



छत्रपति शाहू जी महाराज विश्वविद्यालय, कानपुर

CHHATRAPATI SHAHUJI MAHARAJ UNIVERSITY, KANPUR

(पूर्ववर्ती कानपुर विश्वविद्यालय कानपुर)

Formerly Kanpur University, Kanpur – 208024

A Documentary Support

*For*

*Metric No. – 1.1.1*

**Programme Outcomes & Course Outcomes**

*Under the*

**Criteria - I**

**(Curriculum Design and Development)**

**Key Indicator - 1.1**

*In*

**Metric No. – 1.1.1**

**Bachelor of Business Administration**

  
Co-ordinator

Internal Quality Assurance Cell  
CSJM University, Kanpur

  
(Registrar)

C.S.J.M. University  
Kanpur

REGISTRAR  
C.S.J.M. UNIVERSITY  
KANPUR

**Programme Outcomes (PO)**  
**Programme Specific Outcome (PSO)**  
**Course Outcomes(CO)**

**BBA**

**Programme Outcomes (PO)**

- PO1:** The program enables students to acquire knowledge and skills required by the industry and business sector.
- PO2:** The program provides the right nurturing ground for students to pursue their entrepreneurial ambitions.
- PO3:** The curriculum is industry driven and facilitated by experienced faculty and follows a contemporary take and emphasizes on offering an overview to launch and manage a business effectively **locally, nationally** and globally.
- PO4:** The BBA Curriculum is extremely varied in nature. From writing skills, negotiation and dispute resolution, human resource management, business laws, marketing management, production management, **International Business**, social media and digital marketing – all are imbibed in the students with theoretical study and practical application.
- PO5:** This ensures that our students acquire knowledge of quantitative, qualitative techniques as well as a thorough understanding of the field.

**Programme Specific Outcome (PSO)**

- PSO1:** Graduates of this degree will be able to demonstrate their skills in Business Communication, Business Statistics, Marketing Management, Finance, Organizational Behaviour, Human Resource Management, **International Business**, Business Analytics etc.
- PSO2:** The Curricular and Extra-curricular activities are designed in a way to ensure that the students receive a holistic understanding of **managing business across globe** through the curriculum.
- PSO3:** Graduates of this degree will be able to take critical decisions in the organization they are associated or in their **own venture**.

**Local    Regional    National    Global**

# SCHOOL OF BUSINESS MANAGEMENT

## C.S.J.M UNIVERSITY, KANPUR

### COURSE: BBA (Syllabus as amended Under National Education Policy 2020)

| Year | Sem. | Subject             | Part | Paper Code | Paper Name                                     | Credit |
|------|------|---------------------|------|------------|--|--------|
| 1    | I    | Course/<br>paper-1  | A    | F010101T   | Business Economics                             | 3      |
|      |      |                     | B    |            | Basic Accounting                               | 3      |
|      | I    | Course/<br>paper-2  | A    | F010102T   | Business Statistics                            | 3      |
|      |      |                     | B    |            | Principles of Management                       | 3      |
|      | I    | Course/<br>paper-3  | A    | F010103T   | Business Ethics and Governance                 | 3      |
|      |      |                     | B    |            | Computer Applications                          | 3      |
| 1    | II   | Course/<br>paper-4  | A    | F010201T   | Organisational Behavior                        | 3      |
|      |      |                     | B    |            | Business Finance                               | 3      |
|      | II   | Course/<br>paper-5  | A    | F010202T   | Human Resource Development                     | 3      |
|      |      |                     | B    |            | Marketing Theory and Practices                 | 3      |
|      | II   | Course/<br>paper-6  | A    | F010203T   | Business Mathematics                           | 3      |
|      |      |                     | B    |            | Advertising Management                         | 3      |
| 2    | III  | Course/<br>paper-7  | A    | F010301T   | Management & Cost Accounting                   | 3      |
|      |      |                     | B    |            | Business Law                                   | 3      |
|      | III  | Course/<br>paper-8  | A    | F010302T   | Production Management                          | 3      |
|      |      |                     | B    |            | Business Policy                                | 3      |
|      | III  | Course/<br>paper-9  | A    | F010303T   | Business Communication                         | 3      |
|      |      |                     | B    |            | Business Environment                           | 3      |
| 2    | IV   | Course/<br>paper-10 | A    | F010401T   | Supply Chain Management                        | 3      |
|      |      |                     | B    |            | Research Methodology                           | 3      |
|      | IV   | Course/<br>paper-11 | A    | F010402T   | Specialised Accounting                         | 3      |
|      |      |                     | B    |            | Consumer Behaviour                             | 3      |
|      | IV   | Course/<br>paper-12 | A    | F010403T   | Investment Analysis & Portfolio Management     | 3      |
|      |      |                     | B    |            | Company Law                                    | 3      |
| 3    | V    | Course/<br>paper-13 | A    | F010501T   | Income Tax                                     | 3      |
|      |      |                     | B    |            | Marketing Communication                        | 3      |
|      | V    | Course/<br>paper-14 | A    | F010502T   | Entrepreneurship and small business management | 3      |
|      |      |                     | B    |            | Sales management                               | 3      |
|      | V    | Course/<br>paper-15 | A    | F010503T   | Industrial Relations & Labour Laws             | 3      |
|      |      |                     | B    |            | Company Accounts                               | 3      |
| 3    | VI   | Course/<br>paper-16 | A    | F010601T   | Project Management                             | 3      |
|      |      |                     | B    |            | Goods & Service Tax                            | 3      |
|      | VI   | Course/<br>paper-17 | A    | F010602T   | Auditing                                       | 3      |
|      |      |                     | B    |            | International Trade                            | 3      |
|      | VI   | Course/<br>paper-18 | A    | F010603T   | Strategic Management                           | 3      |
|      |      |                     | B    |            | Training and Development                       | 3      |

- Note: the teaching and internal evaluation may be performed by two teachers but external examination will be one. The external examination of three hours can be taken on two separate answer books and evaluated by two examiners
- Course/ paper No-3,6,9 and 12 of Semester-I,II,III and IV can be opt from any faculty. Not mandatory to opt from own faculty

|   |   |                                  |                             |
|---|---|----------------------------------|-----------------------------|
| Programme/Class: Degree   |   | Year:First                       | Semester: First             |
| Course/ paper-1 (A)   |   |                                  |                             |
| Course Code: F010101T   |   | Course Title: Business Economics |                             |
| <b>Course outcomes:</b><br>The aim of the course is to build knowledge and understanding business economics among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about business economics. The outcome of the course will be as follows –<br>To provide knowledge about business economics. To provide knowledge about Demand Analysis. To Determine Production and cost analysis.<br>To Make aware with pricing and profit management. |   |                                  |                             |
| Credits: 3  |   | Compulsory                       |                             |
| Max. Marks: 25+75   |   | Min. Passing Marks:              |                             |
| Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-0   |   |                                  |                             |
| Unit  | Topics  |                                  | No. of Lectures<br>Total=30 |
| I   | Introduction to Business Economics: Nature and Scope of Business Economics, its relationship with other subjects. Fundamental Economic Tools-Opportunity cost concept, Incremental concept, Principle of time perspective, discounting principle and Equi-marginal principle.   |                                  | 6                           |
| II  | Demand Analysis: Concept of Demand &types of demand; Law of demand, Demand determinants. Price, Income & Substitution effects, Elasticity of demand: meaning, types, measurement and significance in managerial decisions, Revenue concepts, Concept of demand forecasting and methods of demand forecasting.   |                                  | 8                           |
| III   | Production and Cost Analysis: Meaning, Production function, Law of variable proportion and laws of return to scale, Various cost concepts and classification, Cost output relationship in short run & long run, Short run and long run Cost curves, Economics and diseconomies of scale.  |                                  | 7                           |
| IV  | Pricing: Nature of market, Types of markets and their characteristics, Pricing under different market structures–Perfect, Monopoly, Oligopoly and Monopolistic competition, Price discrimination under monopoly competition.<br>Profit Management & Inflation: Profit, Functions of profit, Profit maximization, Break even analysis. Elementary idea of Inflation and National income. |                                  | 9                           |
| <b>Suggested Readings:</b><br>1. Varsney & Maheshwari, Managerial Economics<br>2. Mote Paul & Gupta, Managerial Economics: Concepts & cases<br>3. D.N.Dwivedi, Managerial Economics<br>4. D.C.Huge, Managerial Economics<br>5. 5. Peterson & Lewis, Managerial Economics  |   |                                  |                             |
| Suggested Continuous Evaluation Methods:<br>In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.  |   |                                  |                             |
| Suggested equivalent online courses: .....  |   |                                  |                             |
| Further Suggestions: .....  |   |                                  |                             |

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|---|---|--------------------------------|--------------------------|
| Programme/Class: Degree   |   | Year:First                     | Semester: First          |
| Course/ paper-1 (B)   |   |                                |                          |
| Course Code: F010101T   |   | Course Title: Basic Accounting |                          |
| <b>Course outcomes:</b><br>The aim of the course is to build knowledge and understanding principles of accounting among the students. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about Accounting. The outcome of the course will be as follows –<br>To Introduce about Accounting Principles and other aspects of accounting. To provide knowledge about rectification of errors. To make able about valuation of stocks. To make aware with share and Debenture.   |   |                                |                          |
| Credits: 3  |   | Compulsory                     |                          |
| Max. Marks: 25+75   |   | Min. Passing Marks:            |                          |
| Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-0   |   |                                |                          |
| Unit  | Topics  |                                | No. of Lectures Total=30 |
| I   | Introduction: Meaning and process of accounting, Basic terminology of accounting, Difference between accounting & book keeping. Importance & limitations of Accounting, Various users of accounting information, Accounting Principles: Conventions & Concepts.   |                                | 6                        |
| II  | Accounting equation, Dual aspect of accounting, Types of accounts, Rules of debit & credit, Preparation of Journal and Cash book including banking transactions, Ledger and Trial balance, Subsidiary books of accounts. Rectification of errors, Preparation of bank reconciliation statement, Bills of exchange and promissory notes. |                                | 10                       |
| III   | Valuation of stocks, Accounting treatment of depreciation, Reserves and provisions, Preparation of final accounts along with adjustment entries.  |                                | 8                        |
| IV  | Issue of shares and debentures, Issue of bonus shares and right issue, Redemption of preference shares and debentures.  |                                | 6                        |
| <b>Text Books:</b><br>1. Basic Accounting, SBPD Publication, First Edition<br>2. Gupta R.L. & Gupta V.K., Principles & Practice of Accounting, Sultan Chand & Sons, Twentieth Edition<br>3. Jain & Narang, Financial Accounting, Kalyani Publishers; Twelfth edition<br><b>Reference Books:</b><br>1. Agarwal B.D., Advanced Accounting, Pitambar Publishing, Seventeenth Edition<br>2. Maheswari S.N, Maheswari K, Advanced Accounting Vol.1, Vikas Publishing; Eleventh edition<br><b>Websites:</b><br>1. <a href="https://www.accounting.com/resources/basic-accounting-terms/">https://www.accounting.com/resources/basic-accounting-terms/</a><br>2. <a href="https://open.umn.edu/opentextbooks/textbooks/4">https://open.umn.edu/opentextbooks/textbooks/4</a> |   |                                |                          |
| Suggested Continuous Evaluation Methods:<br>In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.  |   |                                |                          |
| Suggested equivalent online courses: .....  |   |                                |                          |
| Further Suggestions: .....  |   |                                |                          |

