance for ethics in business – Moral Vs Ethics, Law vs Ethics – issues involved in business ethics – Benefits of business ethics.

### **UNIT – II :**

Ethics at Workplace – Role of individual morals and Standards in defining work place ethics – Factors influencing behavior – issues involved in HRD – Ethical issues of individual in workplace – Guide lines for managing ethics in the work place.

### **UNIT – III :**

Ethics in Accounting and Finance – Fundamental principles of ethics in the context of Finance and Accounting – Creating an ethical accounting environment – Reasons for unethical behavior – Threats faced by Finance and Accounting Professional.

### **UNIT – IV :**

Ethics in Marketing and Consumer Protection – Ethical issues involved in Marketing – Need for ethical guidance – competition – consumer – consumer protection councils in India – Rights for Consumer – Ethics in Advertisement

### **UNIT – V :**

Corporate Social Responsibility (CSR) – Meaning, Importance – Features of CSR – Basic initiatives in the field of CSR and sustainable development – Corporate CSR reports – Globalization of CSR.

### **UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :**

Contemporary issues Related to Business Ethics - Practical: Studying the Role of Ethics in

Organization - Mini Project on CSR and Related Case Study- Group discussion.

### **TEXT BOOKS :**

1. Business Ethics : An Indian Perspective, Third Edition, A C Fernando, K P Muralidheeran, E KSatheesh, Pearson, 2019.
2. Business Ethics: Concepts and Cases, Velasquez, Pearson Education India, 2016.
3. Business Ethics and Corporate Governance, Second Edition, Fernando, Pearson, 2018.
4. Business Ethics and Corporate Governance, G. Naga Raju K. Viyyanna Rao, Dreamtech Press, 2020.
5. Business Ethics and Corporate Governance, Khanka S.S., S Chand, 2015.

### **REFERENCES :**

1. Corporate governance Business Ethics and CSR, Sharma, ANE Books India, 2017.
2. Business Ethics: What Everyone Needs to Know (What Everyone Needs to Know), Nelson, J.S., & Stout, A. L., Oxford University Press, 2022.
3. Business Ethics: Best Practices for Designing and Managing Ethical Organizations (Third ed.), Collins, D., & Kanashiro, P., SAGE Publications, Inc., 2021.
4. Business Ethics: Decision Making for Personal Integrity & Social Responsibility (5th ed.), Hartman, L., DesJardins, J., & MacDonald, C., McGraw-Hill Education, 2020
5. Business Ethics: A Textbook with Cases (9th ed.), Shaw. W. H., Cengage Learning, 2016.

### **E-RESOURCES :**

1. <https://www.edx.org/learn/business-ethics>
2. <https://alison.com/course/ethical-intelligence-in-business>
3. <https://www.classcentral.com/course/canvas-network-business-ethics-for-the-real-world-1323>
4. <https://www.coursera.org/learn/business-ethics>
5. <https://www.oxfordhomestudy.com/courses/business-studies-online/business-code-of-ethics>

### **COURSE OUTCOMES :**

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

- Recognize organizational challenges to ethical behaviour.
- Evaluate common beliefs about ethics—especially common beliefs about the role of ethics in business.
- Recognize the inherent conflict of interest in many business decisions.
- Demonstrate knowledge of established methodologies of solving ethical problems.
- Apply moral reasoning to specific situations and defend the conclusions of that reasoning.

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**First Year**

**CORE CHOICE COURSE - I  
MANAGERIAL ECONOMICS  
(Theory)**

**Semester - I**

**Code: P22MBACC1A**

**Credit: 4**

**COURSE OBJECTIVES:**

- To familiarize the students with the basic concepts of managerial economics.
- To make student understand the demand and supply analysis in business applications
- To familiarise students with the production and cost structure under different stages of production.

**UNIT – I:**

Consumer Preferences – Consumer preference and utility function, utility maximization, indirect utility, compensated (Hicksian) and ordinary (Marshallian) demand functions. Consumer Demand – Normal versus inferior goods, consumers surplus Behaviour under Uncertainty – Expected utility - Supply Analysis: The objective of supply analysis; Determinants of supply, Elasticity of Supply.

**UNIT – II:**

The theory of Firm Behaviour – Production function, isoquants, elasticity of substitution, returns to scale, profit maximization, factor demand and output supply functions, profit function. Cost Minimization – Conditional factor demands, average and marginal costs, short-run versus long – run costs.

**UNIT – III:**

Market Equilibrium – short-run equilibrium, entry and exit, long-run equilibrium. Monopoly – Basic model, welfare and output, price discrimination (first degree, second degree, third degree), monopoly regulation. Oligopoly – Basic elements of game theory, quantity, or price leadership model; collusion.

**UNIT – IV:**

Macroeconomics; micro foundations, aggregation problem, macro-economic problems. Micro foundations of Keynesian Models – Microeconomic foundations of consumption function, investment function and liquidity preferences. Macroeconomic Models for India.

**UNIT – V:**

Indian Economic Development – Understanding the Indian Economy – Growth of GDP and Per Capita Income – Planning for the economy; Monetary Policy –Inflation- Financial Sector Reforms – Role of Central Bank – Credit Policy – Industrial Policy – Industrial Controls and Licensing – Productivity and Growth – Industrial Credit – Industrial Sickness–Foreign Investment – Industrial Reforms -Impact of WTO.

#### **UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :**

Contemporary issues Related to the Managerial Economics - Practical: Studying the Role of Economic Forecasting in Business - Mini Project and Related Case Study- Group discussions.

#### **TEXT BOOKS :**

1. Managerial Economics (9th ed.), Samuelson, W. F., Marks, S. G., & Zagorsky, J. L. Wiley,2021.
2. Managerial Economics (13th ed.), Thomas, C., & Maurice, C. S., McGraw-Hill Education,2019.
3. Managerial Economics, Joel dean Indian Edition, PHI learning India PVT Ltd., 2015.
4. Managerial Economics, MA. Beg and Manoj kumar Dash – Ane books PVT Ltd., 2018.
5. Managerial Economics, An Integrative Approach, Mark Hirschey, India Edition, Cengage Learning, 2015.

#### **REFERENCES :**

1. Managerial Economics & Business Strategy (10th ed.), Baye, M, McGraw-Hill Higher Education, 2021.
2. Managerial Economics in a Global Economy (9th ed.), Salvatore, D, Oxford University Press,2018.
3. Managerial Economics & Business Strategy (9th ed.), Baye, M., & Prince, J, McGraw Hill,2016.
4. Managerial Economics, E Narayana Nadar and S. Vijayan, PHI learning Private Ltd., 2016
5. Managerial Economics, Indian Edition, Christopher R. Thomas and S. Charles Maurice, Tata McGraw hill, 2015.

#### **E-RESOURCES :**

1. <https://www.edx.org/learn/managerial-economics>
2. <https://www.coursera.org/courses?query=managerial%20economics>
3. <https://www.classcentral.com/course/swayam-introduction-to-managerial-economics-14155>
4. <https://www.udemy.com/course/introduction-to-managerial-economics/>
5. <https://alison.com/course/managerial-economics-cost-theory>

## **COURSE OUTCOMES :**

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

- Understand the concepts of cost, nature of production and its relationship to business operations.
- Apply marginal analysis to the “firm” under different market conditions.
- Analyse the causes and consequences of different market conditions.
- Integrate the concept of price and output decisions of firms, under various market structures
- Develop abilities of applying the tools, techniques and models in resolving real life businessproblems

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## PROFESSIONAL ETHICS

First Year

Semester-I

### VALUE ADDED COURSE - I EVENT MANAGEMENT (Theory)

Code: P22MBAVAC1

Credit: 5

#### COURSE OBJECTIVES :

- To understand the process of managing and marketing events from conceptualization, planning and feasibility analysis, to staging the event and post-event evaluation
- To describe the role and special nature of events and their significance for sustainable business development and host community
- To identify the potential impact of events including economic, social, cultural, and environmental, and the implications of these for sustainable business development

#### UNIT - I :

Introduction - Principles of Event Management – Understand resources, activities, risk management, delegation, project selection, role of the event manager. Understanding the facts – Conducting market research, establishing viability, capacities, costs and facilities.

#### UNIT – II :

Preparing a proposal – Clarity, SWOT analysis, estimating attendance, media coverage, advertising, budget, special considerations, success. Crisis management plan – Crisis planning, prevention, provision, action phase, handling negative publicity, structuring the plan.

#### UNIT – III :

Seeking sponsors – Different types of sponsorship, definition, objectives, target market, budget, strategic development, implementation, evaluation. Organising the event – Purpose, Venue, timing, guest list, invitations, food & drink, room dressing, equipment, guest of honour, speakers, media, photographers, podium, exhibition.

#### UNIT – IV :

Marketing tools – Types of advertising - Media tools – Media invitations, photo calls, press releases, TV opportunities, radio interviews.

#### UNIT – V :

Promotional tools - Evaluation- Budget, cost of event, return on investment, media coverage, attendance, feedback.

#### UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary issues Related to the Course during the semester. Practical: Studying Management styles of two Indian institutions in the lime-light- Mini Project on Event management of the firms in

the Locale - role play, Group discussions.

### **TEXT BOOK :**

1. Event Management and Marketing: Theory, Practical Approaches and Planning, Dr. Anukrati Sharma and Dr. Shruti Arora, Bharti Publication, 2018
2. Event Management - A Zero Investment Startup Business Paperback, Abhijeeth Bhattacharjee, 2020
3. Event Management, 1e, WAGEN, Pearson India, 2015.
4. Event Planning and Management: Principles, Planning and Practice (PR in Practice) (2nd ed.), Dowson, R., & Bassett, D., Kogan Page, 2018.
5. Events Management: Principles and Practice (3rd ed.), Raj, R., Walters, P., & Rashid, T., SAGE Publications Ltd, 2017.

### **REFERENCES :**

1. Event Planning: Management & Marketing for Successful Events: Become an event planning pro & create a successful event series (1st ed.), Genadinik, A., CreateSpace Independent Publishing Platform, 2015.
2. Professional Meeting Management: A Guide to Meetings, Conventions, and Events (Sixth ed.), Professional Convention Management Association (PCMA), Agate B2, 2015.
3. Event Management: A blooming industry and an eventful career, Devesh Kishore & Ganga Sagar Singh, Har Anand Publication, 2018.
4. The Art of Successful Event Management, Leelamma Devasia & V.V. Devasia, APH Publishing Corporation, 2017
5. Start your own event planning business 3/E: Your step by step guide to success, Perseus Books Group, Cheryl Kimball, Entrepreneur Press, 2015.

### **E-RESOURCES :**

1. <https://www.oxfordhomestudy.com/courses/event-management-courses-online/event-planning-courses-online-free>
2. <https://www.udemy.com/course/event-planning-and-management/>
3. <https://www.classcentral.com/tag/event-management>
4. <https://www.bolc.co.uk/events-management-courses-online/free-event-management-courses>
5. <https://www.coursera.org/courses?query=event%20management>

### **COURSE OUTCOMES :**

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

- Obtain a sense of responsibility for the multi-disciplinary nature of event management
- Gain confidence and enjoyment from involvement in the dynamic industry of event management
- Identify best practice in the development and delivery of successful conferences and corporate gatherings
- Identify the key elements of a conference and the processes involved in venue selection, registration, catering, accommodation, transport, theming, security and entertainment
- Identify management essentials such as developing budgets, critical paths, work breakdown structures, risk mitigation and contingency planning.

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## PROFESSIONAL ETHICS

First Year

CORE COURSE—VI

Semester-II

### MANAGEMENT INFORMATION SYSTEM

(Theory)

Code: P22MBACC21

Credit: 5

#### COURSE OBJECTIVES :

- To describe the role of information technology and decision support systems in business
- To introduce the fundamental principles of computer-based information systems analysis
- To enable students, understand the various knowledge representation methods and different expert system structures as strategic weapons to counter the threats to business and make business more competitive

#### UNIT – I IT TRENDS :

Information System – Concepts, Classification of IS, Computer hardware, Computer software, Database Management System, Internet Technologies, trends in Network computing, Messaging and Collaboration. SMAC (Social, Mobility, Analytics and Cloud)

#### UNIT – II ORGANIZATIONAL APPLICATIONS :

Functional Information Systems, Decision Support Systems, Expert Systems, Knowledge Management System, Enterprise systems, RFID.

#### UNIT – III SYSTEMS ANALYSIS & DESIGN :

Developing IS and System Development life Cycle, Structuring system process requirements, Structuring system logic requirements, Structuring system data requirements, Normalization in databases.

#### UNIT – IV BUSINESS INTELLIGENCE :

Data Warehousing, Business Intelligence Framework, Business Analytics, OLAP, Data Mining, Business Performance Management, Dashboards, Balance scorecards.

#### UNIT – V ECONOMICS OF IT AND MANAGING IT SECURITY :

Evaluating IT investments- Methods, Benefits, Costs & Issues, IT Economic strategies, Securing the enterprise, IS vulnerabilities and threats, Network security, Implementing security- Auditing and Risk Management.

## **TEXT BOOKS :**

### **UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :**

Contemporary Developments Related to the Course during the Semester concerned. - Practical: Studying Management styles of two Indian institutions in the lime-light- Mini Project on information system in the firms in the Locale - role play, Group discussions.

1. Management Information Systems, James A. O'Brien, George M. Marakas, Ramesh Behl, McGraw Hill Education, 2017.
2. Management Information Systems, Laudon & Laudon, Pearson publishing company, New Delhi, 2015
3. Management information Systems, O'Brien LA, 4th Edition, Tata McGraw Hill, New Delhi, 2015.
4. Management Information System, Noviarini, D., Deepublish, 2020.
5. Management Information Systems, Sixteenth Edition, Pearson, Jane P. Laudon Kenneth, C. Laudon, Pearson Education, 2019

## **REFERENCE BOOKS :**

1. Management Information System, Laudon, Pearson, 2016.
2. Modern Systems Analysis & Design, 5th Edition, Hoffer, George & Valacich, Pearson Education, 2008
3. Information Technology for Management – Transforming organizations in the digital Economy, 6th edition, Effraim Turban, Dorothy Leidner, Ephraim Mclean, James Wetherbe, Wiley India publication, 2009.
4. Managing Information Systems in Business, Government and Society, 2ed, Rahul De, Wiley, 2018.
5. Management Information System, Jayant Oke, Nirali Prakashan, 2013.

## **E-RESOURCES :**

1. <https://alison.com/course/understanding-systems-analysis-revised>
2. <https://freevideolectures.com/course/3432/system-analysis-and-design>
3. <https://www.mindluster.com/certificate/919>
4. <https://study.com/academy/course/computer-science-302-system-analysis-design.html>
5. <https://www.coursera.org/courses?query=system%20design>

## **COURSE OUTCOMES :**

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

- Relate the basic concepts and technologies used in the field of management information systems;
- Compare the processes of developing and implementing information systems.
- Outline the role of the ethical, social, and security issues of information systems.