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|---|---|-----------------------------------|--------------------------|
| Programme/Class: Degree   |   | Year:First                        | Semester: First          |
| Course/ paper-2 (A)   |   |                                   |                          |
| Course Code: F010102T   |   | Course Title: Business Statistics |                          |
| Course outcomes:  |   |                                   |                          |
| The aim of the course is to build knowledge and understanding of Business Statistics among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about Business Statistics. The outcome of the course will be as follows – |   |                                   |                          |
| To provide knowledge about basic concepts of Statistics. To provide knowledge measurement of central tendency. To give an overview of correlation and regression analysis. To make able to know the sampling and probability.   |   |                                   |                          |
| Credits: 3  |   | Compulsory                        |                          |
| Max. Marks: 25+75   |   | Min. Passing Marks:               |                          |
| Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-0   |   |                                   |                          |
| Unit  | Topics  |                                   | No. of Lectures Total=30 |
| I   | Introduction: Concept, features, significance & limitations of statistics, Types of data, Classification & Tabulation, Frequency distribution & graphical representation.   |                                   | 6                        |
| II  | Measures of Central Tendency (Mean, Median, Mode), Measures of Variation (Range, Quartile Deviation, Mean Deviation and Standard Deviation), Significance & properties of a good measure of variation, Measures of Skewness & Kurtosis.   |                                   | 10                       |
| III   | Correlation and Regression: Meaning and Types of Correlation, simple correlation, Scatter diagram method, Karl Pearson's Coefficient of correlation, Significance of correlation, Regression concept, Regression concept, Regression equations and Regression coefficient.  |                                   | 8                        |
| IV  | Probability: Concept, Events, Addition Law, Conditional Probability, Multiplication Law & Introduction to Bayes' theorem [Simple numerical]. Introduction to Probability Distribution: Binomial, Poisson and Normal.<br>Sampling: Method of sampling, Sampling and non-sampling errors, Introduction to Test of hypothesis, Type-I and Type-II Errors, Large sample tests. Introduction to MS Excel and its use in Business statistics. |                                   | 6                        |
| Suggested Readings:   |   |                                   |                          |
| 1. Agarwal B.D., Advanced Accounting  |   |                                   |                          |
| 2. Chawla & Jain, Financial Accounting  |   |                                   |                          |
| 3. Chakrawarti K.S., Advanced Accounts.   |   |                                   |                          |
| 4. Gupta R.L. & Radhaswamy, Fundamentals of Accounting  |   |                                   |                          |
| 5. Jain & Narang, Advanced Accounts   |   |                                   |                          |
| Suggested Continuous Evaluation Methods:  |   |                                   |                          |
| In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.  |   |                                   |                          |
| Suggested equivalent online courses: .....  |   |                                   |                          |
| Further Suggestions: .....  |   |                                   |                          |

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|---|---|-----------------------------|
| Programme/Class: Degree   | Year:First  | Semester: First             |
| Course/ paper-2 (B)   |   |                             |
| Course Code: F010102T   | Course Title: Principles of Management  |                             |
| <b>Course outcomes:</b><br>The aim of the course is to build knowledge and understanding about principles of management among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about management. The outcome of the course will be as follows – To provide knowledge about management and its principles.<br>To provide knowledge about Managerial functions. To make aware with management thinkers and their contributions. |   |                             |
| Credits: 3  | Compulsory  |                             |
| Max. Marks: 25+75   | Min. Passing Marks:   |                             |
| Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-0   |   |                             |
| Unit  | Topics  | No. of Lectures<br>Total=30 |
| I   | Introduction: Concepts, objectives, nature, scope and significance of management, Contribution of Taylor, Weber and Fayol in management, Management Vs. administration.   | 6                           |
| II  | Planning: Concept, objectives, nature, importance and limitations of planning, planning process Concept of Decision Making and its Importance, forms, techniques and process.   | 8                           |
| III   | Organizing: Concept, objectives, nature of organizing, Types of Organization, Delegation of authority, Authority and responsibility, Centralization and Decentralization, Span of Control.  | 6                           |
| IV  | Directing: Concept, principles & aspects of directing, Concept and types of Coordination, Concept of leadership, Supervision, Motivation and Communication.<br>Controlling: Concept, Principles, Process and Techniques of Controlling, Relationship between planning and controlling | 10                          |
| <b>Suggested Readings:</b><br>1. Pagare Dinkar, Principles of Management<br>2. Prasad L.M., Principles and Practice of Management<br>3. Satya Narayan and Raw VSP, Principles and Practice of Management<br>4. Srivastava and Chunawalla, Management Principles and Practice  |   |                             |
| <b>Suggested Continuous Evaluation Methods:</b><br>In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.   |   |                             |
| <b>Suggested equivalent online courses:</b><br>.....  |   |                             |
| <b>Further Suggestions:</b><br>.....  |   |                             |

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|---|--|-----------------------------|
| Programme/Class: Degree   | Year:First   | Semester: First             |
| Course/ paper-3 (A)   |  |                             |
| Course Code:<br>F010103T  | Course Title: Business Ethics and Governance   |                             |
| Course outcomes:<br>The aim of the course is to build knowledge and understanding Business Ethics among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about Business Ethics. The outcome of the course will be as follows –<br>To develop understanding of business ethics and values.<br>To provide relationship between ethics and corporate excellence.<br>To give an overview about Gandhian philosophy and social responsibility. |  |                             |
| Credits: 3  | Compulsory   |                             |
| Max. Marks: 25+75   | Min. Passing Marks:  |                             |
| Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-0   |  |                             |
| Unit  | Topics   | No. of Lectures<br>Total=30 |
| I   | Introduction: Concept and nature of ethics; ethics, values and behavior; development of ethics, relevance of ethics and values in business, Arguments against business ethics.   | 6                           |
| II  | Work life in Indian Philosophy: Indian ethos for work life, Indian values for the work place, Work-life balance, Ethos of Vedanta in Management, Hierarchism as an organizational value.   | 8                           |
| III   | Relationship between Ethics & Corporate Excellence, Corporate Mission Statement, Code of Ethics, Organizational Culture, TQM. Gandhian Philosophy of Wealth Management, Philosophy of Trusteeship, Gandhi's Seven Greatest Social Sins, Concept of knowledge management and wisdom management. | 8                           |
| IV  | Corporate Social Responsibility-Social Responsibility of business with respect to different stakeholders, Arguments for and against Social responsibility of business, Social Audit.   | 8                           |
| Text books :<br>1. Business Ethics and Governance by Himalayan Publishing House ( Edition 2017 )<br>2. Business Ethics and Governance by SPBD Publications ( Edition 2021)  |  |                             |
| Reference Books :<br>1. Kaur Tripat, Values & Ethics in Management, Galgotia Publishers (Edition 2012 ).<br>2. Business Ethics and corporate governance , Pearson (Edition 2012 )   |  |                             |
| Websites :<br><a href="https://theintactone.com/2019/09/01/ccsubba-107-business-ethics/">https://theintactone.com/2019/09/01/ccsubba-107-business-ethics/</a><br><a href="https://www.researchgate.net/publication/365289153_BUSINESS_ETHICS_AND_CORPORATE_GOVERNANCE_EXCLUSIVE_PARTNER">https://www.researchgate.net/publication/365289153 BUSINESS ETHICS AND CORPORATE GOVERNANCE EXCLUSIVE PARTNER</a>  |  |                             |
| Suggested Continuous Evaluation Methods:<br>In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.  |  |                             |
| Suggested equivalent online courses:<br>.....   |  |                             |
| Further Suggestions:<br>.....   |  |                             |



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|--|--|-------------------------------------|-----------------------------|
| Programme/Class: Degree  |  | Year:First                          | Semester: First             |
| Course/ paper-3 (B)  |  |                                     |                             |
| Course Code:<br>F010103T   |  | Course Title: Computer Applications |                             |
| Course outcomes:<br>The aim of the course is to build knowledge, understanding Computer Applications among the student. Thecourse seeks to give detailed knowledge about the subject matter by instilling them basic ideas about ComputerApplications. The outcome of the course will be as follows –<br>To provide knowledge about computer and its application.<br>To provide knowledge about components and working on computer.<br>To give an overview about software system and Data base management. |  |                                     |                             |
| Credits: 3   |  | Compulsory                          |                             |
| Max. Marks: 25+75  |  | Min. Passing Marks:                 |                             |
| Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-0  |  |                                     |                             |
| Unit   | Topics   |                                     | No. of Lectures<br>Total=30 |
| I  | Computer: An Introduction, Computers in Business. Elements of Computer system, Indian computing Environment, Management of data processing systems in Business organizations, Programmes development cycle, flow charting, Input Output analysis Programming Concept, Software Development process.  |                                     | 8                           |
| II   | Components of a computer system, Generation of computer and computer languages, personal computers in Business, PC-software Packages, An Introduction to Disk. Operating system and windows, GUI, Other system software's.   |                                     | 7                           |
| III  | Text Processing, software, Introduction to spreadsheet software, creation of spreadsheet application, Range, formulas, function data base functions in spreadsheet, Graphics on spreadsheet, modes of data processing, Report generation, Presentation graphics, Creating a presentation.  |                                     | 7                           |
| IV   | Computer software system, software development process, files design & Report design, Data files types, Master & Transaction file. Data Hierarchy & amp; data file structure, Use of files in Programming.<br>Relevance of Data base management system, data base manager, data communication, networking, LAN & amp; WAN, Real Time Sharing, On line & off line processing. |                                     | 8                           |
| Suggested Readings:<br>1. P. K. Sinha & P.Sinha, Computer Fundamentals, BPB Publication<br>2. V. Rajaraman, Computer Fundamentals, PHI<br>3. Tannenbaum, Computer Applications and Networks<br>4. ‘O’ Brien, Management Information Systems  |  |                                     |                             |
| Suggested Continuous Evaluation Methods:<br>In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.   |  |                                     |                             |
| Suggested equivalent online courses:<br>.....  |  |                                     |                             |
| Further Suggestions:<br>.....  |  |                                     |                             |

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|--|---|-------------------------|
| Programme/Class:<br>Degree   | Year:First  | Semester: Second        |
| Course/ paper-4 (A)  |   |                         |
| Course Code: F010201T  | Course Title: Organizational Behavior   |                         |
| <b>Course outcomes:</b><br>The aim of the course is to build knowledge and understanding of Organizational Behavior among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about Organizational Behavior. The outcome of the course will be as follows –<br>To provide knowledge about Organizational Behavior.<br>To provide knowledge about individual and group behavior. To given overview about change in organization and QWL.   |   |                         |
| Credits: 3   | Compulsory  |                         |
| Max. Marks: 25+75  | Min. Passing Marks:   |                         |
| Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-0  |   |                         |
| Unit   | Topics  | No. of LecturesTotal=30 |
| I  | Introduction: Nature and scope of OB, Challenges and opportunities for OB, Organization Goals, Models of OB, Impact of Global and Cultural diversity on OB.   | 7                       |
| II   | Individual Behavior: concept, Personality, Perception and its role in individual decision making, Learning, Motivation, Hierarchy of needs theory, Theory X and Y, Motivation-Hygiene theory, Vroom’s expectancy theory.  | 8                       |
| III  | Behavior Dynamics: Interpersonal behavior, Communication, Transaction Analysis, The Johari Window, Leadership, Its Theories and prevailing leadership styles in Indian Organizations. Group Behavior: Definition and classification of Groups, Types of Group Structures, Group decision making, Teams Vs Groups, Contemporary issues in managing teams, Inter-group problems in organizational group dynamics, Management of conflict. | 8                       |
| IV   | Management of Change: Change and Organizational development, Resistance to change, Approaches to managing organizational change, Organizational effectiveness, Organizational culture, Power and Politics in Organization, Quality of work life, Recent advances in OB.   | 7                       |
| <b>Suggested Readings:</b><br><b>Text books:</b><br>1. Stephen P. Robbins and Timothy A. Judge (2019),Essentials of Organizational Behavior (14 <sup>th</sup> ed.)Pearson publication..<br>2. K. Aswathappa (2018) Organisational Behavior ,Himalaya Publishing House.<br>3. Prasad, L. M.Sultan S. Chand, Organisational Behaviour<br><b>Reference books::</b><br>1. John Newstrom(2015)Organizational Behavior: Human Behavior at Work (14 <sup>th</sup> ed.) McGraw-Hill Education.<br>2. FredLuthans(2010)Organizational Behavior(12 <sup>th</sup> ed.) McGraw-Hill Education.<br><b>Website:</b><br><a href="https://epgp.inflibnet.ac.in/">https://epgp.inflibnet.ac.in/</a> |   |                         |
| <b>Suggested Continuous Evaluation Methods:</b><br>In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, GroupDiscussions. This will instill in student a sense of decision making and practical learning.   |   |                         |
| Suggested equivalent online courses: .....   |   |                         |
| Further Suggestions:<br>.....  |   |                         |

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|--|---|--------------------------------|-----------------------------|
| Programme/Class: Degree  |   | Year:<br>Second                | Semester: Second            |
| Course/ paper-4 (B)  |   |                                |                             |
| Course Code: F010201T  |   | Course Title: Business Finance |                             |
| <b>Course outcomes:</b><br>The aim of the course is to build knowledge and understanding of Business Finance among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about Business Finance. The outcome of the course will be as follows –<br>To provide knowledge about business finance and investment decisions. To provide knowledge about financing and dividend decision.<br>To give an overview about working capital.  |   |                                |                             |
| Credits: 3   |   | Compulsory                     |                             |
| Max. Marks: 25+75  |   | Min. Passing Marks:            |                             |
| Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-0  |   |                                |                             |
| Unit   | Topics  |                                | No. of Lectures<br>Total=30 |
| I  | Introduction to Business Finance: Concept of Business Finance and Financial management, Finance functions, objectives of financial management- Profitability vs. Shareholder wealth maximization. Time Value of Money - Compounding & Discounting.<br>Investment Decisions: Capital Budgeting-Payback, NPV, IRR and ARR methods and their practical applications. |                                | 10                          |
| II   | Financing Decision: Capitalization Concept, Basis of Capitalization, consequences and remedies of over and under capitalization, Cost of Capital, WACC, Determinants of Capital structure, Capital structure theories.  |                                | 7                           |
| III  | Dividend Decision: Concept & relevance of dividend decision, Dividend Models-Walter's, Gordon's and MM Hypothesis, Dividend policy-determinants of dividend policy.   |                                | 7                           |
| IV   | Management of Working Capital: Concepts of working capital, Approaches to the financing of current Assets, Management of different components of working capital.   |                                | 6                           |
| <b>Text Book:</b> <ul style="list-style-type: none"><li>• Maheshwari, S. N., Maheshwari, S. K., &amp; Maheshwari, C. S. K. (2022). <i>Financial and Management accounting</i>. Sultan Chand &amp; Sons.</li><li>• Kishore, R. M. (2009). <i>Financial Management: Comprehensive Text Book with Case Studies</i>. Taxmann.</li><li>• Khan, M. Y., Jain, P. K., Khan, M. Y., &amp; Jain, P. K. (2013). <i>Financial management</i>. Tata McGraw-Hill.</li></ul> <b>Reference Book:</b><br>Van Horne, J. C. (2015). <i>Financial management and policy</i> (No. Ed. 13). Pearson Publication..<br>Tulsian, P. C., & Bharat, T. (2017). <i>Financial management</i> . S. Chand Publishing. |   |                                |                             |
| Suggested Continuous Evaluation Methods:<br>In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.   |   |                                |                             |
| Suggested equivalent online courses:<br>.....  |   |                                |                             |
| Further Suggestions:<br>.....  |   |                                |                             |

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| Programme/Class: Degree  |   | Year:First                               | Semester: Second            |
| Course/ paper-5 (A)  |   |  |                             |
| Course Code:<br>F010202T   |   | Course Title: Human Resource Development |                             |
| Course outcomes:<br>The aim of the course is to build knowledge and understanding of Human Resource Development among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about Human Resource Development. The outcome of the course will be as follows –To provide knowledge about HRD concepts and other aspects.To provide knowledge about potential appraisal.<br>To give an overview about Job Enrichment and Quality circles.<br>To make aware with human resource accounting. |   |  |                             |
| Credits: 3   |   | Compulsory                               |                             |
| Max. Marks: 25+75  |   | Min. Passing Marks:                      |                             |
| Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-0  |   |  |                             |
| Unit   | Topics  |  | No. of Lectures<br>Total=30 |
| I  | HRD: Concept, importance, benefits and its distinction from HRM, focus of HRD System, Structure of HRD System, Role of HRD manpower. Management Development: Concept, need, management development methods.   |  | 7                           |
| II   | Potential Appraisal: Concept, need, objectives, methods and Obstacles. Training: Meaning, role, assessing needs for training, organizing training programmes, training methods, evaluation of Training.   |  | 7                           |
| III  | Job Enrichment: Concept, Principles, steps for job enrichment, hurdles in job enrichment, making job enrichment effective, job and work redesign. Quality Circles: Concept, structure, training in quality circle, problem solving techniques, role of management, trade union and workers, quality circles in India. |  | 10                          |
| IV   | HRA: Introduction, scope, limitations, methods. Management of careers. Stress Management: Definition, potential, sources of stress, consequences of stress, managing stress.  |  | 6                           |
| Text books :<br>1. Human Resource Development by S.Chand & Sons ( Edition 2013)<br>2. Human Resource Development by SPBD Publications (Edition 2022 )  |   |  |                             |
| Reference Books :<br>1. Pearson , Human Resource Management (16 <sup>th</sup> edition )<br>2. Wiley , Future of Human Resource Management (2019 )<br>3. K Aswathappa , Human resource management ( 9 <sup>th</sup> Edition )<br>4. V.S.P Rao , Human resource management ( 2 <sup>nd</sup> edition )   |   |  |                             |
| Websites :<br><a href="https://www.whatishumanresource.com/human-resource-development">https://www.whatishumanresource.com/human-resource-development</a><br><a href="https://theintactone.com/2022/08/10/human-resource-development-csijmu-nep-bba-notes/">https://theintactone.com/2022/08/10/human-resource-development-csijmu-nep-bba-notes/</a>   |   |  |                             |
| Suggested Continuous Evaluation Methods:<br>In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.   |   |  |                             |
| Suggested equivalent online courses:<br>.....  |   |  |                             |
| Further Suggestions:<br>.....  |   |  |                             |