- Translate the role of information systems in organizations, the strategic management processes with the implications for the management.
- Apply the understanding of how various information systems like DBMS work together to accomplish the information objectives of an organization.

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## PROFESSIONAL ETHICS

**First Year**

**CORE COURSE--VII  
PRODUCTION MANAGEMENT**

**Semester-II**

**Code: P22MBACC22**

**(Theory)**

**Credit: 5**

### **COURSE OBJECTIVES :**

- To develop an understanding of how the operations, have strategic importance and can provide a competitive advantage in the workplace.
- To understand the relationship between operations and other business functions.
- To understand techniques of location and facility planning, line balancing, job designing and capacity planning in production management.

### **UNIT – I :**

Production function – an Introduction – Definitions and types of production systems. Strategic Management – corporate strategies, production strategies, World class manufacturing, demand forecasting for Operations.

### **UNIT – II :**

Product Design – New product development, process planning and design, value analysis, capacity planning.

### **UNIT – III :**

Plant location – factors influencing plant location, Plant layout- classification of layout with advantages, layout design procedures, Production planning and control – aggregate planning-nature, Strategies, methods, Master production Plan.

### **UNIT – IV :**

Quality Control - Definition, need, Quality control techniques, control charts, acceptance sampling, six sigma, quality circles. TQM-scope, benefits.JIT.

### **UNIT – V :**

Flexible Manufacturing Systems. Poka yoke-Characteristics, levels, classification, principles, device.Kaizen-Elements, classification, steps in implementing kaizen.

### **UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :**

Contemporary Issues Related to the Enterprise Resource Planning - Practical: Studying Poka yoke,

Kaizen - Mini Project on Emerging Trends on Production management - Group discussions.

### **TEXT BOOKS :**

1. Production Management, Dr. R.C. Bhatia, Suresh Fauzdar, SBPD Publishing House, 2019.
2. Production and Operations Management, R. Panneerselvam, PHI learning, 2018
3. Production and Operations management with solution manual, Kanishka bedi, Oxford University press, 2015
4. Production and operations Management, Martin K. Staff, Cengage learning, 2017.
5. Production & operation & Management, V.K. Khurana, ANE books, 2016

### **REFERENCE :**

1. World – class manufacturing – A strategic perspective, B.S. Sahay and others, Macmillan publishers India ltd., 2015
2. Production and operations management, SN. Chary, Tata mcgrawhill, 2018
3. Production and operations management, Everett.E. Adam, Indian Edition, PHI learning, 2016
4. Production and operations management, N.G. Nair, Tata mcgraw hill Co., 2015.
5. Production and operations management, R.B. Khanna, PHI learning private ltd., 2016.

### **E-RESOURCES :**

1. <https://www.mygreatlearning.com/academy/learn-for-free/courses/product-management>
2. <https://alison.com/course/advanced-diploma-in-production-and-operation-management>
3. <https://www.classcentral.com/course/swayam-production-management-20266>
4. <https://www.edx.org/learn/product-management>
5. <https://www.oxfordhomestudy.com/courses/online-management-courses/operations-management-free-courses>

### **COURSE OUTCOMES :**

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

- Identify the elements of operations management and various transformation processes to enhance productivity and competitiveness.
- Analyze and evaluate various facility alternatives and their capacity decisions, develop a balanced line of production & scheduling and sequencing techniques in operation environments
- Develop aggregate capacity plans and MPS in operation environments.
- Plan and implement suitable materials handling principles and practices in the operations.
- Plan and implement suitable quality control measures through Quality Circles to TQM.

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**First Year**

**CORE COURSE--VIII**

**Semester-II**

**MARKETING MANAGEMENT**

**Code: P22MBACC23**

**(Theory)**

**Credit: 5**

**COURSE OBJECTIVES :**

- To understand the concepts of marketing management
- To learn about marketing process for different types of products and services
- To allow you to apply marketing concepts and theories to realistic marketing situations

**UNIT – I :**

Marketing – Concept – Functions – Marketing Planning & Implementing Marketing Programmes – Marketing Environment -Market Segmentation and Consumer Behaviour – Marketing Research and Market Information System.

**UNIT – II :**

Product : Meaning – Product Planning – Policies – Positioning – New Product Development – Product Life Cycle – Branding, Packaging, Labeling. Price: Pricing Objectives – Factors, Methods and Procedure.

**UNIT – III :**

Promotion: Promotion Mix – Advertisement –kinds of advertisement- Message – Copy – Advertisement Budgeting – Measuring Advertisement Effectiveness – Media Strategy – Sales Promotion – Personal Selling and Publicity.

**UNIT – IV :**

Physical Distribution: Distribution Mix – Managing Channel – Intermediaries – Transport and Warehousing – Distribution Strategies – Distribution Cost Analysis.

**UNIT – V :**

Marketing Strategies – Tools for Competitive Differentiation of Product – Strategies for Competitors – Leaders, challenges, follower & niches – Marketing of Services – Consumerism and Consumer Protections, Evaluating & Controlling Marketing Performance. Direct Selling, Direct Marketing.

**UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :**

Contemporary Developments Related to the Course during the Semester concerned. - Studying

Management styles of two Indian institutions - Mini Project on Marketing management concepts of the firms in the Locale - role play, Group discussions.

### **TEXT BOOKS :**

1. Marketing Management (Fifteenth edition), Philip Kotler and Keven Lane Keller, Pearson Education, 2017.
2. Marketing Management by Czinkota Kotabe, India Edition, cengage learning, 2017.
3. Strategic marketing Management Text and cases, S.L. Gupta, Atlantic publishers (P) Ltd., 2015.
4. Marketing Management, VS Ramasamy and S. Namakumari, Macmillan publisher India ltd., 2016
5. Market based Management by Roger J. Best, Indian Edition, PHI learning India PVT Ltd., 2018.

### **REFERENCES :**

1. Introduction to marketing, Adrian Palmer, Oxford University Press, 2016.
2. Marketing Management, Joel.R Evans & Barry Berman, India Edition Cengage Learning, 2016.
3. Strategic marketing management text and cases, UCP Mathur, Macmillan India Ltd., 2015
4. Strategic marketing, India Edition Ferrell & Hartline, cengage learning, 2018.
5. Marketing management, M. Govindarajan, PHI learning India PVT Ltd., 2019.

### **E-RESOURCES :**

1. <https://alison.com/course/international-marketing-and-supply-chain-management>
2. <https://www.classcentral.com/course/swayam-international-marketing-58474>
3. <https://uniathena.com/short-courses/diploma-in-international-marketing-management>
4. <https://www.edx.org/learn/marketing-management>
5. <https://www.oxfordhomestudy.com/courses/marketing-online-courses/free-online-marketing-courses>

### **COURSE OUTCOMES :**

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

- Identify the scope and significance of Marketing In Domain Industry
- Examine marketing concepts and phenomenon to current business events in the Industry.
- Coordinate the various marketing environment variables and interpret them for designing marketing strategy for business firms
- Illustrate market research skills for designing innovative marketing strategies for business firms
- Practice marketing communication skills relevant to the corporate world.

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## PROFESSIONAL ETHICS

**First Year**

**CORE COURSE--IX  
FINANCIAL MANAGEMENT  
(Theory)**

**Semester-II**

**Code: P22MBACC24**

**Credit: 5**

### **COURSE OBJECTIVES :**

- Provide an in-depth view of the process in financial management of the firm
- Develop knowledge on the allocation, management and funding of financial resources.
- Improving students' understanding of the time value of money concept and the role of a financial manager in the current competitive business scenario.

### **UNIT – I :**

Financial Management- meaning, scope, objectives and functions. Financial Analysis and Control; Overview of Indian Financial System- Legal, Regulatory and tax framework.

### **UNIT – II :**

Time value of Money; Instruments of Long Term Finance, Cost of Different Sources of Raising Capital. Cost of Capital - Computation for each source of finance and weighted average cost of capital - EBIT -EPS Analysis - Operating Leverage - Financial Leverage - problems

### **UNIT – III :**

Investment and Capital Structure Decisions - Net Income Approach - Net Operating Income Approach - MM Approach; Valuation and Rates of Return; Method of Capital Budgeting.

### **UNIT – IV :**

Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements(problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports.

### **UNIT – V :**

Internal Financing and Dividend Policy - Types of Dividend Policy - Dividend Policy and share valuation - CAPM. Financial Modeling.

## **UNIT – VI    CURRENT CONTOURS (For Continuous Internal Assessment only) :**

Contemporary issues Related to the Financial Management - Practical analysis of Financial Management Terminologies - Mini Project on Financial Management concept of the Firms - Case Study on Financial Concepts.

### **TEXT BOOK :**

1. Financial Management, I.M. Pandey, Vikas Publishing House PVT Ltd., 2021.
2. Financial Management Theory and practice, Prasanna chandra Tata Mcgraw Hill co., 2019.
3. Financial Management, Rajiv Srivstava & Anil Misra, Oxford University Press, 2017
4. Financial management, Preeti singh, Ane books PVT Ltd., 2017
5. Financial Management, D. Chandra Bose, PHI learning India PVT Ltd., 2018

### **REFERENCES :**

1. Financial Management Text and cases, Brigham & Ehrhardt, India edition, cengage learning, 2016
2. Financial Management Text, problem and cases, My.Khan and PK. Jain, Tata Mcgraw Hill Co. 2015.
3. Financial Management, Bhabatosh Banerjee, PHI Learning PVT Ltd., 2018.
4. Financial Management India Edition, James C.VAN Horne & Joh. M.Wachowfcz, PHI learning Private Ltd., 2019
5. Financial Management, P. Periasamy, Tata Mcgraw Hill Co., 2017.

### **E-RESOURCES :**

1. <https://www.mooc-list.com/course/finance-non-financial-managers-coursera>
2. <https://nptel.ac.in/courses/110105057>
3. [https://onlinecourses.nptel.ac.in/noc20\\_mg31/preview](https://onlinecourses.nptel.ac.in/noc20_mg31/preview)
4. [https://onlinecourses.swayam2.ac.in/cec20\\_mg05/preview](https://onlinecourses.swayam2.ac.in/cec20_mg05/preview)
5. <https://www.classcentral.com/course/swayam-financial-management-17605>

### **COURSE OUTCOMES :**

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

- Describe the financial environment within which organisations must operate
- Critically evaluate the financial objectives of various types of organisations and the respective requirements of stakeholders
- Discuss the function of capital markets
- Explain alternative sources of finance and investment opportunities and their suitability in particular circumstances
- Assess the factors affecting investment decisions and opportunities presented to an Organisation

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**First Year**

**CORE COURSE--X**

**Semester-II**

**HUMAN RESOURCE MANAGEMENT**

**(Theory)**

**Code: P22MBACC25**

**Credit: 5COURSE**

**OBJECTIVES :**

- To enable the students to understand the HR Management, at various levels in general and in certain specific industries or organizations.
- To help the students focus on and analyse the issues and strategies required to select and develop manpower resources
- To develop relevant skills necessary for application in HR related issues

**UNIT – I PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT :**

Evolution of Human Resource Management – The Importance of the Human Factor – Objectives of Human Resource Management – Role of Human Resource Manager – Human Resource Policies – Understanding business process in the context of Human Resource Management – Computer Applications in Human Resource Management.

**UNIT – II THE CONCEPT OF BEST-FIT EMPLOYEE :**

Importance of Human Resource Planning – Forecasting Human Resource requirements – Internal and External sources. Selection Process – Screening – Tests – Validation – Interview – Medical Examination – Recruitment. Induction – Importance – Practices Socialization benefits.

**UNIT – III TRAINING AND EXECUTIVE DEVELOPMENT :**

Types of training methods – Purpose – Benefits – Resistance. Executive development programmes – Common practices – Benefits – Self Development.

**UNIT – IV SUSTAINING EMPLOYEE INTEREST :**

Compensation Plans – Rewards – Motivation – Theories of motivation – career Management – Developing Mentor – Portage Relationships.

**UNIT – V PERFORMANCE EVALUATION AND CONTROL PROCESS :**

Methods of Performance Evaluation – Feedback – Industry practices, Promotion, Demotion, Transfer and Separation – Implications of job change. The control process – Importance – Methods

– Requirements of Effective Control System. Grievances – causes – Implications – Redressed Methods – Gender Sensitivity.

#### **UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :**

Contemporary Developments Related to the Course during the Semester concerned. - Practical: Studying Management styles of two Indian institutions - Mini Project on Human resource management in the firms in the Locale - role play, Group discussions.

#### **TEXT BOOK :**

1. Introduction to Human Resource Management, Mahrukh Mirza, Zaibun Nisa, Lambert academic publishing, 2019.
2. Human Resource Management, K. Aswathappa ,Tata Mcgraw Hill Co., 2018.
3. Human Resource Management, Mirza S Saiyadain, Tata Mcgraw Hill Co., 2018.
4. Human Resource Management, Chitra Atmavam Naik, ANE books PVT Ltd., 2020.
5. Human Resource Management, P. Jothi and D.N. Venkatesh, Oxford University Press, 2016.

#### **REFERENCES :**

1. Human Resource Management, Biswajeet Pattanayak, PHI learning India PVT Ltd., 2016.
2. Human Resource Management, SK. Sharma,Global India Publications PVT Ltd., 2019.
3. Introduction to Human Resource management, Paul Banfield and Rebecca kay, Oxford University press, 2017.
4. Managing Human Resource, Fisher, Schoenfeldt and shaw, cengage learning, 2015.
5. Managing Human Resources by Wayne.F Cascio, Tata Mcgraw Hill Co, 2017.

#### **E-RESOURCES :**

1. <https://www.classcentral.com/course/introduction-to-international-human-resources-man-20381>
2. <https://alison.com/course/international-and-strategic-human-resource-management-revised>
3. <https://www.freestudy.com/best-free-online-courses-in-human-resources/>
4. <https://www.reed.co.uk/courses/free/hr/online>
5. <https://www.oxfordhomestudy.com/courses/hr-courses-online/free-online-hr-courses-with-certificates>

#### **COURSE OUTCOMES :**

On completion of this course, the students will be able

- Develop the understanding of the concept of human resource management and to understand its relevance in organizations.
- Develop necessary skill set for application of various HR issues.
- Analyse the strategies required to select and develop manpower resources.
- Integrate the knowledge of HR concepts to take correct business decisions
- Able to identify and appreciate the significance of the ethical issues in HR

<b>First Year</b>	<b>CORE CHOICE COURSE--II</b>	<b>Semester-II</b>
	<b>KNOWLEDGE MANAGEMENT</b>	
<b>Code : P22MBACC2A</b>	<b>(Theory)</b>	<b>Credit: 4</b>

**COURSE OBJECTIVES :**

- To provide students with an understanding of concepts and theories of knowledge management
- To understand the concept of knowledge audit and to understand the importance of user and organizational needs in context of knowledge management
- To introduce students to different tools and technologies, and their use in context of knowledge management

**UNIT – I :**

Introduction to KM - History of KM - Importance of KM - Information Management to Knowledge Management - KM Cycle - Industrial Economy to Knowledge Economy

**UNIT – II :**

Mechanics of Knowledge Management – Tools and Technologies - Communities of Practice and Knowledge conversion - The Knowledge Management Matrix.