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| Programme/Class: Degree  |   | Year: First                                  | Semester: Second            |
| Course/ paper-5 (B)  |   |  |                             |
| Course Code: F010202T  |   | Course Title: Marketing Theory and Practices |                             |
| <b>Course outcomes:</b><br>The aim of the course is to build knowledge and understanding of Marketing management among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about Marketing Theory and Practices. The outcome of the course will be as follows –<br><br>To provide knowledge about Marketing Theory and Practices.<br>To provide knowledge about market segmentation and marketing mix.<br>To give an overview about marketing research. |   |  |                             |
| Credits: 3   |   | Compulsory                                   |                             |
| Max. Marks: 25+75  |   | Min. Passing Marks:                          |                             |
| Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-0  |   |  |                             |
| Unit   | Topics  |  | No. of Lectures<br>Total=30 |
| I  | Introduction to Marketing: Definition, nature, scope & importance of Marketing Management, Core concepts of marketing. Orientation of marketers towards the market place: production concept, product concept, selling concept, modern marketing concept & societal concept.  |  | 7                           |
| II   | Consumer Behaviour: Concept, Importance and factors influencing consumer behaviour. Marketing Information System: Meaning, Importance and Scope. Marketing Research: Importance, Scope & Process.   |  | 7                           |
| III  | Market segmentation: Concept, basis & importance of segmentation in marketing; Market Targeting: Concept, Types & Importance; Positioning: Concept, Importance, Brand positioning & Repositioning.  |  | 7                           |
| IV   | Marketing Mix: Product – Product Mix, New Product development, types of product, Product life cycle, Branding and packaging. Distribution – Concept, importance & different types of distribution channels. Pricing – Setting the price, adapting the price & price discrimination. Promotion – Importance and nature of promotion mix tools. |  | 9                           |
| <b>Suggested Readings:</b><br>1. Philip Kotler, Marketing Mgt. (PHI) Pearson Education India; Fifteenth edition (1 January 2015)<br>2. Etzet, Walker, Stanton, Marketing McGraw-Hill College; 13th edition (1 June 2004)<br>3. Rajan Saxena, Marketing Management McGraw-Hill; Sixth edition (16 November 2019)  |   |  |                             |
| Suggested Continuous Evaluation Methods:<br>In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.   |   |  |                             |
| Suggested equivalent online courses:<br>Digital Marketing Course, Email Marketing Certification Course, Social Media Marketing<br>.....  |   |  |                             |
| Further Suggestions:<br>.....  |   |  |                             |

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| Programme/Class: Degree  |   | Year:First                         | Semester: Second            |
| Course/ paper-6 (A)  |   |                                    |                             |
| Course Code: F010203T  |   | Course Title: Business Mathematics |                             |
| <b>Course outcomes:</b><br>The aim of the course is to build knowledge and understanding of Business Mathematics among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about Business Mathematics. The outcome of the course will be as follows –<br>To provide knowledge about Mathematics and its use in business.<br>To make able about mathematical calculations.<br>To learn about the use of set theory and calculus in business. |   |                                    |                             |
| Credits: 3   |   | Compulsory                         |                             |
| Max. Marks: 25+75  |   | Min. Passing Marks:                |                             |
| Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-0  |   |                                    |                             |
| Unit   | Topics  |                                    | No. of Lectures<br>Total=30 |
| I  | Matrix: Introduction, Square Matrix, Row Matrix, Column Matrix, Diagonal Matrix, Identity Matrix, Addition, Subtraction & Multiplication of Matrix, Use of Matrix in Business, Mathematical Induction.<br>Inverse of Matrix, Rank of Matrix, Solution to a system of equation by the ad-joint matrix methods & Guassian Elimination Method. |                                    | 9                           |
| II   | Percentage, Ratio and Proportion, Average, Mathematical Series- Arithmetic, Geometric & Harmonic, Simple Interest & Compound Interest   |                                    | 8                           |
| III  | Set theory: Notation of Sets, Singleton Set, Finite Set, Infinite Set, Equal Set Null Set, Subset, Proper Subset, Universal Set, Union of Sets, Intersection of Sets, Use of set theory in business, Permutation & Combination.   |                                    | 7                           |
| IV   | Concept of Differentiation and Integration, Maxima and Minima in Differentiation, Application of Differentiation & Integration in Business (No proof of theorems, etc.)   |                                    | 6                           |
| <b>Text Books:</b><br>1. Business Mathematics, SBPD Publication, First Edition<br>2. Zamiruddin, Business Mathematics, S Chand; Second edition<br>3. Mehta & Madnani, Mathematics for Economics, Lakshmi Narain Agarwal Educational Publishers; 2017th edition   |   |                                    |                             |
| <b>Reference Books:</b><br>1. Mongia, Mathematics for Economics, S Chand; Second edition<br>2. Raghavachari, Mathematics for Management, McGraw-Hill Education – Europe, First Edition   |   |                                    |                             |
| <b>Websites:</b><br>1. <a href="https://collegedunia.com/exams/business-mathematics-articleid-7405">https://collegedunia.com/exams/business-mathematics-articleid-7405</a><br>2. <a href="https://infinitylearn.com/surge/maths/business-mathematics/">https://infinitylearn.com/surge/maths/business-mathematics/</a>   |   |                                    |                             |
| Suggested Continuous Evaluation Methods:<br>In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.   |   |                                    |                             |
| Suggested equivalent online courses:<br>.....  |   |                                    |                             |
| Further Suggestions:<br>.....  |   |                                    |                             |

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| Programme/Class: Degree  |  | Year: First                          | Semester: Second            |
| Course/ paper-6 (B)  |  |                                      |                             |
| Course Code: F010203T  |  | Course Title: Advertising Management |                             |
| Course outcomes:   |  |                                      |                             |
| The aim of the course is to build knowledge and understanding of advertisement among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about advertisingManagement. The outcome of the course will be as follows –  |  |                                      |                             |
| To provide knowledge about advertisement and its use in business.  |  |                                      |                             |
| To make able about advertisement concept and its management.   |  |                                      |                             |
| To learn about the use of advertisement in business.   |  |                                      |                             |
| Credits: 3   |  | Compulsory                           |                             |
| Max. Marks: 25+75  |  | Min. Passing Marks:                  |                             |
| Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-0  |  |                                      |                             |
| Unit   | Topics   |                                      | No. of Lectures<br>Total=30 |
| I  | Advertising: Introduction, Scope, importance in business: Role of advertising in social and economic development of India: Ethics and truths in Indian Advertising.  |                                      | 9                           |
| II   | Integrated Communication Mix (IMC)-meaning, importance; Communication meaning, importance, process, communication mix-components, role in marketing, Branding-meaning, importance in advertising.  |                                      | 8                           |
| III  | Promotional objectives – importance determination of promotional objectives, setting objective DAGMAR; Advertising Budget importance, establishing the budget- approaches allocation of budget.  |                                      | 7                           |
| IV   | Advertising Copy-meaning components types of advertising copy, importance of creativity in advertising; Media planning-importance, strategies, media mix. Advertising research – importance, testing advertising effectiveness market testing for ads; International Advertising-importance, international Vs local advertising. |                                      | 6                           |
| Suggested Readings:  |  |                                      |                             |
| <ul style="list-style-type: none"><li>Advertising and Promotion George E. Beich &amp; Michael A. Belch. T.M.H.</li><li>Advertising Management, Concept and Cases Manendra Mohan,TMH</li><li>Advertising Management Rajeev Batra, PHI</li><li>References- The New Direct Marketing by David Shepard Associates, McGraw Hill Professional, Business-Economics.</li></ul> |  |                                      |                             |
| Suggested Continuous Evaluation Methods:   |  |                                      |                             |
| In addition to the theoretical inputs the course will be delivered through Assignments, Presentation,Group Discussions. This will instill in student a sense of decision making and practical learning.  |  |                                      |                             |
| Suggested equivalent online courses:Google Digital Marketing and E-Commerce by GOOGLE.   |  |                                      |                             |
| <ul style="list-style-type: none"><li>Advertising and Society by DUKE UNIVERSITY.</li><li>Few other advertising courses on COURSERA.</li></ul>   |  |                                      |                             |
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| Further Suggestions:   |  |                                      |                             |
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| Programme/Class: Degree  |   | Year: Second                               | Semester: Third           |
| Course/ paper-7 (A)  |   |  |                           |
| Course Code: F010301T  |   | Course Title: Management & Cost Accounting |                           |
| Course outcomes:   |   |  |                           |
| The objective of this paper is to give the basic knowledge about the Management and cost accounting  |   |  |                           |
| Credits: 3   |   | Compulsory                                 |                           |
| Max. Marks: 25+75  |   | Min. Passing Marks:                        |                           |
| Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-3-0  |   |  |                           |
| Unit   | Topics  |  | No. of Lectures Total =30 |
| I  | Management Accounting- purpose, nature and focus on decision making. Income statement and Balance Sheet of a manufacturer, Classification of costs by behavior, traceability, controllability, relevance and function. Cost concepts for service companies. Manufacturing Management principles- TQM, JIT, Theory of constraints and Continuous improvement.  |  | 8                         |
| II   | Manufacturing and Job order Cost Accounting: Flow of manufacturing activities. Cost Accounting system using perpetual inventory system<br>Job Order Cost accounting , Job order cost sheet , Adjusting over applied and under applied overhead, multiple overhead application rates<br>Process cost accounting: Organization of process operations , Equivalent Units of production, Process cost summary,                                    |  | 7                         |
| III  | Cost- Volume – Profit Analysis: Identifying cost behavior- fixed, variable, mixed costs, step-wise Costs and their determination. Break-Even Analysis, Sensitivity analysis, computing multiproduct B.E.P   |  | 8                         |
| IV   | Budgeting process imperatives for analysis, focus, evaluation, employee motivation and communication. Master budget components –operating budgets ,capital expenditure budget and financial budgets , flexible budgets and standard costs, computing labour, material and overhead variances<br>Managerial decisions in addition or deletion of product. /department, make or buy, sell or process, selecting sales mix using relevant costs. |  | 7                         |
| Text Books:  |   |  |                           |
| 1. Maheshwari S.N., Advanced Problem and Solutions in Cost Accounting, Sultan Chand & Sons, Ninth Edition  |   |  |                           |
| 2. Khan & Jain, Management Accounting, McGraw-Hill, Eighth Edition   |   |  |                           |
| 3. Shukla M.C, Gupta M.P & Grewal T.S, Cost Accounting, Sultan Chand & Sons, Second Edition  |   |  |                           |
| Reference Books:   |   |  |                           |
| 1. Gupta, S.P., Management Accounting, Sahitya Bhawan Publications, Tenth Edition  |   |  |                           |
| 2. Jawahar Lal, Seema Srivastava & Manisha Singh, Cost Accounting, McGraw-Hill; Sixth edition  |   |  |                           |
| Websites:  |   |  |                           |
| 1. <a href="https://www.icsi.edu/media/webmodules/publications/FULL_BOOK_PP-CMA-2017-JULY_4.pdf">https://www.icsi.edu/media/webmodules/publications/FULL_BOOK_PP-CMA-2017-JULY_4.pdf</a>                 |   |  |                           |
| 2. <a href="https://icmai.in/upload/Students/Syllabus2016/Inter/Paper-8-New.pdf">https://icmai.in/upload/Students/Syllabus2016/Inter/Paper-8-New.pdf</a>   |   |  |                           |
| Suggested Continuous Evaluation Methods:   |   |  |                           |
| In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning. |   |  |                           |
| Suggested equivalent online courses:   |   |  |                           |
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| Further Suggestions:   |   |  |                           |
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| Programme/Class: Degree   | Year: Second   | Semester: Third          |
| Course/ paper-7 (B)   |  |                          |
| Course Code: F010301T   | Course Title: Business Law   |                          |
| Course outcomes:<br>The objective of this paper is to give the basic knowledge about the rules and regulation of execution of Business. |  |                          |
| Credits: 3  |  | Compulsory               |
| Max. Marks: 25+75   |  | Min. Passing Marks:      |
| Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-2-1   |  |                          |
| Unit  | Topics   | No. of Lectures Total=30 |
| I   | The Indian Contract Act 1872: Scope of the Act, Essential of A Valid Contract, Agreement, Performance of Contracts, Breach of Contract & Remedies, Quasi-Contracts                               | 8                        |
| II  | The Sale of Good Act, 1930: Formation of Contract, Conditions & Warranties, Rights of an Unpaid Seller, Performance of the Contract of Sale  | 7                        |
| III   | The Negotiable Instruments Act, 1881: Nature and Types of negotiable instruments, Negotiation and Assignment, Holder-in-Due Course, Dishonor and Discharge of Negotiable Instrument; Arbitration | 8                        |
| IV  | The Companies Act, 1956: Nature and Type of Companies, Formation of Companies, Memorandum and Articles of Association, Prospectus, Share capital, Membership, Meetings and Winding-Up            | 7                        |
| Suggested Readings:   |  |                          |
| 1. Avatar Singh, Company Law  |  |                          |
| 2. Khergamwalla, JS, The Negotiable Instrument Act  |  |                          |
| 3. Ramaya A, A Guide to Companies Act   |  |                          |
| 4. Tuteja SK, Business Law for Managers   |  |                          |
| Suggested Continuous Evaluation Methods:  |  |                          |
| .....   |  |                          |
| Suggested equivalent online courses:  |  |                          |
| .....   |  |                          |
| Further Suggestions:  |  |                          |
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| Programme/Class: Degree  | Year: Second   | Semester: Third          |
| Course/ paper-8 (A)  |  |                          |
| Course Code: F010302T  | Course Title: Production Management  |                          |
| <b>Course outcomes:</b><br>The objective of this paper is to give the basic knowledge about the Production Management in industry. |  |                          |
| Credits: 3   |  | Compulsory               |
| Max. Marks: 25+75  |  | Min. Passing Marks:      |
| Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-2-1  |  |                          |
| Unit   | Topics   | No. of Lectures Total=30 |
| I  | Introduction to Production Management: History of Production Management; Definitions of Production Management; Production Process; Production: The Heart of an Organization; Objectives of Production Management; Scope of Production Management; Importance of Technology in Production | 8                        |
| II   | Concept of Forecasting: Purpose of Sales Forecasting, Basic Elements of Forecasting, Importance of Forecasting, Objectives of Forecasting, Classification of Forecasting ; Qualitative and Quantitative Techniques of Forecasting  | 7                        |
| III  | Product Selection; Definitions of Product Design and Development: Need for Product Design and Development, Origin of the Product Idea and Selection from Various Alternatives, Choosing among Alternative Products, Modifying the Existing Products, Sources of Product                  | 8                        |
| IV   | Nature of Production Planning and Control (PPC): Types of Plans, Elements of Production Planning, Strategy of Production Planning, Aggregate Planning; Main Functions of Production Planning and Control (PPC)   | 7                        |
| <b>Suggested Readings:</b><br>1.Production Management by Telsang Martand S Chand Publication                                       |  |                          |
| Suggested Continuous Evaluation Methods:<br>.....  |  |                          |
| Suggested equivalent online courses:<br>.....  |  |                          |
| Further Suggestions:<br>.....  |  |                          |