**UNIT – III :**

Social Nature of Knowledge - Social Network Analysis - Obstacles to knowledge sharing - Organizational learning & social capital- Knowledge Application – Individual level, Group level & Organization level.

**UNIT – IV :**

KM Strategy - Knowledge audit - GAP Analysis, Road Map, KM Metrics, Balance Score Card - KM Tools-Knowledge Capture & creation tools - Knowledge sharing & Dissemination Tools - Knowledge Acquisition & Application tools.

**UNIT – V :**

KM Team-Roles & Responsibility- Political issues in KM - Ethics in KM Strategic issues in Knowledge Management - Future of Knowledge Management.

**UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :**

Contemporary Developments Related to Knowledge Management. - Practical: Studying Mechanics

of Knowledge Management - Mini Project on Knowledge audit in the firms in the Locale - role play, Group discussions.

**TEXT BOOK :**

1. The Complete Guide to Knowledge Management, Tuvya Ronen, Edna Pasher, Wiley, 2016.
2. Knowledge Management, Awad Elias M, Prentice Hall India Learning Pvt. Ltd., 2017.
3. Knowledge Management, Sudhir Warier, S Chand, 2016.
4. Knowledge Management : An Introduction, Desouza C Kevin, Scott, Paquette, New Age International (P) Ltd Publishers, 2015.
5. Knowledge Management, Mruthyunjaya H. C., Prentice-Hall of India Pvt.Ltd, 2018.

**REFERENCES :**

1. Knowledge Management, Shelda Debowski, Wiley India, 2015.
2. Knowledge Management, T.S. Ravi, Margham Publication, 2018.
3. Knowledge Management: New Horizons, A B Kar, Viva Books, 2016.
4. Introduction to Knowledge Management, C T Bhunia, Everest Publishing House, 2017.
5. Knowledge Management – an inter disciplinary Perspective by Sajjad M. Jasimuddin, Cambridge University Press, 2015.

**E-RESOURCES :**

1. <https://www.edx.org/learn/knowledge-management>
2. <https://www.classcentral.com/course/swayam-knowledge-management-7954>
3. <https://alison.com/tag/knowledge-management>
4. <https://www.udemy.com/course/knowledge-management-tools-for-smes/>
5. <http://www.openlearningworld.com/innerpages/Knowledge%20Management.htm>

**COURSE OUTCOMES :**

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

- Define the nature and topology of knowledge and knowledge management within a business context
- Identify technologies that are most useful for capturing, organizing, distributing, and sharing knowledge within an enterprise
- Explain how to formulate a knowledge management strategy, identify major requirements and issues for designing enterprise knowledge architecture and implementing knowledge management projects
- Formulate action plans for knowledge intensive organisations
- Distinguish aspects of industrial era management that may be inappropriate for knowledge intensive organisations and provide alternatives

# PROFESSIONAL ETHICS

First Year

Semester-II

## NON MAJOR ELECTIVE COURSE-I INTRODUCTION TO INDIAN ECONOMY (Theory)

Code : P22ECNME1

Credits: 2

### OBJECTIVES:

- To help the students know the various natural and human resources.
- To familiarize the feature of Agricultural, Industrial and Service sector of India.
- To analyze the problem of poverty in India and the various government schemes for eradication of poverty.
- To study the role of planning in the development of Indian economy.
- To help students know the typical feature of Globalization and India's foreign trade policies.

### UNIT – I NATURAL RESOURCES AND HUMAN RESOURCES:

Natural Resources – meaning and importance – forest resources – energy resources – mineral resources – water resources – use patterns of natural resources – environmental degradation policies on management of environmental resources Demography- size, growth and occupation composition of the population – density and distribution – demographic dividend - national population policy – human capital – quality of health and education – Human Development Index – National Skill Development Corporation.

### UNIT – II AGRICULTURAL, INDUSTRIAL AND SERVICES SECTORS:

Nature and importance of agriculture – factors influencing agricultural development – agricultural production and productivity – new agricultural policy – green revolution – issues in food security – farmers suicide – role of governments for agricultural sector development. Industrial development under Five Year Plans – New industrial policy – position of public sector enterprises – labour market reform – Make in India Programme - infrastructure and economic development - transport: railways, roads, shipping and airways – energy – power – role of service sector in economic development – banking – insurance – telecommunications – IT Industry – ITES.

### UNIT – III POVERTY AND INEQUALITY:

Poverty – its meaning – V M Dandekar & Nilakanta Rath, Suresh Tendulkar and Rangarajan methodology for poverty estimation-poverty alleviation programmes since 1970s – MGNREGP (Mahatma Gandhi National Rural Employment Guarantee Programme) - Food Security Act – PDS – ICDS -PURA (Vision 2020).

### UNIT – IV PLANNING AND POLICY ENVIRONMENT:

Planning in India – objectives – strategies – achievements and failures - Eleventh and Twelfth Five Year Plans - objectives, allocation and target - NITI [National Institution for Transforming India] Aayog – Structure and functions – Plan performance to tackle poverty, inequality and unemployment – New economic reforms – Liberalization, Privatization and

Globalization; rationale behind economic reforms – Macro Economic policies – fiscal and monetary.

#### **UNIT – V      GLOBALIZATION AND TRADE:**

Directions and composition of foreign trade – balance of trade and payments – current account deficit –India's foreign trade policy – WTO – features and assessment – globalization – features and problems – sectoral contribution trade – import substitution and export promotion – Foreign Direct Investment (FDI) and MNCs.

#### **UNIT- VI:      CURRENT CONTOURS (For Continuous Internal Assessment Only) :**

Current developments in various sectors of Indian economy

#### **REFERENCE:**

1. **Agarwal**, A.N. (2004) Indian Economy, Wishwa Prakashan, New Delhi
2. Ahluwalia, I.J. and I.M.D. Little (Eds.) (1999), India's Economic Reforms and Development (Essays in honour of Manmohan Singh), Oxford University Press, New Delhi.
3. Alagh, Y.K. (1995), Indian Development Planning and Policy, Vikas, New Delhi.
4. Bardhan, P.K. (9th Edition) (1999), The Political Economy of Development in India, Oxford University Press, New Delhi.
5. Bawa, R.S. and P.S. Raikhy (Ed.) (1997), Structural Changes in India Economy, Guru Nanak Dev University Press, Amritsar.
6. Brahmananda, P.R. and V.R. Panchmukhi (Eds.) (2001), Development Experience in the Indian Economy : Inter-State Perspectives, Bookwell, Delhi.
7. Chakravarty, S. (1987), Development Planning : The Indian Experience, Oxford University Press, New Delhi.
8. Dantwala, M.L. (1996), Dilemmas of Growth : The Indian Experience, Saga Publications, New Delhi.
9. Datt Ruddan and K.P.M. Sundaram (2001), Indian Economy, S. Chand & Co., New Delhi.
10. Dhar, P .K, (2002) Indian Economy - its growing dimensions, Kalyani Publishers, New Delhi
11. Dhingra, I.C., (2012) The Indian Economy: Environment and Policy, 16th e, Sultan Chand & Sons, New Delhi
12. Dreze, Jean and Amartya Kumar Sen (1999), India : Economic Development and Social Opportunity, OUP, New Delhi.
13. Government of India, Economic Survey, (Annual), Ministry of Finance, New Delhi.
14. Jalan, B. (1992), The Indian Economy – Problems and Prospects, Viking, New Delhi.
15. Kindleberger,C.P. (1977), Economic Development, 3e,McGraw Hill, New York.
16. Jhingan, M.L., (2010) The Economics of Development and Planning, Vikas Publishing House PVT Ltd., New Delhi.
17. Kindleberger,C.P. (1977), Economic Development, 3e,McGraw Hill, New York.

18. Meier, G.M. (1995), Leading Issues in Economic Development, 6e, Oxford University Press, New Delhi.
19. Mishra, S.K. and V.K. Puri, (2010) Economics of Development and Planning, Himalaya Publishing House, New Delhi.
20. Pantwala, S. (1987), Dilemmas of Growth : Indian Experience, Sage Publications, New Delhi.
21. Parkh, K.S. (1999), India Development Report (Annual), Oxford University Press, New Delhi.
22. Reserve Bank of India, Report of Currency and Finance, (Annual).
23. Todaro, M.P, Economic Development, Wesley Longman, New Delhi 7th edition, 2000.
24. Uma Kapila, Indian Economy: Performance and Policies
25. Uma Kapila, Indian Economy since Independence

**COURSE OUTCOMES:** On completion of the course, students should be able to:

- Understand various natural resources and human resources.
- Evaluate the Policies and Performance of Agriculture, Industry and Service sectors of India.
- Gain a perspective on key issues related to Poverty and Inequality existing in India.
- Understand the role of planning in the development of Indian economy.
- Make aware about the concept of Globalization and its impact on Indian economy.

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**Second Year**

**CORE COURSE - XI**

**Semester - III**

**STRATEGIC MANAGEMENT  
(THEORY)**

**Code: P22MBACC31**

**Credit: 5**

**COURSE OBJECTIVES:**

- To expose students to various perspectives and concepts in the field of Strategic Management.
- The course would enable the students to understand the principles of strategy formulation, implementation and control in organizations.
- To help students develop skills for applying these concepts to the solution of business problems

**UNIT – I:**

Strategic management – definition, need, dimensions – strategic planning – strategic decision making process – benefit and risks of strategic management – ethics and social responsibility.

**UNIT – II:**

Strategic management process – vision and mission of the company – business vision models – objectives and goals. Business policies and strategies.

**UNIT – III:**

Environmental scanning and analysis – types: international, external, internal – characteristics - SWOT – approaches of the environmental scanning.

**UNIT – IV:**

Generic - competitive strategies – integration strategies – outsourcing strategies – offensive and defensive strategies – strategic alliances and collaborative partnerships – merger and acquisition – diversifications – tailoring strategies to fit specific industry and company situations.

**UNIT – V:**

Building resource strengths and organizational capabilities – frame work for executing strategy – strategy execution process – organizational structure – managing internal operations corporate culture of leadership – designing strategic control system - key success factors – monitoring success and evaluating deviation.

**UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only):**

Contemporary issues Related to the management - Studying Recent challenges and development in Strategic management - Case study relevant to Strategic management and group discussion.

## **TEXT BOOKS:**

1. Strategic Management, Thomas, Pearson Education India, 2015.
2. Strategic Management, Azhar Kazmi, Adela Kazmi, McGraw Hill, 2020.
3. Strategic Management, SIA Publishers & Distributors Pvt Ltd, 2022.
4. Strategic Management and Business Policy: Globalization, Innovation and Sustainability, Thomas L. Wheelen, J. David Hunger, Pearson, 2018.
5. Strategic Management and Competitive Advantage: Concepts and Cases, Jay B. Barney, William S. Hesterly, Pearson Publications, 2018.

## **REFERENCES:**

1. Strategic Management & Innovations in Banking, IIBF, Macmillan Education, 2021
2. Business policy and strategic management concept and application, Vipin Gupta, Kamala Gollakota, R. Srinivasan, Oxford University Press, 2015.
3. Business policy and Strategic Management, Sukul Lomesh, P.K.P.K. Mishra, Tata Mc Graw Hill, 2016.
4. Strategic Management An integrated approach, Charles W.L.Hill, Gareth R.Jones, Cengage Learning, 2015.
5. Business Strategy Essentials You Always Wanted to Know, Callie Daum, Vibrant Publishers, 2020.

## **E – RESOURCES:**

1. <https://www.eresourcescheduler.com/blog/5-effective-resource-managementstrategies-that-drive-productivity-in-2022>
2. <https://www.businessballs.com/strategy-innovation/>
3. <https://www.edx.org/learn/strategic-management>
4. <https://www.coursera.org/learn/strategic-management>
5. [https://onlinecourses.nptel.ac.in/noc22\\_mg88/preview](https://onlinecourses.nptel.ac.in/noc22_mg88/preview)

## **COURSE OUTCOMES:**

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

- Describe major theories, concepts and research output in the field of strategic management.
- Demonstrate a clear understanding of the concepts, tools & techniques used by executives in developing and executing strategies and will appreciate its interdisciplinary nature.
- Identify the effective application of concepts, tools & techniques to practical situations for diagnosing and solving organisational problems.
- Know the capability of making their own decisions in dynamic business landscape.
- Develop their capacity to think and execute strategically

**Second Year**

**CORE COURSE - XII**

**Semester - III**

**RESEARCH METHODS IN MANAGEMENT  
(THEORY)**

**Code: P22MBACC32**

**Credit: 5**

**COURSE OBJECTIVES:**

- To familiarize students with the basics of research and the research process.
- To help students in conducting research work and generating research reports.
- To familiarize students with Statistical packages such as EXCEL etc

**UNIT – I INTRODUCTION:**

Research – Importance and its types – research approaches – process – problem formulation – development of hypothesis – Research design – determining the sample design – collecting data – analysis of data – identifying research problem.

**UNIT – II MEASUREMENT AND ITS TECHNIQUES:**

Measurement in research and its problems – meaning of scaling – tests of sound measurement – types of scaling- Techniques of measurement – Attitude scales – summated rating scale – Equal appearing Interview scale – cumulative scale – Rating scale – Scale constructing Techniques.

**UNIT – III DATA COLLECTION AND HYPOTHESIS:**

Classification of data – sources of data – collection of primary and secondary data – Questionnaire method – Guidelines for Questionnaire design – Interview technique – Observation techniques – Processing of data – Editing – Coding – Tabulation – Interpretation of data – Formulation of hypothesis – Test of hypothesis.

**UNIT – IV STATISTICAL TECHNIQUES:**

Statistical Techniques – Measures of Central Tendency – Arithmetic mean, Median and Mode – Karl Pearson's coefficient of correlation – Regression – Chi-square test – conditions for applying chi- square test – ANOVA – Spearman's Rank Correlation.