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| Programme/Class: Degree  | Year: Second  | Semester: Third          |
| Course/ paper-8 (B)  |   |                          |
| Course Code: F010302T  | Course Title: Business Policy   |                          |
| <b>Course outcomes:</b><br>1. To understand the nature of top management functions and their imperatives.<br>2. To deduce strategy<br>3. To perform SWOT analysis<br>4. Recommend strategy<br>5. Perform analysis of corporate business portfolio and recommend changes. |   |                          |
| Credits: 3   |   | Compulsory               |
| Max. Marks: 25+75  |   | Min. Passing Marks:      |
| Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-2-1  |   |                          |
| Unit   | Topics  | No. of Lectures Total=30 |
| I  | Business Policy as a field of study- objectives in knowledge, skills and attitudes. Top management functions, roles and responsibilities.<br>The concept of strategy- meaning and importance. Deducing strategy and articulating a summary statement of strategy.<br>Strategic Intent: Vision, mission, business definition. Strategic and financial objectives. Components of strategic formulation process. | 8                        |
| II   | Analysis of External environment – PESTLE<br>Industry analysis using Porter’s model, Analysis of competitive environment, ETOP<br>Analysis of Internal capability: Functional, PLC and Value Chain approach to Internal analysis, Mckinsey’s 7S framework, Resource audit<br>SWOT analysis<br>Relevance of social responsibility and power politics in strategy formulation                                   | 7                        |
| III  | Business Strategies and Corporate strategies.<br>External Vs. Internal growth options, their conditions and prerequisites.<br>Five Generic Competitive strategies business strategies<br>Growth strategies- concentration, concentric, horizontal, vertical, Retrenchment- turnaround, divestment and liquidation strategies<br>Modes of entering foreign markets, Multi-domestic and global strategy         | 8                        |
| IV   | Strategic Choice: Concept of Portfolio balance, Display matrices – BCG, Directional policy, GE etc. Factors contributing to business Strength as well as industry attractiveness.   | 7                        |
| <b>Suggested Readings:</b><br>1. Gluek & Jaunch, Corporate Strategy<br>2. Hatton & Hatton, Strategic Management<br>3. Christian, Anderson, Bower Business Policy<br>4. McCarthy, IninChiello, Curran Business Policy & Strategy<br>5. Azhar Kazmi, Business Policy       |   |                          |
| Suggested Continuous Evaluation Methods:<br>.....  |   |                          |
| Suggested equivalent online courses:<br>.....  |   |                          |

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| Programme/Class: Degree   |   | Year: Second                         | Semester: Third             |
| Course/ paper-9 (A)   |   |                                      |                             |
| Course Code: F010303T   |   | Course Title: Business Communication |                             |
| Course outcomes:<br>The objective of this paper is to give the basic knowledge about the Business Communication |   |                                      |                             |
| Credits: 3  |   | Compulsory                           |                             |
| Max. Marks: 25+75   |   | Min. Passing Marks:                  |                             |
| Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-3-0                                     |   |                                      |                             |
| Unit  | Topics  |                                      | No. of Lectures<br>Total=30 |
| I   | Introduction: Meaning and objective of Business communication, Forms of Communication, Communication model and process, Principles of Effective Communication   |                                      | 8                           |
| II  | Corporate Communication: Formal and Informal Communication, Networks, Grapevine, Barriers in Communication, Groups discussion, Mock Interviews, Seminars, Individual and Group Presentations  |                                      | 7                           |
| III   | Essential of effective Business letters, Writing Important Business letters including correspondence with Bank and Insurance companies; Oral & Non-verbal communication: Principles of Oral Presentation, Factors affecting Presentation, effective Presentation skills, conducting Surveys; Body Language, Para Language, Effective Listening, Interviewing skill, Writing Resume, Letter and Application; |                                      | 8                           |
| IV  | Modern forms of communication, International communication, Cultural sensitiveness and cultural context, Writing and presenting in international situations   |                                      | 7                           |
| Suggested Readings:   |   |                                      |                             |
| Text Books:   |   |                                      |                             |
| 1. The Art & Science of Business Communication' by P.D Chaturvedi & Mukesh Chaturvedi (June 2017)               |   |                                      |                             |
| 2. Bapat & Davar, A Text book of Business Correspondence  |   |                                      |                             |
| 3. Bhende D.S., Business Communication  |   |                                      |                             |
| Reference Books:  |   |                                      |                             |
| 1. Effective Business Communication by Herta Murphy and Jane Thomas (2008)                                      |   |                                      |                             |
| 2. David Berio, The Process of Communication  |   |                                      |                             |
| 3. Gowd & Dixit, Advance Commercial Correspondence  |   |                                      |                             |
| 4. Gurky J.M., A Reader in Human Communication  |   |                                      |                             |
| Suggested equivalent online courses:  |   |                                      |                             |
| 1. Effective Communication Skills by Robert King  |   |                                      |                             |
| 2. Communication Skill by Oxford, 2015  |   |                                      |                             |

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| Programme/Class: Degree   |  | Year: Second                       | Semester: Third             |
| Course/ paper-9 (B)   |  |                                    |                             |
| Course Code: F010303T   |  | Course Title: Business Environment |                             |
| Course outcomes:<br>The objective of this paper is to give the basic knowledge about the business environment in industry |  |                                    |                             |
| Credits: 3  |  | Compulsory                         |                             |
| Max. Marks: 25+75   |  | Min. Passing Marks:                |                             |
| Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-2-1   |  |                                    |                             |
| Unit  | Topics   |                                    | No. of Lectures<br>Total=30 |
| I   | Introduction: Concept, Significance and Components of Business environment, Factor affecting Business Environment, Micro and Macroenvironment.   |                                    | 8                           |
| II  | Economic Systems: Capitalism, Socialism, Communism, Mixed Economy-Public Sector & Private Sector   |                                    | 7                           |
| III   | Industrial Policy-Brief historical perspective; New industrial policy of India,Socio-economic implications of Liberalization, Privatization and Globalization  |                                    | 8                           |
| IV  | Role of Government in Regulation and Development of Business; Monetary and Fiscal Policy; EXIM Policy, FEMA; Overview of International BusinessEnvironment, Trends in World Trade: WTO-Objectives and role in international trade. |                                    | 7                           |
| Suggested Readings:<br>1. Francis Cherunilum, Business Environment<br><br>2. K. Aswathapa, Business Environment           |  |                                    |                             |
| Suggested Continuous Evaluation Methods:<br>.....   |  |                                    |                             |
| Suggested equivalent online courses:<br>.....   |  |                                    |                             |
| Further Suggestions:<br>.....   |  |                                    |                             |