**UNIT – V INTERPRETATION AND REPORT WRITING:**

Interpretation – Techniques of Interpretation – Significance of Report Writing- Different steps in writing report – layout of research report – types – oral presentation – mechanics of writing a research report – precautions for writing research reports – Role of statistical packages in Research.

**UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only):**

Contemporary issues Related to the Principle of management - Practical class- Analysis of data using statistical Packages, data analysis using MS-Excel, hypothesis testing, solve the problems need immediate solution. Group discussion.

### **TEXT BOOK:**

1. Research Methodology: Methods and Techniques, C.R. Kothari, Gaurav Garg, New Age International Publishers, 2019.
2. Research Methods, M.P. Sinha, Atlantic Publication, 2022.
3. Business Research Methods, Donald R. Cooper, Pamela S. Schindler, J. K. Sharma, McGraw Hill Education, 2018.
4. An Introduction to Qualitative Research Synthesis, Claire Howell Major, Maggi Savin-Baden, Routledge Publication, 2016.
5. Research Methods in Social Sciences and Extension Education, G.L. Ray, S. Mondal, Kalyani Publishers, 2016.

### **REFERENCES:**

1. Handbook of Research Methods and Applications in Experimental Economics, Arthur Schram, Alja Ule, Edward Elgar Publishing Ltd, 2019.
2. An Introduction to Qualitative Research Synthesis: Managing the Information Explosion in Social Science Research, Claire Howell Major, Maggi Savin-Baden, Routledge Publication, 2015.
3. Academic writing, A guide for management students and Researchers, Mathukutty M. Monippally and Badrinarayanan Shankar Pawar, Sage Publication, 2014.
4. Applied Multivariate Statistical Analysis, Johnson/Wichern, Pearson, 2015.
5. The Art of Statistics: Learning from Data, David Spiegelhalter, Pelican, 2020.

### **E-RESOURCES:**

1. [https://onlinecourses.nptel.ac.in/noc22\\_ge08/preview](https://onlinecourses.nptel.ac.in/noc22_ge08/preview)
2. [https://onlinecourses.swayam2.ac.in/nou21\\_cm03/preview](https://onlinecourses.swayam2.ac.in/nou21_cm03/preview)
3. <https://www.coursera.org/browse/physical-science-and-engineering/research-methods>
4. [https://nie.gov.in/icmr\\_sph/Online-courses.html](https://nie.gov.in/icmr_sph/Online-courses.html)
5. <https://www.ccrm.in/>

### **COURSE OUTCOMES:**

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

- Have an understanding on objectives of doing research, various kinds of research, research process, research designs and sampling.
- Formulate research problem and develop a sufficiently coherent research design.
- Have basic knowledge on qualitative, quantitative as well as measurement & scaling techniques.
- Have a basic awareness of data analysis, including descriptive & inferential measures.
- Be able to develop and write independent thinking for critical analysis of research reports.

**Second Year**

**CORE COURSE - XIII**

**Semester - III**

**OPERATIONS RESEARCH  
(THEORY)**

**Code: P22MBACC33**

**Credit: 5**

**COURSE OBJECTIVES:**

- To impart knowledge in concepts and tools of Operations Research.
- To understand mathematical models used in Operations Research.
- To apply these techniques constructively to make effective business decisions.

**UNIT – I:**

Introduction to Operations Research, scope, phases- merits and limitations – concept of optimization, Theory of simplex methods to solve canonical and general LPP, Primal – dual problem and its properties, dual simplex method, Sensitivity analysis. Concept of Goal Programming.

**UNIT – II:**

Transportation problem by Vogel's approximation method; assignment problem, linear Programming complete enumeration method.

**UNIT – III:**

Network analysis – drawing of Arrow diagram – critical path method – calculation of critical path duration, total, free and independent floats, PERT problems; Inventory Theory, Deterministic models – purchase problem without and with shortages, with price breaks, production problem without shortages.

**UNIT – IV:**

Decision under risk – expected money value criterion – decision trees – decision under uncertainty – minimax criterion; Theory of Games – pure and mixed Strategies, Principles of dominance, graphical methods, simplex methods.

**UNIT – V:**

Queuing theory – M/M/1/FIFO/OC model; Markovian chain, Simulation: Monte Carlo Method.

**UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only):**

Contemporary issues Related to Operation Research - Studying Game theory, Queuing Theory - Case study.

**TEXT BOOKS:**

1. Operations Research, SC Aggarwal, Salendra Mittal, VK Global Publications Pvt Ltd, 2020.
2. Operations Research, Hamdy A. Taha, Pearson, 2019.

3. Operations Research - Introduction to Management Science, A Panel of Authors, S Chand, 2019.
4. Operation Research, J.K. Sharma, Laxmi Publications, 2017.
5. Operations Research, R.K. Gupta, Krishna Prakashan Media Pvt. Ltd, 2021.

#### **REFERENCES:**

1. Books That Lecture Operations Research [Facts-Based Approach], Venant R.N. Mutabihirwa, 2022.
2. Applied Mathematics with Open-Source Software: Operational Research Problems with Python and R, Vincent Knight, Geraint Palmer, Chapman and Hall/CRC, 2022
3. Operations Research Fundare Models: Part 1 [Fourth Edition] of Fundamentals of Operations Research, Venant R.N. Mutabihirwa, 2022.
4. Inventory Control (International Series in Operations Research & Management Science), Sven Axsater, Springer, 2016.
5. The Handbook of Behavioral Operations Management: Social and Psychological Dynamics in Production and Service Settings, Bendoly, Wezel, Bachrach, Oxford University Press, 2015.

#### **E-RESOURCES:**

1. <https://www.classcentral.com/course/swayam-operations-research-14219>
2. <https://www.coursera.org/courses?query=operations%20research>
3. <https://www.edx.org/course/operations-research-an-active-approach>
4. [https://onlinecourses.nptel.ac.in/noc19\\_ma29/preview](https://onlinecourses.nptel.ac.in/noc19_ma29/preview)
5. <https://alison.com/tag/operations>

#### **COURSE OUTCOMES:**

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

- Analyze any real life system with limited constraints and depict it in a model form.
- Convert the problem into a mathematical model.
- Solve the mathematical model manually.
- Understand variety of problems to make effective business decisions using assignment, transportation, travelling salesman etc.
- Develop a report that describes the model and the solving technique, analyse the results and propose recommendations in language understandable to the decision-making processes.

**Second Year**

**ELECTIVE COURSE - III**

**Semester - III**

**STRATEGIC FINANCIAL MANAGEMENT  
(THEORY)**

**Code: P22MBA3EF3**

**Credit: 3**

**COURSE OBJECTIVES:**

- To develop the ability to analyze financial statements, assess financial health, and formulate comprehensive financial plans to support the organization's strategic goals.
- To understand the principles of capital budgeting and learn to evaluate investment opportunities, assess risk, and make optimal capital investment decisions.
- To acquire skills in budgeting, variance analysis, and performance measurement to effectively monitor financial performance and control costs.

**UNIT – I:**

Financial Policy and Strategic Planning – Strategic Planning Process – Objectives and Goals – Major Kinds of Strategies and Policies – Corporate Planning – Process of Financial Planning – Types of Financial Plan – Financial Models – Tools or Techniques of Financial Modelling – Types, Application, Uses and Limitations of Financial Models – Process of Financial Model Development.

**UNIT – II:**

Investments Decisions under Risk and Uncertainty – Techniques of Investment Decision – Risk Adjusted Discount Rate, Certainty Equivalent Factor, Statistical Method, Sensitivity Analysis and Simulation Method – Corporate Strategy and High Technology Investments.

**UNIT – III:**

Expansion and Financial Restructuring – Corporate Restructuring - Mergers and Amalgamations – reasons for Merger, Benefits and Cost of Merger – Takeovers – Business Alliances – Managing an Acquisition – Divestitures – Ownership Restructuring – Privatization – Dynamics of Restructuring – Buy Back of Shares – Leveraged Buy-outs (LBOs) – Divestiture – Demergers.

**UNIT – IV:**

Stock Exchanges: Constitution, control, functions, Prudential Norms, SEBI Regulations, Sensitive Indices, Investor Services, Grievance Redressal Measures.

**UNIT – V:**

Financing Strategy - Innovative Sources of Finance – Asset Backed Securities - Hybrid Securities namely Convertible and Non-Convertible Debentures, Deep Discount Bonds, Secured Premium Notes, Convertible Preference Shares – Option Financing, Warrants, Convertibles and Exchangeable Commercial Paper.

**UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only):**

Contemporary Developments Related to Strategic Financial Management - Practical: Studying Business Alliances, Managing an Acquisition, Divestitures and Ownership Restructuring - Mini Project on Innovative Sources of Finance - Group discussions.

### **TEXT BOOKS:**

1. Chandra, Prasanna, Financial Management, Tata McGraw Hill, Delhi. 2017
2. S Gurusamy, Financial Markets and Institutions, Thomson, 2019
3. Rajni Sofat & Preeti Hiro, Strategic Financial Management, Phi, Delhi, 2019
4. Weaver & Weston, Strategic Corporate Finance, Cengage Learning, Delhi, 2021
5. Blokdyk, G. Strategic financial management Third Edition. 5 STARCOoks, 2022.

### **REFERENCES:**

1. Shil, N. C., & Das, B. Financial Management: A Strategic Perspective (First ed.). SAGE Publications Pvt. Ltd, 2019.
2. Bryce, H. J. Financial and Strategic Management for Nonprofit Organizations, Fourth Edition (4th ed.). De|G Press, 2017.
3. Kumar, R. Strategic Financial Management Casebook (1st ed.). Academic Press, 2016.
4. Ness, T. Strategic Financial Management. Willford Press, 2016.
5. Marsh, C. Financial Management for Non-Financial Managers (Strategic Success) (1st ed.). Kogan Page, 2022.

### **E-RESOURCES:**

1. <https://www.mygreatlearning.com/academy/learn-for-free/courses/strategic-management>
2. <https://www.coursera.org/courses?query=financial%20management>
3. <https://www.edx.org/learn/financial-management>
4. <https://www.elearnmarkets.com/courses/display/strategic-financial-management>
5. <https://www.wiziq.com/course/166895-strategic-financial-management>

### **COURSE OUTCOMES:**

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

- Identify financial strengths and weaknesses, enabling the formulation of strategic financial plans to address challenges and capitalize on opportunities.
- Identify and prioritize investment projects based on their strategic alignment, financial feasibility, and potential impact on the organization's growth and profitability.
- Conduct financial forecasting and scenario analysis to support long-term planning and align financial strategies with the organization's strategic goals.
- Conduct variance analysis to compare actual financial performance against budgeted figures, identifying areas of concern or areas where the organization is excelling.
- Understand and use alternative expressions of profit that start with a recognition of the impact on cash flow of the various stakeholders in a company.

## HUMAN VALUES

Second Year

ELECTIVE COURSE - IV

Semester - III

### FINANCIAL SERVICES (THEORY)

Code: P22MBA3EF4

Credit: 3

#### COURSE OBJECTIVES:

- Familiarize participants with the basics of financial services, including the functions of financial institutions, markets, and intermediaries.
- Understand the regulatory framework governing financial services, including relevant laws, compliance requirements, and the role of regulatory authorities in maintaining financial stability and consumer protection.
- Equip the students with required proficiency to enable them to work in banks and insurance companies.

#### UNIT – I:

Evolution of Financial Services –Indian Financial System – Formal Financial System and Informal Financial System – Financial Institutions –Banking Companies and Non-Banking Companies – Classification of Non-Banking Companies – Classification of Activities of NonBanking Finance Companies- Fund Based Activities – Fee Based Activities – concepts, growth and trends of fee Based and Fund Based activities

#### UNIT – II:

Equipment Leasing: Overview, Legal & Tax Aspects, Lease Evaluation, Lease Accounting, Recent Development, International Leasing.

#### UNIT – III:

Hire Purchase & Consumer: Overview, Financial Evaluation of Hire Purchase, Accounting of Hire Purchase, Legal & Tax Aspects, Consumer Credit.

#### UNIT – IV:

Accessing Capital Market: Issue Management: Regulatory & Tax Framework, Issue Pricing Models – Equity and Debt Convertible Instruments, Financial Engineering, raising funds from the International Capital Markets, Assessing Money Markets.

#### UNIT – V:

Organization and functions of stock exchanges - regulation and control of stock exchanges - NSE, BSE, OTCEI, regional exchanges.

#### UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only):

Contemporary Developments Related to Financial Services- Practical: Studying Legal & Tax Aspects, Lease Evaluation and Lease Accounting - Mini Project on Financial Engineering, Raising funds from the International Capital Markets - Group discussions.

### **TEXT BOOKS:**

1. Financial services M.Y Khan, Tata mcgraw Hill co., 2019.
2. Bhalla V.K. Management of Financial Services, Anmol. New Delhi, 2016.
3. Financial Services By Dr. S. Gurusamy Tata McGraw Hill Co, 2019.
4. Financial Services, By Nalini Prava Tripathy, PHI learning PVT ltd., 2017.
5. Financial markets, Institutions & Services by NK Gupta and Monika Chopra – Ane books Pvt Ltd., 2021.

### **REFERENCES:**

1. Financial markets and Institutions by Jeff Madura, India Edition, Cengage Learning, 2016.
2. Stevens, C. Execute 90: Financial Services Edition. Bowker, 2021.
3. Tapscott, A. Financial Services Revolution: How Blockchain is Transforming Money, Markets, and Banking (Blockchain Research Institute Enterprise Series) (None ed.). Barlow Publishing, 2020.
4. Arslanian, H., & Fischer, F. The Future of Finance: The Impact of FinTech, AI, and Crypto on Financial Services (1st ed. 2019 ed.). Springer, 2019.
5. Duran, E. R. Financial Services Technology: Processes, Architecture, and Solutions, 2nd Edition (2nd ed.). Cengage Asia, 2017.

### **E-RESOURCES:**

1. <https://www.edx.org/learn/finance>
2. <https://alison.com/tag/finance>
3. <https://corporatefinanceinstitute.com/collections/>
4. <https://study.com/academy/popular/free-online-finance-courses-certificates.html>
5. <https://pll.harvard.edu/subject/finance>

### **COURSE OUTCOMES:**

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

- Demonstrate broad and coherent knowledge of banking, finance, investment analysis, portfolio management, accountancy, economics, quantitative methods, law, and financial services.
- Exercise informed business judgement within a professional setting, which emphasises ethical and responsible decision making.
- To integrate technical and conceptual knowledge, and interpersonal skills to work effectively within the Financial Services Industry.
- Apply financial and regulatory knowledge in real-world scenarios, making informed decisions and provide valuable services to customers in the banking.
- Think critically and creatively, to identify better solutions, within business constraint.