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|--|---|---------------------------------------|-----------------------------|
| Programme/Class: Degree  |   | Year: Second                          | Semester: Fourth            |
| Course/ paper- 10 (A)  |   |                                       |                             |
| Course Code: F010401T  |   | Course Title: Supply Chain Management |                             |
| <b>Course outcomes:</b><br>The objective of this paper is to give the basic knowledge about the Supply Chain Management for goods and services |   |                                       |                             |
| Credits: 3   |   | Compulsory                            |                             |
| Max. Marks: 25+75  |   | Min. Passing Marks:                   |                             |
| Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-2-1  |   |                                       |                             |
| Unit   | Topics  |                                       | No. of Lectures<br>Total=30 |
| I  | Introduction, Definition of Supply Chain Management, Evolution of the Concept of Supply Chain Management, Key Drivers of Supply Chain Management, Typology of Supply Chains, Cycle View of Supply Chain, Problems in SCM and Suggested Solutions                      |                                       | 8                           |
| II   | Introduction, Three Components of SCM, Demand Management, Demand Forecasting; Introduction, Supply Management, Evolution of ERP, Concept of ERP in SCM, Quick Response and Accurate Response System in SCM, Use of Other Planning Strategies                          |                                       | 7                           |
| III  | Introduction, Understanding the Benchmarking Concept, Benchmarking Process, Benchmarking Procedure  |                                       | 8                           |
| IV   | Introduction, New Developments in Supply Chain Management, Outsourcing Supply Chain Operations, Co-Maker ship, The Role of E- Commerce in Supply Chain Management, Green Supply Chain Management, Distribution Resource Planning, World Class Supply Chain Management |                                       | 7                           |
| <b>Suggested Readings:</b><br>1. Supply Chain Management by Michel H Hungo<br>2. Supply Chain Management by Sunil Chopra                       |   |                                       |                             |
| Suggested Continuous Evaluation Methods:<br>.....  |   |                                       |                             |
| Suggested equivalent online courses:<br>.....  |   |                                       |                             |
| Further Suggestions:<br>.....  |   |                                       |                             |

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|---|---|------------------------------------|--------------------------|
| Programme/Class: Degree   |   | Year: Second                       | Semester: Fourth         |
| Course/ paper- 10 (B)   |   |                                    |                          |
| Course Code: F010401T   |   | Course Title: Research Methodology |                          |
| Course outcomes:<br>The objective of this paper is to give the basic knowledge about the Research Methodology                             |   |                                    |                          |
| Credits: 3  |   | Compulsory                         |                          |
| Max. Marks: 25+75   |   | Min. Passing Marks:                |                          |
| Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-3-0   |   |                                    |                          |
| Unit  | Topics  |                                    | No. of Lectures Total=30 |
| I   | Introduction: Meaning of Research, Objectives of Research, Types of Research, Research Process, Research Problem formulation; Research Design: Features of a good research design; Different Research Designs; Measurement in Research; Data types; Sources of Error. |                                    | 8                        |
| II  | Sampling Design: Census & Sample Surveys; Steps in Sampling Design; Types of Sample designs-Probability & Non Probability sampling.   |                                    | 7                        |
| III   | Processing & Analysis of Data: Processing operations; problems in processing; types of analysis, Hypothesis Testing: Chi-square test, Z-test, t-test, F-test.   |                                    | 8                        |
| IV  | Presentation: Diagrams; graphs; charts. Report writing; Layout of Research report; Types of Reports; Mechanism of writing a Research report; Precautions for writing report. Use of MS Office in Report writing and making Presentations                              |                                    | 7                        |
| Suggested Readings:<br>1. C.R. Kothari, Research Methodology 2019<br>2. Banerjee S. and Roy Ramendu, Fundamentals of Research Methodology |   |                                    |                          |
| Suggested Continuous Evaluation Methods:<br>.....   |   |                                    |                          |
| Suggested equivalent online courses:<br>.....   |   |                                    |                          |
| Further Suggestions:<br>.....   |   |                                    |                          |

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| Programme/Class: Degree   |  | Year: Second                         | Semester: Fourth        |
| Course/ paper- 11 (A)   |  |                                      |                         |
| Course Code: F010402T   |  | Course Title: Specialized Accounting |                         |
| Course outcomes:  |  |                                      |                         |
| The objective of this paper is to give the basic knowledge about the specialized Accounting   |  |                                      |                         |
| Credits: 3  |  | Compulsory                           |                         |
| Max. Marks: 25+75   |  | Min. Passing Marks:                  |                         |
| Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-3-0   |  |                                      |                         |
| Unit  | Topics   |                                      | No. of LecturesTotal=30 |
| I   | Accounting of Non-trading Institutions, Joint Venture and Consignment  |                                      | 8                       |
| II  | Accounts of Banking companies and General Insurance companies  |                                      | 7                       |
| III   | Department account and Branch account. Accounts related to Hire Purchase and Installment payment transactions, Royalty Accounts  |                                      | 8                       |
| IV  | Partnership Accounts: Final Account, Reconstitution of Partnership firms: admission, retirement and death of a partner, Dissolution of Partnership (Excluding insolvency of Partner) |                                      | 7                       |
| Text Books:   |  |                                      |                         |
| 1. Maheswari S.N, Maheswari K, Advanced Accounting Vol.1, Vikas Publishing; Eleventh  |  |                                      |                         |
| 2. Agarwal B.D., Advanced Accounting, Pitambar Publishing, Seventeenth Edition  |  |                                      |                         |
| 3. Jain & Narang, Financial Accounting, Kalyani Publishers; Twelfth edition Chakrawarti, K.S., Advanced Accounts  |  |                                      |                         |
| Reference Books:  |  |                                      |                         |
| 1. Debra C. Jeter, Paul K Chaney, Advanced Accounting, Wiley, Seventh Edition   |  |                                      |                         |
| 2. Gupta M.P & Agarwal B.M, Advanced Accountancy Vol.1,Sultan Chand & Sons, Second Edition  |  |                                      |                         |
| Websites:   |  |                                      |                         |
| 1. https://www.icai.org/post.html?post_id=12433   |  |                                      |                         |
| Suggested Continuous Evaluation Methods:  |  |                                      |                         |
| In addition to the theoretical inputs the course will be delivered through Assignments, Presentation,Group Discussions. This will instill in student a sense of decision making and practical learning. |  |                                      |                         |
| Suggested equivalent online courses:  |  |                                      |                         |
| .....   |  |                                      |                         |
| Further Suggestions:  |  |                                      |                         |
| .....   |  |                                      |                         |



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| Programme/Class: Degree  |   | Year: Second                     | Semester: Fourth             |
| Course/ paper-11 (B)   |   |                                  |                              |
| Course Code:<br>F010402T   |   | Course Title: Consumer Behaviour |                              |
| Course outcomes:<br>The objective of this paper is to give the basic knowledge about the consumer behaviour. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about Consumer Behaviour. Provide a Business Psychology, Entrepreneurship, Innovation, Research and Design. Helping Student learn about Public Approach of National and International Market. |   |                                  |                              |
| Credits: 3   |   | Compulsory                       |                              |
| Max. Marks: 25+75  |   | Min. Passing Marks:              |                              |
| Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-3-0  |   |                                  |                              |
| Unit   | Topics  |                                  | No. of Lectures<br>Total= 30 |
| I  | CB, Consumer research process. CB models: Economic model, Psycho-analytic model, Sociological model, Howard & Seth model, Nicosia model, Engel-Kollat-Blackwell model.  |                                  | 8                            |
| II   | Individual determinants: Perceptual process, consumer learning process<br>Introduction: Concept, importance and scope of CB, need for studying, consumer attitude formation, attitude measurement, meaning and nature of personality, self concept. |                                  | 7                            |
| III  | Influences & Consumer Decision making: Family, reference group, personal, social and cultural influence on CB, Consumer Decision making process, Consumer Communication process, consumer satisfaction.   |                                  | 8                            |
| IV   | Industrial Buying Behaviour: Participants, characteristics of industrial markets, factors influencing industrial markets, stages of industrial buying process, Customer and marketing of services.  |                                  | 7                            |
| Suggested Readings:<br>TEXT BOOKS:<br>1. Suja. R. Nair, Consumer Behaviour in Indian Perspective<br>2. Schiffman & Kanuk, Consumer Behaviour<br>3. Loudon & Bitta, Consumer Behaviour<br>4. Bennet & Kasarji, Consumer Behaviour   |   |                                  |                              |
| Suggested Continuous Evaluation Methods:<br>.....  |   |                                  |                              |
| Suggested equivalent online courses:<br>• Brand Management: Aligning Business, Brand & Behaviour (University of London) Coursera<br>• Global Trends for Business and Society (University of Pennsylvania) Coursera.<br>• Doing Business in China. (The Chinese University of HongKong) Coursera<br>.....   |   |                                  |                              |
| Further Suggestions:<br>.....  |   |                                  |                              |

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| Programme/Class: Degree  |  | Year: Second   | Semester: Fourth |
| Course/ paper-12 (A)   |  |  |                  |
| Course Code: F010403T  |  | Course Title: Investment Analysis & Portfolio Management |                  |
| Course outcomes:<br>The objective of this paper is to give the basic knowledge about the investment analysis and portfolio management subject 3(A) |  |  |                  |
| Credits: 3   |  | Compulsory   |                  |
| Max. Marks: 25+75  |  | Min. Passing Marks:                                      |                  |
| Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P:<br>3-2-1   |  |  |                  |
| Unit   | Topics   | No. of Lectures<br>Total=30                              |                  |
| I  | Investments: Nature, scope, objective and Process of investments analysis, concept of return and risk analysis, measurement of return and risk: Systematicand Unsystematic Risk.   | 8  |                  |
| II   | Investment Alternatives: Investment instrument of Capital Market and Money Market, Valuation of Fixed and Variable securities Non Security forms ofInvestment, Government Securities, Mutual Fund, Real Estate and Gold.   | 7  |                  |
| III  | Fundamental Analysis: Economic analysis industry analysis and company analysis Technical Analysis: Trends, indicators, indices and moving average applied in technical analysis. Efficient Market Hypothesis: weak, semi-strongand strong market and its testing techniques                    | 8  |                  |
| IV   | Portfolio Management: Meaning, importance and objectives of portfolio andportfolio management, Risk and Return- Definition types and importance, Portfolio Analysis: Risk Measurement; Estimating rate of return and standard deviation of portfolio returns; Effects of Combining securities; | 7  |                  |

#### Textbooks:

1. Chandra, P., "Investment Analysis and Portfolio Management", Tata McGraw Hill, 2021.
2. Reilly, F.K., "Investment Analysis and Portfolio Management", 11<sup>th</sup> edition.
3. Fisher, D.E. and Jordan, R.J. "Security Analysis and Portfolio Management", Pearson, 7th Edition.