**Second Year**

**ELECTIVE COURSE - V**

**Semester - III**

**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT  
(THEORY)**

**Code: P22MBA3EF5**

**Credit: 3**

**COURSE OBJECTIVES:**

- Introduce students to stock market, stock options, and approaches to investing in the stock market and building stock portfolios.
- Provide students with a basic introduction to portfolio theory and study various methods of modeling the risk associated with stock investment.
- Encourage students to apply stock and option valuation models in portfolio management.

**UNIT – I:**

Calculation of Bond returns. Valuation of Bonds: Measures of Yield, Duration & Convexity, Measures of Risk, Determinants of Interest Rates and Theories on Term Structure, Bond Swaps.

**UNIT – II:**

Derivative Securities: Equity Options: Concept, Applications & Valuation, Economic Analysis, Industry Analysis.

**UNIT – III:**

Valuation of Equity Stocks: Approaches of Equity Stock Valuation, Index features, concept, applications and valuation.

**UNIT – IV:**

Valuation of Equity Stocks: Company Analysis, Technical Analysis, Efficient Markets Hypothesis.

**UNIT – V:**

Portfolio Management – The Conceptual Framework: Modern Portfolio Theory, Portfolio Management, Performance Evaluation of Portfolio, Applications of Options & Futures in Portfolio Management.

**UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only):**

Contemporary Developments Related to the portfolio analysis - Practical: mock online trading, Mock portfolio construction, Group Discussion, Role Play.

**TEXT BOOKS:**

1. Security Analysis and Portfolio management By Punithavathy Pandian, Vikas publishing House PVT Ltd., 2016.

2. Security Analysis and Portfolio Management with CAPM – By Dr. Sankara Narayanan – ANE Books Chennai, 2019.
3. Security Analysis and Portfolio Management by RITTU Ahuja, Atlantic publishing Co., 2017.
4. Portfolio Management By Samir K. BARUA and others, Tata Mcgraw Hill, 2021.
5. Security Analysis and Portfolio Management, By S. Kevin, PHI learning PVT Ltd., 2022.

#### **REFERENCES:**

1. Investments, Special Indian Edition by ZVI Bodie and others Tata Mcgraw Hill, 2015.
2. Fundamentals of Investment Management Indian Edition, By HIRT and Block Tata Mcgraw Hill Co., 2016.
3. Investment Management, By Vk. Bhalla S.Chand & Co., 2019.
4. Investment Analysis and Portfolio Management By Prasanna Chandra, Tata Mcgraw Hill Co., 2021.
5. I., P. B., & R., A. Security Analysis and Portfolio Management: Investment, Fundamental Security Analysis, Portfolio Management. LAP LAMBERT Academic Publishing, 2021.

#### **E-RESOURCES:**

1. <https://www.classcentral.com/course/swayam-security-analysis-portfolio-management43656>
2. [https://onlinecourses.nptel.ac.in/noc21\\_mg99/preview](https://onlinecourses.nptel.ac.in/noc21_mg99/preview)
3. <https://freevideolectures.com/course/3012/security-analysis-and-portfolio-management>
4. <https://www.udemy.com/course/securityanalysisportfoliomanagement/>
5. <https://www.nseindia.com/learn/self-study-ncfm-modules-intermediate-investment-analysis-andportfolio-management>

#### **COURSE OUTCOMES:**

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

- Explore different avenues of investment.
- To understand security analysis.
- Apply the concept of portfolio management for better investment.
- Invest in less risk and more return securities.
- Analyze and evaluate portfolio performance

**Second Year**

**ELECTIVE COURSE - III**

**Semester - III**

**ORGANISATION DEVELOPMENT  
(THEORY)**

**Code: P22MBA3EH3**

**Credit: 3**

**COURSE OBJECTIVES:**

- To understand the basic theories upon which the field of OD rests.
- To understand the challenges of Structural Interventions
- To understand all aspects of the OD intervention process

**UNIT- I THE NATURE OF ORGANIZATION DEVELOPMENT:**

Overview of the Field of Organization Development: Laboratory Training, Survey Research and Feedback, Action Research, Socio-technical and Socio-clinical approaches Values and Assumptions and Beliefs in OD: OD Values and Assumptions, Implications of OD and Assumptions

**UNIT –II THEORY AND MANAGEMENT OF OD:**

Foundations of Organization Development: Models and Theories of Planned Change, Systems Theory, Participation and Empowerment, Teams and Teamwork, Managing the OD Process: Diagnosis, Action Component – OD Interventions,

**UNIT-III TEAM, INTERGROUP AND THIRD-PARTY PEACEMAKING INTERVENTIONS:**

Overview of OD Interventions: Classifying OD Interventions Team Interventions: Teams and Work Groups, Broad Team-Building Interventions, Process Consultation Interventions

**UNIT-IV COMPREHENSIVE OD INTERVENTIONS AND STRUCTURAL INTERVENTIONS:**

Survey Feedback, Grid Organization Development, Schein Cultural System, Transorganizational Development Structural Interventions: MBO, Quality Circles, TQM, High Performance Work Systems

**UNIT-V T-GROUP TRAINING:**

T-Groups, Behaviour Modeling, Life and Career Planning. Coaching and Mentoring Future and Organizational Development

**UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only):**

Contemporary issues Related to the Organizational development- Practical: Studying Developing Process in organizing - Mini Project on Individual behavior in organization -practices in MNCs - role play, Group discussion

## **TEXT BOOKS:**

1. Nilakant, V. and Ramnaryan, S., Managing Organisational Change, Response Books, New Delhi,2021.
2. Beckhanrd, Richard and Harris, Reuben T., Organisational Transitions :Managing Complex Change, Addison, - Wesley,2020.
3. Kanter, R.M., Stein, B.A and Jick, T.D., The Challenge of Organisational Change, Free Press, New York,2015 .
4. Hammer, Michael and Champy, James, Reengineering the Corporation : A Manifesto for Business Revolution, Harper Business, New York ,2017.
5. Hurst , David K., Crisis and Renewal : Meeting the Challenge of Organisational Change, Harvard University Press, Mass,2018.

## **REFERENCE BOOKS:**

1. Pattanayak, Biswajeet and Kumar Pravash, Change for Growth in Organisation,WheelerPublications, New Delhi,2021
2. Morgan, Gareth, Imagination, Response Books, New Delhi ,2020.
3. Madhukar Shukla, Competing Through knowledge, Response Books, New Delhi,2018.
4. Storey, John, International Cases in Human Resources Mangement, BeaconBooks, New Delhi, 2019.
5. Venkataratnam C.S., Varma, Anil (ed): Challenge of Change: IndustrialRelations in Indian Industry: Allied Pub. Ltd., New Delhi ,2018.
6. Kavitha Singh Organisational change and Development, Excel Books NewDelhi,2015.

## **E-RESOURCES:**

1. <https://www.coursera.org/courses?query=organizational%20development>
2. <https://www.udemy.com/course/thinking-profoundly-about-organisational-development/3.https://alison.com/course/organizational-change-managing-and-supporting-employeesrevised>
3. <https://www.classcentral.com/course/swayam-organization-development-and-change-in-21stcentury-19963>
4. <https://www.futurelearn.com/courses/essential-elements-od>

## **COURSE OUTCOMES:**

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

- Analyze how these theories contribute to a deeper understanding of organizational behavior, change processes, and performance improvement.
- Identify and assess the various challenges and complexities associated with implementing structural interventions in organizations.
- Better understanding of change management model.
- Develop skills to facilitate and communicate OD interventions, considering stakeholder engagement and change communication strategies.
- Better understanding of change resistance and how to handle it.

**Second Year**

**ELECTIVE COURSE - IV**

**Semester - III**

**COMPENSATION MANAGEMENT  
(THEORY)**

**Code: P22MBA3EH4**

**Credit: 3**

**COURSE OBJECTIVES:**

- Understand the concept and importance of compensation management.
- Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations.
- Design rational and contemporary compensation systems in modern organizations.

**UNIT – I INTRODUCTION TO COMPENSATION CONCEPTS:**

Introduction to Compensation, Goals of Compensation System, Compensation Strategy, Monetary & Non-Monetary Rewards, Intrinsic Rewards, Cafeteria Style Compensation, Employees satisfaction and Motivation issue in compensation design. Establishing Internal, External and individual equally.

**UNIT – II ESTABLISHING PAY VARIABLES AND WAGE BOARDS:**

Strategic importance of variable in a day-Determination of Inter and Intra industry compensation differentials. Individual and Group Incentives.

**UNIT – III ISSUE RELATED TO COMPENSATION:**

Dearness Allowance Concept-Emergence & Growth in India. Fringe Benefits and Supplementary Compensation- The role of fringe benefits in reward systems, retirement Plans including VRS / Golden Handshake Schemes.

**UNIT – IV EXECUTIVE COMPENSATION:**

Executive Compensation Systems in Multinational Companies and IT companies including ESOP.

**UNIT - V COLLECTIVE BARGAINING AND EMERGING TRENDS:**

Collective Bargaining Strategies – Long term settlements – Productivity Settlements – Knowledge on drawing up 12(3) and 8(1) settlement. Emerging Trends in IR due to LPG.

**UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only):**

Contemporary issues Related to the Compensation Management - Practical: Studying Golden Handshake Schemes - Mini Project on wage system on IT sectors - Group discussion.

**TEXT BOOKS:**

1. Compensation, George T. Milovich and C.S. Venkatraman special Indian Edition, Tata McGraw Hill, 2017.
2. Human Resource Management by C.B. Gupta sultanchand& sons, 2015.

3. Compensation Management Rewarding Performance, D.S.Upadhyay Global India Business Publications, 2018.
4. Compensation: Theory, Evidence and Strategic Implications, Barry Gerhart, Sage Publications, 2019.
5. Reward Management, White Geoff, Taylor and Francis, Atlantic Publishers, 2019.

#### **REFERENCES:**

1. Scaling Up Compensation: 5 Design Principles for Turning Your Largest Expense into a Strategic Advantage, Harnish, V., & Ross, S., ForbesBooks, 2021.
2. The WorldatWork Handbook of Total Rewards: A Comprehensive Guide to Compensation, Benefits, HR & Employee Engagement (2nd ed.). WorldatWork, & Cafaro, D., Wiley, 2017.
3. Strategic Compensation and Talent Management: Lessons for Managers, DeVaro, J. Cambridge University Press, 2020.
3. Strategic Compensation: A Human Resource Management Approach (9th ed.), Martocchio, J., Pearson, 2016.
4. The Compensation Handbook, Sixth Edition: A State-of-the-Art Guide to Compensation Strategy and Design (6th ed.), Berger, L., & Berger, D., McGraw Hill, 2015.

#### **E-RESOURCES:**

1. <https://www.coursera.org/learn/compensation-management>
2. <https://www.mygreatlearning.com/academy/learn-for-free/courses/compensationmanagement>
3. <https://www.classcentral.com/course/managing-employee-compensation-5510>
4. <https://www.mooc-list.com/tags/compensation>
5. <https://www.udemy.com/course/certification-in-compensation-management-administration/>

#### **COURSE OUTCOMES:**

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

- Develop a compensation strategy, that fits in with the company's strategic goals, supports its culture and its managerial strategy.
- Describe the link between reward systems and compensation.
- Determine compensation values to establish actual values for jobs and individual employees.
- Design and implement performance-based compensation programs that link individual and team performance with rewards.
- Implications for strategic compensation and possible employer approaches to manage legally required benefits.

**Second Year**

**ELECTIVE COURSE - V  
CHANGE MANAGEMENT  
(THEORY)**

**Semester - III**

**Code: P22MBA3EH5**

**Credit: 3**

**COURSE OBJECTIVES:**

- Understand the nature and dynamics of organizational change.
- To provide students with clear insights on how to effectively motivate people through corporate culture on organizational change.
- To equip them with effective skills and knowledge for managing and communicating change.
- Recognize the role of HR in change management.
- Identify ways that can positively lead and motivate people through cultural or organizational change.
- Stay updated on emerging trends and best practices in change management.

**UNIT – I:**

Nature and Types of Organizational Change, Causes of and rationales for change, environmental and internal organizational determinants of change. Planned and emergent change. Proactive and reactive emergent change and response to these changes. Incremental and radical change, and rates / levels of change as a function of organizational life cycle positions. The links between nature / type of change and nature / type of leadership required e.g. transactional Vs transformational. The role of corporate vision and strategy in change.

**UNIT – II:**

Theoretical frameworks, multi-source feedback for organizational change, Models of diagnosing organizational groups and jobs The organizational change web, Resistance to change, Barriers to organizational change, rethinking resistance to organizational change, strategies to deal with resistance.

**UNIT – III:**

Culture and the change process: The personnel manager as a cultural change agent, handling power and political issues arising from change. The theoretical and practical contexts of cultural maintenance and cultural change strategies, corporate reorganization and sub culture management, Strategies and methods for achieving cultural change.

**UNIT – IV:**

Behavioral Implications of change: The manifest, intent and paradoxical consequences of change,

the concept of resigned behavioral compliance. The positive and negative functions of resistance. Intended and unintended behavioural reaction to downsizing and delayering. Understanding and managing uncertainty and ambiguity in the change process.

#### **UNIT – V:**

Intervention Strategy, Structural, technological and process factors in intervention strategies. Advantages / limitations of change technologies and associated leadership models. Role of leadership in change process. Leadership and emotional knowledge strategies to achieve congruence of personnel, structure and culture. Trends and Challenges of leading change.

#### **UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :**

Contemporary issues Related to the Change Management - Practical: Studying role of leadership in change process - Mini Project on challenges faced by different industries in change management - Group discussion.

#### **TEXT BOOKS:**

1. Change Management, V. Nilakani and S. Ramnaryan, Sage, 2017.
2. Organizational change, Tupper cawsly and Gene Deszca, Sage, 2019.
3. Management of Organizational change, K. Harigopal, Sage, 2018.
4. Managing Organizational change, Indian Edition, Palmer /dunfordlakin, Tata Mcgraw Hill Co., 2017.
5. Change Management, Radha R. Sharma, Tata Mcgraw Hill. Co., 2016.