#### Reference Books:

1. Dryden; Pike, R. and Bill, N., "Corporate Finance and Investment., Decisions and Strategies", Prentice Hall, 5th Edition.
2. Elton, E.J., Gruber, M.J., Brown S.J. and Goetzman, W., "Modern Portfolio Theory and Investment Analysis", 6th Ed., Wiley.

#### Websites

1. <https://www.investopedia.com>
2. <https://www.managementstudyguide.com>

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| Programme/Class: Degree  |  | Year: Second              | Semester: Fourth               |
| Course/ paper- 12 (B)  |  |                           |                                |
| Course Code:<br>F010403T   |  | Course Title: Company Law |                                |
| Course outcomes:<br>The objective of this paper is to give the basic knowledge about the Company Law |  |                           |                                |
| Credit<br>s: 3   |  | Compulsory                |                                |
| Max. Marks: 25+75  |  | Min. Passing Marks:       |                                |
| Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-2-1                          |  |                           |                                |
| Unit   | Topics   |                           | No. of<br>Lectures<br>Total=30 |
| I  | Introduction: Definition and Kinds of Company, Promotion and Incorporation of Companies; Memorandum of Association, Articles of Association, Prospectus. |                           | 8                              |
| II   | Shares, Share Capital, Members, Transfer and Transmission of shares, Directors-Managing Director, Whole Time Director                                    |                           | 7                              |
| III  | Capital Management; Borrowing powers, mortgages and charges, debentures, Company Meetings-kinds, quorum, voting, resolutions, minutes                    |                           | 8                              |
| IV   | Majority Powers and minority rights, Prevention of oppression and mismanagement, winding up of companies, its Kinds and Conduct                          |                           | 7                              |
| Suggested Readings:  |  |                           |                                |
| 1. Grower L.C.B., Principles of Modern Company Law   |  |                           |                                |
| 2. Ramaiya A., Guide to the Companies Act  |  |                           |                                |
| 3. Singh, Avtar, Company Law   |  |                           |                                |
| 4. Kuchhal, S.C., Modern Indian Company Law  |  |                           |                                |
| 5. Kapoor, N.D., Company Law   |  |                           |                                |

## BBA Third Year (Fifth Semester)

| Year | Sem. | Subject             | Part | Paper Code | Paper Name                                     | Credit |
|------|------|---------------------|------|------------|--|--------|
| 3    | V    | Course/<br>paper-13 | A    | F010501T   | Income Tax                                     | 3      |
|      |      |                     | B    |            | Marketing Communication                        | 3      |
|      | V    | Course/<br>paper-14 | A    | F010502T   | Entrepreneurship and small business management | 3      |
|      |      |                     | B    |            | Sales management                               | 3      |
|      | V    | Course/<br>paper-15 | A    | F010503T   | Industrial Relations & Labour Laws             | 3      |
|      |      |                     | B    |            | Company Accounts                               | 3      |

|   |  |                          |                     |                 |                               |
|---|--|--------------------------|---------------------|-----------------|-------------------------------|
| Programme/Class: Degree   |  | Year: Third              |                     | Semester: Fifth |                               |
| Course/ paper-13 (A)  |  |                          |                     |                 |                               |
| Course Code: F010501T   |  | Course Title: Income Tax |                     |                 |                               |
| Course outcomes:  |  |                          |                     |                 |                               |
| The aim of the course is to build knowledge, understanding about income tax among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about Income Tax. The outcome of the course will be as follows – |  |                          |                     |                 |                               |
| To provide knowledge about Income Tax Act.  |  |                          |                     |                 |                               |
| To provide knowledge about gross income and taxable income.   |  |                          |                     |                 |                               |
| To give an overview about different deductions and exemptions.  |  |                          |                     |                 |                               |
| Credits: 3  |  |                          | Compulsory          |                 |                               |
| Max. Marks: 25+75   |  |                          | Min. Passing Marks: |                 |                               |
| Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-0   |  |                          |                     |                 |                               |
| Unit  | Topics   |                          |                     |                 | No. of Lectures<br>Total = 30 |
| I   | Indian Income Tax Act, 1961: Basic Concepts - Income, Agriculture Income, Casual Income, Assessment Year, Previous Year, Gross Total Income, Total Income, Person, Tax Evasion, Tax Avoidance. |                          |                     |                 | 8                             |
| II  | Basis of Charge: Scope of Total Income, Residence and Tax Liability, Income which does not form part of Total Income.  |                          |                     |                 | 6                             |
| III   | Heads of Income: Income from Salaries, Income from House Property. Profit and Gains of Business or Profession, Capital Gains, Income from other sources.                                       |                          |                     |                 | 10                            |
| IV  | Aggregation of Income, Set off and Carry forward of losses, deductions from gross total Income, Computation of total Income and Tax liability.   |                          |                     |                 | 6                             |
| Suggested Readings:   |  |                          |                     |                 |                               |
| 1. Mehrotra, H.C., Income Tax Law and Account 63 <sup>rd</sup> Edition 2022   |  |                          |                     |                 |                               |
| 2. Prasad, Bhagwati, Income Tax Law and Practice 2022   |  |                          |                     |                 |                               |
| 3. Chandra Mahesh and Shukla D.C., Income Tax Law and Practice 2022   |  |                          |                     |                 |                               |
| 4. Agarwal, B.K., Income Tax 2022   |  |                          |                     |                 |                               |
| 5. Jain, R.K., Income Tax 2022  |  |                          |                     |                 |                               |
| Suggested Continuous Evaluation Methods:  |  |                          |                     |                 |                               |
| In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.  |  |                          |                     |                 |                               |
| Suggested equivalent online courses: .....  |  |                          |                     |                 |                               |
| Further Suggestions:.....   |  |                          |                     |                 |                               |

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|--|--|---------------------------------------|--------------------------|
| Programme/Class: Degree  |  | Year: Third                           | Semester: Fifth          |
| Course/ paper-13 (B)   |  |                                       |                          |
| Course Code: F010501T  |  | Course Title: Marketing Communication |                          |
| <b>Course outcomes:</b><br>The aim of the course is to build knowledge, understanding and skills in marketing communication among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about IMC and advertising and their role in over all promotion strategies of the firm. The outcome of the course will be as follows – <ul style="list-style-type: none"><li>• Apply an IMC approach in the development of an overall advertising and promotional plan.</li><li>• Enhance creativity, critical thinking and analytical ability through developing an integrated marketing communication campaign</li></ul> |  |                                       |                          |
| Credits: 3   |  | Compulsory                            |                          |
| Max. Marks: 25+75  |  | Min. Passing Marks:                   |                          |
| Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-0  |  |                                       |                          |
| Unit   | Topics   |                                       | No. of Lectures Total=30 |
| I  | Marketing Communication: Meaning and its objectives, Integrated Marketing Communication (IMC): concepts and process, IMC promotion Mix, Advertising - Meaning, objectives its role and functions, Classification of advertising, economic, social and ethical issues in advertising, DAGMAR approach, STP strategies in advertising, Advertising Agencies, |                                       | 7                        |
| II   | Process in Advertising: Consumer and mental process in buying, AIDA model, Hierarchy of effects model, Information processing model, Advertising Budget – Top down and Build up approach, methods of advertising – Affordable method, arbitrary allocation method, percentage of sales method, competitive parity method, Objective and Task method.       |                                       | 7                        |
| III  | Advertising Creativity: Meaning of creativity, Creative strategy, Creative tactics, Advertising Appeals, USP theory of creativity, Copywriting: Meaning and Definition of Copywriting, The Copywriter, Copywriting for Print, Copywriting guidelines, Radio Copywriting, TV Copywriting, Writing for the Web, Tips for writing good web content            |                                       | 8                        |
| IV   | Media Planning and Strategy: Media Types and their characteristics; Setting Media objectives; Steps involved in media planning,  |                                       | 8                        |
|  | evaluation of media, media scheduling strategy, Evaluation of advertising effectiveness – need and purpose of evaluation, pre-testing and post testing techniques, Advertising research, decision areas in international advertising.  |                                       |                          |
| <b>Suggested Readings:</b><br>1. George E Belch & Michael A Belch: Advertising and promotion- An integrated Marketing Communication Perspective-McGraw Hill Education 2009<br>2. Chunawala & Sethia : Foundations of Advertising Theory & Practice; Himalaya PublishingHouse 2011<br>3. Copley Paul: Marketing Communications Management Concepts & theories, Cases and Practices; Butterworth Heinemann Publication.<br>4. Aaker, David A. et al., Advertising Management, PHI,   |  |                                       |                          |
| Suggested Continuous Evaluation Methods:<br>In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.   |  |                                       |                          |
| Suggested equivalent online courses: .....   |  |                                       |                          |
| Further Suggestions: .....   |  |                                       |                          |