#### **REFERENCE:**

1. The Theory and practice of change Management, By John Hayes, Palgrave Macmillan Co., distributed by Ane books PVT Ltd., 2017.
2. Agile Change Management: A Practical Framework for Successful Change Planning and Implementation (2nd ed.), Franklin, M. Kogan Page, 2021.
3. HBR's 10 Must Reads on Change Management 2-Volume Collection, Harvard Business Review Press, 2021
4. The Hard and Soft Sides of Change Management: Tools for Managing Process and People (1st ed.), Zukof, K., Association for Talent Development, 2021.
5. Making Sense of Change Management: A Complete Guide to the Models, Tools and Techniques of Organizational Change (5th ed.), Cameron, E., & Green, M., Kogan Page, 2019

#### **E-RESOURCES:**

1. <https://alison.com/course/introduction-to-change-management-revised>
2. <https://www.edx.org/learn/change-management>
3. <https://www.coursera.org/courses?query=change%20management>
4. <https://www.mygreatlearning.com/academy/learn-for-free/courses/change-management>
5. <https://www.mooc-list.com/tags/change-management>

#### **COURSE OUTCOMES:**

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

- Understand the fundamentals of managing change.
- How to help people deal with change more effectively, maintaining their commitment and bringing them successfully through the change process.
- Understand the various types of change that affect organisations, and know how to draw on a range of professional approaches to support the effective delivery of the organisation's desired outcomes from each change initiative.
- Learn to identify and work with the stakeholders in a change initiative, and how to plan, execute and measure the effective communications required to build and maintain their engagement.
- Learn to assess the impacts of change, to develop effective change teams and to recognise and address resistance to change.

## PROFESSIONAL ETHICS

Second Year

**NON MAJOR ELECTIVE COURSE - II**  
**GLOBALIZATION: AN INTRODUCTION**  
**(THEORY)**

Semester - III

Code: P22ECNME2

Credit: 2

**COURSE OBJECTIVES:**

- To help students know the concept of Globalization and Gain from trade.
- To make students know the key features of mercantilism and Gold standard.
- To analyze the role of Globalization in the way of growth and development of a nation.
- To make students aware about the impact of globalization in various sectors an economy.
- To elucidate the role of globalization in the promotion of democracy in a nation.

**UNIT –I:**

What is globalization –Measurement of Globalization – Gains from Trade - States and Markets – Complements or Substitutes.

**UNIT- II:**

Mercantilism and the pre-modern world economy – Nineteenth century liberalism – The Classical Gold Standard (its downfall).

**UNIT- III:**

The Bretton Woods Compromise – Demise – Financial globalization – Globalization and Economic Development.

**UNIT- IV:**

Impact of Globalization – Pros and Cons; Sector wise Impacts – Political manifestations of globalization -Social and cultural manifestations of globalization.

**UNIT –V:**

Democracy – Globalization – Models of Global Governance – The Ethics of Globalization.

**UNIT- VI CURRENT CONTOURS (For Continuous Internal Assessment Only):**

Contemporary developments in various aspects of Globalization.

## REFERENCE:

1. Michael W. Weinstein, ed., 'Globalization: What's New', Columbia University Press, New York, 2005.
1. Ronald Findlay and Kevin H. O'Rourke, 'Power and Plenty: Trade, War, and the World Economy in the Second Millennium', Princeton University Press, Princeton and Oxford, 2007.
2. Barry Eichengreen, 'Globalizing Capital: A History of the International Monetary System', 2nd ed., Princeton University Press, Princeton and Oxford, 2008.
3. Peter Singer, 'One World: The Ethics of Globalization', 2nd ed., Yale University Press, New Haven and London, 2002.
4. Dani Rodrik, 'Has Globalization Gone Too Far?', Institute for International Economics, Washington, DC, 1997.
5. Edward E. Leamer, - 'A Flat World, A Level Playing Field, a Small World After All, or None of the Above?', Journal of Economic Literature, March 2007, 83-126.
6. N. Gregory Mankiw, 'Principles of Economics', 9th ed., 2009, chap. 9, pp. 177-199.
7. Kenneth A. Scheve and Matthew J. Slaughter, — 'A New Deal for Globalization' Foreign Affairs. July/August 2007, pp. 1-33.
9. David Held and Anthony McGrew, 'Globalization/Anti-globalization: Beyond the Great Divide', 2nd ed., Polity Press, 2007, chaps. 10-11, pp. 185-219.

## COURSE OUTCOMES:

On completion of the course, students should be able to:

- Understand the concepts of Globalization and Gain from trade.
- Learn key features of mercantilism and Gold standard.
- Identify the role of Globalization on the way of growth and development of a nation.
- Evaluate the impact of globalization in various sectors of an economy.
- To determine the role of globalization in the promotion of democracy in a nation.

**Second Year**

**CORE COURSE - XIV**

**Semester - IV**

**INTERNATIONAL BUSINESS ENVIRONMENT  
(THEORY)**

**Code: P22MBACC41**

**Credit: 5**

**COURSE OBJECTIVES:**

- Basic and broad knowledge in international business environment, strategies and management.
- Awareness of the different thinking and viewpoints of diverse cultures.
- Awareness of the global business environment and its impact on businesses.

**UNIT – I:**

International Business: An overview – Modes of International Business; The External Environment - Economic, Political Environment, technological and Cultural Environment; Its Influence on Trade Investment Patterns; Recent World Trade and Foreign Investment Trends.

**UNIT – II:**

Foreign Direct Investment-FDI-Types of FDI, Rationale for FDI, Benefits of FDI to Homecountries, Benefits of FDI to MNC's, Threats and Restrictions on MNCs, Adverse effect of FDI on Host countries. Reasons for India seeking FDI, Hurdles for FDI in India.

**UNIT – III:**

World Financial Environment; Cross-national Cooperation and Agreements; Tariff and Non-Tariff Barriers, WTO, Regional Blocks. Cross Border Mergers & Acquisition-Reasons for mergers & Acquisition, why do M & A fail? -Stages involved in M & A-Regulations of M & As.

**UNIT – IV:**

Foreign Exchange Market Mechanism: Determinants of Exchange Rates; Euro-currency Market; Offshore Financial Centers: International Banks; Non-Banking Financial Service Firms; Stock Markets.

**UNIT – V:**

Global Competitiveness; Export Management; Licensing; Joint Ventures Technology and Global Competition; Globalisation and Human Resource Development; Globalisation with Social Responsibility; Negotiating an International Business, Issues in Asset Protection; Multilateral Settlements.

**UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only):**

Contemporary issues Related to International Business Environment - Studying World Financial Environment, Foreign Exchange Market Mechanism - Case study relevant to Recent Challenges - group discussion.

### **TEXT BOOKS:**

1. International Business Environment, Sundaram K. Anant, Pearson, 2015.
2. Global Business Environment, Mansi Kapoor, Sage Publication, 2019.
3. The Global Business Environment: Meeting the Challenges (3rd edition), Morrison J, Palgrave Macmillan, 2022.
4. The International Business Environment (4th ed.), Hamilton, L., & Webster, P., Oxford University Press, 2019.
5. Introduction to Global Business: Understanding the International Environment & Global Business Functions (2nd ed.), Gaspar, J., Kolari, J., Hise, R., Bierman, L., & Smith, M. L., Cengage Learning, 2016.

### **REFERENCES:**

- 1) Business Environment: Indian and Global Perspective, Faisal Ahmed, M Absar Alam, PHI Learning Publication, 2017.
- 2) The International Business Environment and National Identity, Tatiana Gladkikh, Routledge, 2019.
- 3) The Global Business Environment: Towards Sustainability?, Janet Morrison, Red Globe Press, 2020.
- 4) Multicultural Behavior and Global Business Environments, Kamal Dean Parhizgar, Routledge Publications, 2015.
- 5) Global Information Society: Operating Information Systems in a Dynamic Global Business Environment, Yi-chen Lan, IGI Publishing, 2015.

### **E-RESOURCES:**

1. International Business Environment <https://alison.com> › Business › Business Communication
2. [https://onlinecourses.swayam2.ac.in/cec20\\_mg12/preview](https://onlinecourses.swayam2.ac.in/cec20_mg12/preview)
3. <https://www.coursera.org/learn/global-business-environment>
4. <https://www.classcentral.com/course/global-business-environment-8063>
4. <https://www.futurelearn.com/courses/business-environment>

### **COURSE OUTCOMES:**

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

1. Understand the concepts of international business with respect to international scenarios.
2. Apply the current business phenomenon and to evaluate the global business environment in terms of economic, social and legal aspects
3. Analyse the principle of international business and strategies adopted by firms.
4. Integrate concepts of international business with functioning of global trade
5. Develop an entry strategy into other markets, recognizing the nature of institutions and forces governing the process of globalization.
- 6.

**Second Year**

**CORE COURSE - XV**

**Semester - IV**

**ENTREPRENEURIAL DEVELOPMENT  
(THEORY)**

**Code: P22MBACC42**

**Credit: 5**

**COURSE OBJECTIVES:**

- To introduce various qualities required for entrepreneurship.
- To explain various entrepreneurship models.
- To organize interaction with successful entrepreneurs.

**UNIT – I:**

Entrepreneur - meaning - importance - Qualities, nature, types, traits, culture. Similarities and differences between entrepreneur and Intrapreneur. Entrepreneurship and economic development - its importance - Role of entrepreneurship - entrepreneurial environment.

**UNIT – II:**

Evolution of entrepreneurs - entrepreneurial promotion: Training and development mobility of entrepreneurs - entrepreneurial change - occupational mobility - factors in mobility - Role of consultancy organizations in promoting entrepreneurs - Forms of business for entrepreneurs.

**UNIT – III:**

Project management: Sources of business idea - Project classifications - identification - formulation and design - feasibility analysis. Financial analysis - project cost estimate - operating revenue estimate - Ratio analysis - investment Process - B E analysis – Profit analysis - Social cost benefit analysis - Project Appraisal methods. Preparation of Project Report and presentation.

**UNIT – IV:**

Project finance: Sources of finance - Institutional finance - Role of IFC, IDBI, ICICI, LIC, SFC, SIPCOT, Commercial Bank - Appraisal of bank for loans. Institutional aids for entrepreneurship development - Role of DICS, SIDCO, NSICS, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureau - Approaching Institutions for Assistance.

**UNIT – V:**

Steps in setting SSI unit - Problems of entrepreneurs - Sickness in small industries - reasons and remedies - Incentives and subsidies - Evaluating entrepreneurial performance - Rural entrepreneurship - Women entrepreneurship.

**UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only):**

Contemporary issues Related to Entrepreneurial Management - Studying Project Management, Project Finance- Case study relevant to problem of entrepreneurs – group discussion.

## **TEXT BOOKS:**

- 1) Entrepreneurial Development, Np Srinivasan Cb Gupta, S Chand, 2020.
- 2) Entrepreneurship Development, S A Kumar, S C Poornima, M K Abraham, K Jaysree, new age publishers, 2021.
- 3) Entrepreneurial Development, Khanka S.S., S Chand, 2015.
- 4) Entrepreneurial Development / Management Of Small Business, P M Meera Mohiadeen, Nahidha Publication, 2018.
- 5) Entrepreneurial Development, Vasant Desai, Himalaya Publishing House, 2016

## **REFERENCES:**

- 1) Internationalization of Entrepreneurial Innovation in the Global Economy, Luisa Cagica Carvalho, Idea Group, 2015.
- 2) Entrepreneurial Success and its Impact on Regional Development, Luisa Carvalho, Information Science Reference, 2015.
- 3) The Dynamics of Entrepreneurial Development and Management, Vasant Desai, Himalaya Publishing House, 2016.
- 4) Entrepreneurship in the Fourth Sector: Entrepreneurial Ecosystems and Sustainable Business Models, Mara Isabel Snchez-herndez, Lusa Carvalho, Conceio Rego, Maria Raquel Lucas, Adriana Noronha, Springer, 2022.
- 5) Entrepreneurship, Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, Sabyasachi Sinha, McGraw Hill, 2020.

## **E-RESOURCES:**

1. <https://www.esc.edu/degrees-programs/undergraduate-aos/businessmanagement/economics/learning-resources/entrepreneurship-resources/>
2. <https://www.edx.org/learn/entrepreneurship>
3. [3.https://midassoe.com/pgcourseadmission/entrepreneurship/?utm\\_source=google&utm\\_medium=entrepreneurship\\_cpc\\_entrepreneurship\\_course&gclid=CjwKCAjwzeqVBhAoEiwAOrEmzRZ6Cz5mG2XsICIZtD1jr8zcT7vXay7cp0FvU618csSLztP024QihoCRGYQAvD\\_BwE](https://midassoe.com/pgcourseadmission/entrepreneurship/?utm_source=google&utm_medium=entrepreneurship_cpc_entrepreneurship_course&gclid=CjwKCAjwzeqVBhAoEiwAOrEmzRZ6Cz5mG2XsICIZtD1jr8zcT7vXay7cp0FvU618csSLztP024QihoCRGYQAvD_BwE)
4. <https://ied.eu/>
5. <https://www.niesbud.nic.in/entrepreneurship-development-programme.htm>

## **COURSE OUTCOMES:**

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

- Understand theories of entrepreneurship and business development.
- Be able to state, understand and evaluate the key factors needed to develop a successful business.
- Understand the key resources required to develop an existing business, launch a new venture, or initiate a business enterprise.
- Understand the central role of opportunity recognition and marketing to business development.
- Understand the creation of business sustainability.

**Second Year**

**CORE COURSE - XVI  
MANAGERIAL SKILLS  
(THEORY)**

**Semester - IV**

**Code: P22MBACC43**

**Credit: 5**

**COURSE OBJECTIVES:**

- To examine the complexity of managing in a global world.
- To use management thought to develop a better understanding of motivation.
- To develop an ability to work with moral and ethical dilemmas and make decisions using critical thinking

**UNIT – I THINKING STRATEGIES:**

Strategic thinking – meaning – questions- things included in Strategic thinking – Process consideration in Strategic thinking – Strategic thinking competencies – importance of Strategic thinking – characteristics of Strategic Thinkers – Points to be kept in mind in Strategic thinking. Lateral Thinking – meaning – why Lateral Thinking – when to use Lateral Thinking – Benefits of Lateral Thinking – Techniques used in Lateral Thinking – Who needs Lateral Thinking – How to use Lateral Thinking? – Conventional Vs Lateral Leaders – Questions asked by Lateral Leaders – becoming a Lateral leader

**UNIT – II INTERPERSONAL STRATEGIES:**

Conflict Resolution – meaning – points to be understood before studying conflict resolution – sources of conflict – common reactions to conflict – role of perception in conflict – steps for Conflict Resolution – Conflict handling matrix – Functional and Dysfunctional outcome of conflict. Negotiation skills – process – styles – outcome – principles involved – negotiation model – being a negotiator – qualities of a negotiator.

**UNIT – III IMPLEMENTATION STRATEGIES:**

Facing changes – meaning – characteristics – why changes – pace of changes – impact of resistance – Reasons for resistance – types of people in facing changes – introducing change. Facing challenges – meaning – importance – path to facing challenges – benefits of facing challenges.

**UNIT – IV ACTION BASED STRATEGIES:**

Risk taking - meaning – factors determining Risk Taking – Risk management – users of Risk Management – Steps in Risk Management. Effective decision making – meaning – approaches – methods – steps – Decision making at the work place.

**UNIT – V BEHAVIOURAL STRATEGIES:**

Motivation and Staying motivated – meaning – finding reason for being motivated –staying motivated at work place – staying motivated in negative work environment –staying motivated

during crisis. Balancing work and life – meaning – work satisfaction – gender differences – responsibility of the employers and employees – ways of balancing work and life – handling professional and personal demands – organizing your desk.

**UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only):**

Contemporary issues Related to Managerial Skills – Studying Thinking Strategies, Interpersonal Strategies - Group discussion on work life balance.

**TEXT BOOK:**

1. Soft Skills – Know Yourself & Know the World, Alex K., S.Chand & Company LTD, 2012.
2. Basic Managerial Skills for All, Mcgrath E.H, Prentice Hall India Learning Private Limited, 2011.
3. Managerial Skills Book, P M Meera Mohiadeen, Nahidha Publication, 2018.
4. Managerial Communication & Soft-skills, Bandi S. Herold, Walnut Publication, 2018.
5. Manager Skills: Complete Step-by-Step Guide on How to Become an Effective Manager, Garrett Redfield, 2020.

**REFERENCES:**

- 1) A Book on Development of Soft Skills, (Soft Skills: A Road Map to Success), Meena.K and V.Ayothi, P.R. Publishers & Distributors, 2013.
- 2) Changing Employee Behavior: A Practical Guide for Managers, Nik Kinley, Shlomo Ben-Hur, Palgrave Macmillan, 2015.
- 3) The Power of A Positive Attitude: Your Road To Success, Roger Fritz, Arthur R. Pell, Fingerprint Publishing, 2019
- 4) How to Be a Good Leader: The Ultimate Guide to Developing the Managerial Skills, Teamwork Skills, and Good Communication Skills of an Effective Leader, Terry Cochran, 2015.
- 5) The Managers Book of Checklists: A Practical Guide to Improve Your Managerial Skills, Derek. Rowntree, Prentice Hall, 1996.

**COURSE OUTCOMES:**

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

- Develop the ability to apply the theoretical and practical aspects of management / marketing / projects to formulate strategies.
- Evaluate emerging business model and its complexities, manage change, and optimize business performance in a dynamic environment.
- Employ critical-thinking and analytical skills to investigate complex business problems to propose viable solutions.
- Exhibit the ability to make reasoned, ethical decisions that are based on professional standards for ethical conduct in the best interest of the project, the organization, the environment, and society as a whole.
- Assess leadership styles from the perspectives of the role of the leader and leadership effectiveness in organizations that are managed by function, by matrix, and by projects.

**Second Year**

**ELECTIVE COURSE - VIII**

**Semester - IV**

**PROJECT MANAGEMENT  
(THEORY)**

**Code: P22MBA4EF3**

**Credit: 3**

**COURSE OBJECTIVES:**

- Understand project management design, development, and deployment.
- Understand the implications, challenges, and opportunities of organizational dynamics in project management
- Understand how to manage project cost, quality, and delivery

**UNIT – I INTRODUCTION TO PROJECT MANAGEMENT AND PROJECT SELECTION:**

Objectives of Project Management- Importance of Project Management- Types of Projects Project Management Life Cycle- Project Selection – Feasibility study: Types of feasibility Steps in feasibility study.

**UNIT – II PROJECT PLANNING AND IMPLEMENTATION:**

Project Scope- Estimation of Project cost – Cost of Capital – Project Representation and Preliminary Manipulations - Basic Scheduling Concepts - Resource Levelling – Resource Allocation.

**UNIT – III PROJECT MONITORING AND CONTROL:**

Setting a base line- Project management Information System – Indices to monitor progress. Importance of Contracts in projects- Teamwork in Project Management - Attributes of a good project team – Formation of effective teams – stages of team formation.

**UNIT – IV PROJECT CLOSURE:**

Project evaluation- Project Auditing – Phases of project Audit- Project closure reports - Guidelines for closeout reports.

**UNIT - V SPECIAL TOPICS IN PROJECT MANAGEMENT:**

Computers, e-markets and their role in Project management- Risk management Environmental Impact Assessment.

**UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only):**

Contemporary issues Related to Project Management - Practical: studying of financing risk retention and Insurance Reinsurance - Group discussions and Case Study on – Methods of financing risk retention.

## **TEXT BOOKS:**

1. Prasanna Chandra Projects: Planning, Analysis, Selection Implementation and Review,2015.
2. Simon, P. Project Management in the Hybrid Workplace. Racket Publishing, 2022.
3. Croft, C. Project Management QuickStart Guide: The Simplified Beginner's Guide to Precise Planning, Strategic Resource Management, and Delivering World Class Results. ClydeBank Media LLC, 2022.
4. Machiraju H R, Project Finance,2016.
5. Pahwa H P S, Project Financing: Policies, Procedures and Practice,2015.

## **REFERENCES:**

1. ArthurWilliams C,Richard M Heins, Risk Management and Insurance McGraw Hill,2019.2. Rusion S. Davar: Executive Decision Making: Modern Concepts and Techniques,2015.
2. J.K.. Srivastava, G.V.Shenoy and SC. Shanna: Quantitative Techniques for Managerial and DecisionMaking,2017.
3. Pilcher.Roy: Appraisal and Control of Project Cost,2016.
4. Bob Hughes and Mike Cotterell, Software Project Management, TMH,2018.

## **E-RESOURCES:**

1. <https://www.edx.org/learn/project-management>
2. <https://www.oxfordhomestudy.com/courses/project-management-courses-online/free-onlinecourses-with-certificates-in-project-management>
3. <https://www.udemy.com/topic/project-management/free/>
4. <https://www.mygreatlearning.com/academy/learn-for-free/courses/project-management>
5. <https://www.simplilearn.com/learn-project-management-fundamentals-skillup>

## **COURSE OUTCOMES:**

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

- Understand project characteristics and various stages of a project.
- Gain conceptual clarity about project organization and feasibility analysis.
- Analyze the learning and understand techniques for Project planning, scheduling and Execution Control.
- Apply the risk management plan and analyse the role of stakeholders.
- Understand the contract management, project procurement, service level agreements and productivity.

## PROFESSIONAL ETHICS

Second Year

ELECTIVE COURSE - IX

Semester - IV

### GLOBAL FINANCIAL MANAGEMENT (THEORY)

Code: P22MBA4EF4

Credit: 3

#### COURSE OBJECTIVES:

- Understand the various stages of expansion overseas, in order to benefit from globalization.
- Familiarize the international monetary system and foreign exchange markets.
- Examine the Balance of Payments (BOP) data and determine its implications for international competition.

#### UNIT – I INTERNATIONAL FINANCIAL ENVIRONMENT:

The Importance, rewards & risk of international finance- Goals of MNC- International Business methods – Exposure to international risk- International Monetary system- Multilateral financial institution

#### UNIT – II INTERNATIONAL FLOW OF FUNDS AND INTERNATIONAL MONETARY SYSTEM:

International Flow of Funds: Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade and capital flows, Agencies that facilitate international flows. BOP, Equilibrium & Disequilibrium. Trade deficits. Capital account convertibility (problems on BOP) 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).

#### UNIT – III FOREIGN EXCHANGE MARKET:

Function and Structure of the Forex markets, foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Nominal, Real and Effective exchange rates, Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate behaviour-Cross Rates- - Arbitrage profit in foreign exchange markets, Swift Mechanism. Triangular and locational arbitrage.

#### UNIT – IV INTERNATIONAL FINANCIAL MARKETS AND INSTRUMENTS:

Foreign Portfolio Investment. International Bond & Equity market. GDR, ADR, Cross listing of shares Global registered shares. International Financial Instruments: Foreign Bonds & Eurobonds, Global Bonds. Floating rate Notes, Zero coupon Bonds, International Money Markets International Banking services –Correspondent Bank, Representative offices, Foreign Branches. Forward Rate Agreements.

## **UNIT – V INTERNATIONAL PARITY RELATIONSHIPS & FORECASTING FOREIGN EXCHANGE RATE:**

Measuring exchange rate movements-Exchange rate equilibrium – Factors effecting foreign exchange rate- Forecasting foreign exchange rates. Interest Rate Parity, Purchasing Power Parity & International Fisher effect. Covered Interest Arbitrage

## **UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only):**

Contemporary issues Related to global financial management - Practical: studying foreign exchange rate - Group discussions and Case Study on – international financial market

### **TEXT BOOKS:**

1. Jeff Madura , International Financial Management -, Cengage Learning 2008.
2. Eun& Resnick International Finance Management - Tata McGraw Hill. 4/e.
3. MadhuVij, International Financial Management –Excel BOOKS, 2010.
4. Apte P. G, International Financial Management – TMH, 2011,6/e.
5. Eiteman, Moffett and Stonehill, Multinational Business Finance –, Pearson, 2011, 12/e.

### **REFERENCES:**

1. Siddaiah T, International Financial Management –Pearson, 2011, 1/e.
2. ImadMoosa, International Finance – Tata McGraw Hill, 2011, 3/e.
3. Vyuptakesh Sharan, International Financial Management – PHI, 2011, 6/e.
4. Alan C. Shapiro, Multinational Financial Management–Wiley India Pvt. Ltd,2011,10/e.
5. Jain, Peyrard & Yadav, International Financial Management –Macmillan 2010.
6. Thomas O'Brien, International Finance –Oxford University Press, 2010.

### **E-RESOURCES:**

1. <https://www.coursera.org/courses?query=financial%20management>
2. <https://www.edx.org/learn/financial-management>
3. <https://alison.com/course/diploma-in-international-finance>
4. <https://coursesity.com/free-tutorials-learn/financial-management>
5. <https://www.mbacentral.org/free-online-finance-courses/>

### **COURSE OUTCOMES:**

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

- Understand international capital and foreign exchange market.
- Identify and appraise investment opportunities in international environment.
- Identify risk relating to exchange rate fluctuations and develop strategies to deal with them.
- Identify and evaluate foreign direct investment and international acquisition opportunities.
- Develop strategies to deal with other types of country risks associated with foreign operations.

## PROFESSIONAL ETHICS

Second Year

ELECTIVE COURSE - X

Semester - IV

### MERCHANT BANKING (THEORY)

Code: P22MBA4EF4

Credit: 3

#### COURSE OBJECTIVES:

- Provide an overview of merchant banking, its functions, and its role in the financial services industry.
- Gain insights into providing corporate finance solutions, financial restructuring, and strategic advisory services to corporate clients.
- Emphasize the importance of ethical practices, client confidentiality, and professionalism in merchant banking.

#### UNIT – I MERCHANT BANKING:

Introduction – An Overview of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank -Legal and Regulatory Framework – Relevant Provisions of Companies Act-SEBI Guidelines - FEMA-Relation with Stock Exchanges and OTCEI.

#### UNIT – II ISSUE MANAGEMENT:

Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Book Building – Preparation of Prospectus Selection of Bankers, Advertising Consultants, etc. - Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals – Placement with FIs, MFs, FIIs, etc. Off - Shore Issues. – Issue Marketing – Advertising Strategies – NRI Marketing – Post Issue Activities.

#### UNIT - III FEE BASED SERVICES:

Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Business Valuation.

#### UNIT – IV FUND BASED FINANCIAL SERVICES:

Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing – Financial Evaluation.

#### UNIT – V FUND BASED FINANCIAL SERVICES:

Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – factoring and Forfeiting – Venture Capital.

## **UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only):**

Contemporary Developments Related to Merchant Banking - Practical: Studying Functions of Merchant Bank and Portfolio Management Services- Mini Project on Fund based Financial Services - Group discussions.

### **TEXT BOOKS:**

1. M.Y. Khan, Financial Services, Tata McGraw-Hill, 12th Edition, 2012
2. Nalini Prava Tripathy, Financial Services, PHI Learning, 2011.
3. Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2010.
4. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,2016
5. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi,2018.
6. Sasidharan, Financial Services and System, Tata McGraw Hill, New Delhi,2014.

### **REFERENCE BOOKS:**

1. World Wealth Report by Capgemini and Merrill Lynch, 2017.
2. Dun & Bradstreet, Wealth Management, Tata McGraw-Hill education ,2019.
3. Robert D Manning, Credit card Nation, Basic Books,2020.
4. Merchant Banking and Financial Services, Prof. Anil Agashe, Everest Publishing House,2015.
5. Merchant Banking and Financial Services, Dr. S. Guruswami, Mc Graw Hill Education Pvt(Ltd) , Fourth edition,2014.

### **E-RESOURCES:**

1. <https://alison.com/tag/banking>
2. [https://www.onlinenifm.com/module\\_detail/48/merchant-banking-nism-series-ix-certificatecourse](https://www.onlinenifm.com/module_detail/48/merchant-banking-nism-series-ix-certificatecourse)
3. <https://www.classcentral.com/course/edx-banking-financial-intermediation-concepts-riskscapital-regulation-11717>
4. <https://www.edx.org/learn/banking>
5. <https://corporatefinanceinstitute.com/course/introduction-to-banking-course/>

### **COURSE OUTCOMES:**

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

- Knowledge of banking and financial concepts, related to investment in primary market and secondary market.
- Familiarize the concepts of SEBI, FEMA, OTCEI, E-IPOs, FIs, MFs and FIIs.
- Understand the role and functions of the financial system, with reference to the macro economy.
- Demonstrate an awareness of the current structure and regulations of the Indian financial services sector.
- Evaluate and create strategies to promote financial products and services.

## PROFESSIONAL ETHICS AND HUMAN VALUES

Second Year

ELECTIVE COURSE - VIII

Semester - IV

### PUBLIC RELATIONS MANAGEMENT (THEORY)

Code: P22MBA4EH3

Credit: 3

#### COURSE OBJECTIVES:

- To understand the Fundamentals of Public Relations.
- To explain the role of the public relations professional in the corporate environment.
- To describe the strategies, tactics, and techniques of public relations programs.
- To explore the use of digital platforms and social media in public relations.

#### UNIT – I:

Introduction to PR – Definition, Nature, Objectives of Public Relations, History and Development, Role of PR, PR associations. Emergence of Public Relations.

#### UNIT – II:

Public Relations Process, PR Problems, Elements of Public Relations, the Psychological factors that affect the perception of the public, decision making process.

#### UNIT – III:

Public Opinion Research, Functions of Public Relations Department, PR Professional Code. Relationship with the Government, Community and Shareholders, Promotion Programmes, Donations, Employee Publications, Guest Relations, Establishment of Relations with the Public.

#### UNIT – IV:

Media & Tools: Press, Radio, Television, Documentaries, Films. Company Literature: Annual reports, manuals Brochures Information bulletins, House Journals, News Letters, Direct mailing.

#### UNIT – V:

Advertising and Promotional Techniques: Promoting and positioning your organization through Advertising, Exhibitions, open house, Tournaments etc., Lobbying, Managing Rumors & Leaks.

#### UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only):

Contemporary issues Related to Public Relation Management - Practical: Studying Company Literature of two Indian institutions - Mini Project on Advertising and Promotional techniques – Group discussions.

#### TEXT BOOKS:

1. PR Planning and Management, Mohannad Alkhouli, 2019.

2. Handbook of Critical Public Relations, Jacquie L'Etang, David McKie, Nancy Snow, Jordi Xifra, Routledge publication, 2015
3. Public Relations Management, Ajit Pathak, Prabhat Prakashan Publication, 2018.
4. Effective public relations and media strategy by C.,V. Narasimha Reddy – PHI learning India PVT Ltd., 2017.
5. Public Relations principles and practices with solution manual by Iqbal S. Sach deva Oxford University Press, 2015.

#### **REFERENCE:**

1. Exploring Public Relations and Management Communication, 5th Edition, Tench, R., & Waddington, S., Pearson Education, 2020.
2. Cases in Public Relations Management: The Rise of Social Media and Activism (3rd ed.), Swann, P., Routledge, 2019.
3. Public Relations Management: A Team-Based Approach (2nd ed.), Witmer, D. F., & Swanson, D. J. Kendall Hunt Publishing, 2018.
4. Strategic Public Relations Management (Routledge Communication Series) (3rd ed.), Austin, E. W., Routledge, 2016.
5. Training in Interpersonal Skills: Tips for Managing People at Work, Robbins, Hunsaker, Pearson Education India, 2015.

#### **E-RESOURCES:**

1. <https://www.oxfordhomestudy.com/courses/online-pr-courses/free-public-relations-coursesonline>
2. <https://pracademy.co.uk/course/introduction-to-pr-free-course/>
3. <https://alison.com/course/diploma-in-public-relations-revised>
4. <https://udemyfreecourses.org/category/public-relations>
5. <https://www.mooc-list.com/tags/public-relations>

#### **COURSE OUTCOMES:**

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

- Conversant comply with law and regulations in the field of public relations.
- Approach the dynamics of the field with an integrated perspective
- Explain the main concepts and their relationship
- Gain insights into building and maintaining effective relationships with media professionals.
- Be informed of, both practically and conceptually, in the field of public relations, advertising, brand communication, marketing communication, persuasive communication, communication management and corporate communication.
- Be informed of problems about public relations.

**Second Year**

**ELECTIVE COURSE - IX**

**Semester - IV**

**MANAGING INTERPERSONAL EFFECTIVENESS  
(THEORY)**

**Code: P22MBA4EH4**

**Credit: 3**

**COURSE OBJECTIVES:**

- Understand the Importance of Interpersonal Relationships in HRM.
- Effective communication skills which are critical in such interpersonal relationships.
- It aids students in the development of personal strengths and self-awareness that contribute to communication skills and positive relationship.

**UNIT – I SELF PERCEPTION AND SELF-PRESENTATION:**

Defining & perceiving self, gaining self-knowledge, self-effectiveness, self-presentation, self presentation motives and strategies, impression management, self-monitoring.

**UNIT - II COMMUNICATION:**

Communication & language, Non-verbal communication, proxemics (interpersonal space) paralanguage, kinesics, deception, detection, non-verbal leakage.

**UNIT – III ATTITUDE AND ATTITUDE CHANGE:**

The nature of attitude, changing attitudes – theoretical perspectives, changing attitudes through persuasion, Avoiding measurement pitfalls, conditions promoting and reducing consistency.

**UNIT – IV ENVIRONMENTAL INFLUENCE:**

Territoriality, crowding, environmental quality and social behavior, impact on our surroundings.

**UNIT – V QUALITY OF WORK LIFE (QWL):**

Quality of Work Life: Working and well being, the working woman and the stress on working women. Public health, aging and life quality using social psychology to improve quality of work life.

**UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only):**

Contemporary issues Related to Managing Interpersonal Effectiveness - Practical: Studying influence of environmental factors on interpersonal management - Mini Project on QWL of two Indian companies – Group discussions.

**TEXT BOOKS:**

1. Behaviour in Organisations, Jerald Greenberg and Robert. A. Baron, PHI learning India, 2019.
2. Influencing and Interpersonal Effectiveness, Jacqueline Mansell, FCM Publishing, 2019.

3. Cultural Interpersonal Effectiveness, Trevor Sherman, 2020.
4. Organisational behavior, S. FayyazAhamed, Atlantic publishers, 2017.
5. Managing Interpersonal Effectiveness, P M Meera Mohiadeen, Nahidha Publication, 2018.

#### **REFERENCE:**

1. Essential social Psychology, Riso. R.J and Turner R.N., Thousand Oaks, CA; International Edition, Sage publication, 2014.
2. Organisational Behaviour, John. W. Newstrom, Tata Mcgraw Hill, Special Indian Edition, 2018.
3. Working Woman and the stress organisationalbehaviour, Steeven L. MC Shane, Tata Mcgraw hill. 2016
4. Network Marketing - Recruiting & Retailing Mastery: Negotiation, Walker, J. S., Jw Choices, 2020.
5. Managing Negative Emotions: How to deal with anger, anxiety, and irritation anywhere and anytime, Neal, B., Independently published, 2018.

#### **E-RESOURCES:**

1. <https://alison.com/course/introduction-to-interpersonal-skills>
2. <https://www.oxfordhomestudy.com/courses/leadership-courses-online/free-interpersonal-skillstraining>
3. <https://www.classcentral.com/course/swayam-interpersonal-skills-14135>
4. <https://www.futurelearn.com/courses/communication-and-interpersonal-skills-at-work5>  
[https://onlinecourses.nptel.ac.in/noc19\\_hs36/preview](https://onlinecourses.nptel.ac.in/noc19_hs36/preview)

#### **COURSE OUTCOMES:**

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

- Describe and critically analyse the components of effective interpersonal communication skills.
- Use self-analysis and reflections to examine personal communication styles, attitudes, beliefs and values that underlie them.
- Employ interpersonal communication skills to establish and enhance personal and workbased relationships.
- Utilize effective communication skills appropriate to the purpose, audience, and situation.
- Understand the drivers and motivators of others.

## PROFESSIONAL ETHICS AND HUMAN VALUES

Second Year

ELECTIVE COURSE - X

Semester - IV

### GROUP DYNAMICS (THEORY)

Code: P22MBA4EH5

Credit: 3

#### COURSE OBJECTIVES:

- Demonstrate a basic understanding of different types of groups.
- Demonstrate an understanding of group leadership characteristics.
- Demonstrate abilities to identify the major characteristics of each of the stages of a group.

#### UNIT – I:

Groups and its formation – Formal and informal groups – Functions fulfilled by groups – Variables affecting the integration in groups of organization and personal needs.

#### UNIT – II:

Training for effective group membership – T Group training or sensitivity training – feedback to individuals for improving interpersonal competence goals, approaches and utilization of sensitivity training in Organizations.

#### UNIT – III:

Process of decisions making in groups – Problems and approaches for ‘consensus’ formation – effective meetings. Theory and model of interpersonal behaviour of C William Shutz – FIRO – B Test - its applications – Achieving group compatibility – Problems in Reaching compatibility.

#### UNIT – IV:

Use of groups in Organizations Vs Individual performance – Inter group Problems in Organizations – Inter group competition – Reducing competition through training – Conflict – Management of conflict- Preventing interpersonal conflict and inter group conflict - Achieving integration in groups.

#### UNIT – V:

Organization Development through better management of group dynamic – Team work development.

#### UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only):

Contemporary issues Related to Group Dynamics - Practical: Studying ‘consensus’ formation - Mini Project on FIRO – B test – Group discussions.

## **TEXT BOOK:**

1. Group processes, India Edition, Donel son. R. Forsyth, cengage learning, 2017.
2. Group Dynamics and Team Interventions: Understanding and Improving Team Performance, Timothy M. Franz, Wiley, 2018.
3. Group Dynamics, Donelson R. Forsyth, Cengage, 2017.
4. Conflict, Mediated Message, and Group Dynamics: Intersections of Communication, Stephen M. Croucher, Lexington Books, 2017.
5. Groups and Group Dynamics: Contact in the Intergroup and Prejudice, Edoardo Zeloni Magelli, Mind Books, 2020.

## **REFERENCE:**

1. Group processes, India Edition, Donel son. R. Forsyth, cengage learning, 2017.
2. Organisational Behaviour, S. FayyazAhamed and others, Atlantic publishers & Distributors (p) Ltd., 2018
3. Group Processes: Dynamics within and Between Groups (3rd ed.), Brown, R., & Pehrson, S., Wiley-Blackwell, 2019.
4. The Evolution of Human Cooperation and Community Development, August John Hoffman, Michelle Filkins, Saul Alamilla, Taylor Kruger, Lexington Books, 2021.
5. The Practice of Creativity: A Manual for Dynamic Group Problem-Solving, George M Prince, Steve Krug, Echo Point Books & Media, 2014.

## **E-RESOURCES:**

1. <https://www.coursera.org/lecture/planning-organizing-supervisors/group-dynamics-g7lNj>
2. <https://www.classcentral.com/course/dynamics-group-communication-8908>
3. <http://www.openlearningworld.com/innerpages/Group%20Dynamics.htm>
4. <https://alison.com/topic/learn/119140/group-dynamics>
5. <https://courses.aiu.edu/GROUP%20DYNAMICS.html>

## **COURSE OUTCOMES:**

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

- Understand the principles of group dynamics.
- Demonstrate understanding of group leadership styles and approaches, including characteristics of various types of group leaders and leadership styles.
- Demonstrate understanding of theories of group counseling, including commonalities, distinguishing characteristics.
- Understanding group counseling methods, including group counselor orientations and behaviors, appropriate selection criteria and methods, and methods of evaluation of effectiveness.
- Study the approaches used for other types of group work, including task groups, psycho educational groups, and therapy groups.

## PROFESSIONAL ETHICS

Second Year

**VALUE ADDED COURSE - III**  
**STOCK MARKET PRACTICES**  
**(THEORY)**

Semester - IV

Code: P22MBAVAC2

Credit: 3

### **COURSE OBJECTIVES:**

- To give an overview of Capital Market.
- To enable the students to understand various innovative Financial Instruments.
- To impart knowledge regarding the calculation methodology of Stock Market Indices.

### **UNIT – I:**

Capital Markets in India - An overview of Indian Securities Market, Functions, Intermediaries, Role of Primary Market – Methods of floatation of capital – Problems of New Issues Market – IPO's – Investor protection in primary market – Recent trends in primary market – SEBI measures for primary market.

### **UNIT – II:**

Stock exchanges and its Functions - Functions of Secondary Market – Organisation and Regulatory framework for stock exchanges in India – SEBI: functions and measures for secondary market – Overview of major stock exchanges in India - Listing of Securities: Meaning – Merits and Demerits – Listing requirements, procedure, fee – Listing of rights issue, bonus issue, further issue – Listing conditions of BSE and NSE – Delisting.

### **UNIT – III:**

Trading , settlement and Surveillance System In Stock Exchanges : Different trading systems – BSE - BOLT System – Different types of settlements - Pay-in and Pay-out – Bad Delivery – Short delivery – Auction – NSE – NEAT system options – Market types, Order types and books – De-mat settlement – Physical settlement – Institutional segment – Funds settlement – Valuation debit – Valuation price – Bad and short delivery Risk management system in BSE & NSE – Margins – Exposure limits – Surveillance system in BSE & NSE – Circuit breakers.

### **UNIT – IV:**

Stock Market Indices: Meaning, Purpose, and Construction in developing index – Methods (Weighted Aggregate Value method, Weighted Average of Price Relatives method, FreeFloat method) – Stock market indices in India – BSE Sensex - Scrip selection criteria – their BSE indices

(briefly) – NSE indices – S&P CNX Nifty – Scrip selection criteria – Construction – Stock market indices in foreign countries (Overview).

#### **UNIT – V:**

Commodity and Currency Markets: Commodity exchanges: evolution and history – role in globalizing economy – governing regulations – price –risk management – commodity exposure – hedge accounting – currency futures – managing exchange rate – carbon markets – weather derivatives – ETFs – Purpose, Importance, types, construction.

#### **UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only):**

Contemporary Developments Related to Stock Market – Studying Different trading systems and stock market indices – Mini project on IPOs - Group Discussion.

#### **TEXT BOOKS:**

1. Investment and Securities Market in India, V. A. Avadhani, Himalaya Publishing House, 2017.
2. Security Analysis and Portfolio Management, Ranganatham, Pearson Education, 2015.
3. Stock Market in India, Daniel Lazar, Venkatesan P, 2015.
4. Punithavathy Pandian, “Security Analysis and Portfolio Management”, Vikas Publishing House Pvt. Ltd, 2016.
5. Prasanna Chandra, “Investment Analysis and Portfolio management”, Tata McGraw Hill, 3rd Edn., 2014.

#### **REFERENCES:**

1. Sanjeev Agarwal, A Guide to Indian Capital Market, Bharat Publishers, 2015.
2. Ravi Puliani and Mahesh Puliani, Manual of SEBI, Bharat Publication, 2017.
3. Dr.Sharma. F. C, Security Analysis and Portfolio Management, SBPD Publications, 2020.
4. Abhishek Mishra, Dr. Subramanian Swamy, Indian Capital Market, Lex Lab Publication, 2016.
5. Gourishankar S. Hiremath, Indian Stock Market: An Empirical Analysis of Informational Efficiency, Springer, 2016.

#### **E-RESOURCES:**

1. [https://onlinecourses.swayam2.ac.in/imb19\\_mg09/preview](https://onlinecourses.swayam2.ac.in/imb19_mg09/preview)
2. <https://www.nseindia.com/resources/publications-market-reports>
3. [https://www.bseindia.com/static/about/BSE\\_Ebooks.aspx](https://www.bseindia.com/static/about/BSE_Ebooks.aspx)
4. <https://www.sebi.gov.in/>
5. [https://play.google.com/store/apps/details?id=com.alifesoftware.stocktrainer&hl=en\\_IN&gl=](https://play.google.com/store/apps/details?id=com.alifesoftware.stocktrainer&hl=en_IN&gl=)

#### **COURSE OUTCOMES:**

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

- Familiarization with Capital Market and Depository System prevalent in capital markets.
- Clarity about the current status of Stock Exchanges in India.
- Understanding about the Trading, Clearing and Settlement procedures.

- Familiarize the students regarding the techniques of analyzing securities being applied by fund managers.
- Develop an insight into various issues in portfolio construction, revision and evaluation.