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|--|---|-----------------------------|
| Programme/Class: Degree  | Year: Third   | Semester: Fifth             |
| Course/ paper-14 (A)   |   |                             |
| Course Code: F010502T  | Course Title: Entrepreneurship and small business management  |                             |
| <b>Course outcomes:</b><br>The aim of the course is to develop concept of entrepreneur and entrepreneurship among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about entrepreneurship and small businesses. The outcome of the course will be as follows –<br>To provide knowledge about entrepreneurial concept<br>To provide knowledge about entrepreneurship development, EDPs and support system.<br>To give an overview about project and project report preparation<br>To give an overview about the small business. |   |                             |
| Credits: 3   |   | Compulsory                  |
| Max. Marks: 25+75  |   | Min. Passing Marks:         |
| Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-0  |   |                             |
| Unit   | Topics  | No. of Lectures<br>Total=30 |
| I  | Entrepreneurship: Concept, Role & Importance in Indian Economy, Theories of Entrepreneurship, Entrepreneurs – Evolution of concept<br>Types of entrepreneurs, traits of entrepreneur, entrepreneurs Vs managers, Entrepreneurs, problems faced by entrepreneurs, Women Entrepreneurs, Rural Entrepreneurs | 8                           |
| II   | Entrepreneurial Development and Institutional Support System: Entrepreneurship development, Concept and Significance, Entrepreneurial Development Programmes (EDP), problems of EDP, Institutional support to entrepreneurs, Arrangement of finance and support from financial institutions               | 8                           |
| III  | Business Idea: Environmental analysis, Search for business idea, Identification of projects, Selection of project, Project formulation, Project report, project appraisal.  | 8                           |
| IV   | Small Business: Definitions, MSMED Act 2006, Strategic Planning and its steps for small business, Incentives and subsidies available to small business, forms of ownership, Registration as SSI   | 6                           |
| <b>Suggested Readings:</b><br>1. Entrepreneurship 10th Ed (Indian Edition) 2016 by Robert Hisrich Michael Peters Dean Shepherd, McGraw Hill<br>2. Khanka, S.S.; Entrepreneurial Development; S. Chand and Co. 2020<br>3. Kumar, Arya; Entrepreneurship; Pearson Education.<br>4. Desai, Vasant; Dynamics of Entrepreneurial Development and Management; Himalaya Publishing<br>5. Blundel, R. and Lockett, N.; Exploring Entrepreneurship Practices and Perspectives; Oxford Publications.   |   |                             |
| Suggested Continuous Evaluation Methods:<br>In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.   |   |                             |
| Suggested equivalent online courses: .....   |   |                             |
| Further Suggestions: .....   |   |                             |

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| Programme/Class: Degree   |  | Year: Third                    | Semester: Fifth             |
| Course/ paper-14 (B)  |  |                                |                             |
| Course Code: F010502T   |  | Course Title: Sales management |                             |
| <b>Course outcomes:</b><br>The aim of the course is to build knowledge, understanding and skills in sales management among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about sales management. The outcome of the course will be as follows –<br>To provide knowledge about sales personnel and salesmanship.<br>To provide knowledge about personal selling and focus light on the different perspectives of managing sales force.<br>To give an overview about importance of sales force in organization.<br>To give an overview about concept of distribution channels. |  |                                |                             |
| Credits: 3  |  | Compulsory                     |                             |
| Max. Marks: 25+75   |  | Min. Passing Marks:            |                             |
| Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-0   |  |                                |                             |
| Unit  | Topics   |                                | No. of Lectures<br>Total=30 |
| I   | Introduction to Sales Management: Concept, Evolution of sales function, Objectives of sales management positions, Functions of Sales manager and their relation with other executives.   |                                | 8                           |
| II  | Salesmanship: Theories of personal selling, Types of Sales executives, Qualities of sales executives, Personal selling process, Showroom &exhibition,  |                                | 8                           |
| III   | Sales Organization and Relationship: Purpose of sales organization, Types of sales organization structures, Sales department external relations, Distributive network relations.<br>Sales Force Management: Recruitment and Selection, Sales Training, Sales Compensation. |                                | 8                           |
| IV  | Distribution Network Management: Types of Marketing Channels, Factors affecting the choice of channel, Types of middleman and their characteristics, Concept of physical distribution system.  |                                | 6                           |
| <b>Suggested Readings:</b><br>1. Cundiff, Still, Govoni, Sales Management 2017<br><br>2. Pradhan, Jakate, Mali, Salesmanship & Publicity 2016<br><br>3. S.A. Chunawalla, Sales Management   |  |                                |                             |
| Suggested Continuous Evaluation Methods:<br>In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.  |  |                                |                             |
| Suggested equivalent online courses: .....  |  |                                |                             |
| Further Suggestions: .....  |  |                                |                             |

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| Programme/Class: Degree   | Year: Third  | Semester: Fifth             |
| Course/ paper-15 (A)  |  |                             |
| Course Code: F010503T   | Course Title: Industrial Relations & Labour Laws   |                             |
| <b>Course outcomes:</b><br>This course will help students identify and develop an overview of industrial relations. It also help in acquiring knowledge and understanding of Industrial Labour and General Laws. <ul style="list-style-type: none"><li>• Knowledge of Industrial Relation framework</li><li>• Competency to understand the importance of Employee Relation within the perspective of Industrial Relation</li><li>• Knowledge about relevant Laws of HR management</li><li>• Competency to interpreted and implement the Labour Laws within organization</li><li>• Competency to use Collective Bargaining and Grievance redressal Mechanism</li></ul> |  |                             |
| Credits: 3  |  | Compulsory                  |
| Max. Marks: 25+75   |  | Min. Passing Marks:         |
| Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-0   |  |                             |
| Unit  | Topics   | No. of Lectures<br>Total=30 |
| I   | Industrial Relations: Role - Importance - Trade Unions - Industrial disputes and their Resolutions.  | 6                           |
| II  | Participative Management: Structure - Scope - Collective Bargaining - Works Committee - Joint Management Councils - Pre-Requisite for successful participation - Role of Government in Collective Bargaining.  | 8                           |
| III   | Industrial unrest: Employee dissatisfaction - Grievances - Disciplinary Action - Domestic Enquiry - Strikes - lockout - Prevention of Strikes - Lockouts. Discipline: Positive, negative discipline, disciplinary procedure, Absenteeism, Turnover, Dismissal and Discharge. | 8                           |
| IV  | Factories Act: Meaning, Definition – Welfare – Safety – Health Measures. Workmen’s Compensation Act and International Labor Organization - Role and Function, General provisions of Bonus Act and Gratuity Act   | 8                           |
| <b>Suggested Readings:</b><br>5. Sreenivasan M.R - Industrial Relations & Labor legislations. 2012<br>6. Aswathappa K - Human Resource and Personnel Management. 2005<br>7. Subba Rao P - Human Resource Management and Industrial Relations.<br>8. Monoppa - Industrial Relations. 5. S.C. Srivastava, Industrial Relation of Labour Laws.   |  |                             |
| Suggested Continuous Evaluation Methods:<br>In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.  |  |                             |
| Suggested equivalent online courses: .....  |  |                             |
| Further Suggestions: .....  |  |                             |



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|---|---|-----------------------------|
| Programme/Class: Degree   | Year: Third   | Semester: Fifth             |
| Course/ paper-15 (B)  |   |                             |
| Course Code: F010503T   | Course Title: Company Accounts  |                             |
| <b>Course outcomes:</b><br>The aim of the course is to build knowledge, understanding and skills in the area of company accounts among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about accounting practices relevant to companies. The outcome of the course will be as follows- |   |                             |
| <ul style="list-style-type: none"><li>To understand joint stock companies and knowledge about shares and debentures.</li><li>To have understanding about final accounts and accounting practices related to amalgamation.</li></ul>   |   |                             |
| Credits: 3  | Compulsory  |                             |
| Max. Marks: 25+75   | Min. Passing Marks:   |                             |
| Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-0   |   |                             |
| Unit  | Topics  | No. of Lectures<br>Total=30 |
| I   | Joint Stock Companies: Its types and share capital, Issue, Forfeiture and Re-issue of shares, Redemption of preference shares, Issue and Redemption of Debenture. | 7                           |
| II  | Final Accounts: Including Computation of managerial Remuneration and disposal of profit.  | 7                           |
| III   | Accounting for Amalgamation of companies as per Accounting Standard 14, Accounting for Internal reconstruction, Liquidation of Company.                           | 8                           |
| IV  | Consolidated Balance Sheet of Holding Companies with one Subsidiary only, Statement of Affairs and Deficiency/Surplus, Receivers Receipt and Payment A/c.         | 8                           |
| <b>Suggested Readings:</b><br>1. Gupta R.L. Radhaswamy M, Company Accounts 2021<br>2. Maheshwari, S.N., Corporate Accounting 2022<br>3. Monga J.R., Ahuja, Girish, and Sehgal Ashok, Financial Accounting<br>4. Shukla, M.C., Grewal T.s. and Gupta, S.C. Advanced Accounts   |   |                             |
| Suggested Continuous Evaluation Methods:<br>In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.  |   |                             |
| Suggested equivalent online courses: .....  |   |                             |
| Further Suggestions: .....  |   |                             |

### BBA Third Year (Sixth Semester)

| Year | Sem. | Subject             | Part | Paper Code | Paper Name               | Credit |
|------|------|---------------------|------|------------|--------------------------|--------|
| 3    | VI   | Course/<br>paper-16 | A    | F010601T   | Project Management       | 3      |
|      |      |                     | B    |            | Goods & Service Tax      | 3      |
|      | VI   | Course/<br>paper-17 | A    | F010602T   | Auditing                 | 3      |
|      |      |                     | B    |            | International Trade      | 3      |
|      | VI   | Course/<br>paper-18 | A    | F010603T   | Strategic Management     | 3      |
|      |      |                     | B    |            | Training and Development | 3      |

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|--|--|----------------------------------|--------------------------|
| Programme/Class: Degree  |  | Year: Third                      | Semester: Sixth          |
| Course/ paper-16 (A)   |  |                                  |                          |
| Course Code: F010601T  |  | Course Title: Project Management |                          |
| <b>Course outcomes:</b> <ul style="list-style-type: none"><li>Students will be able to understand the characteristics of Project and Project Management Knowledge</li><li>The students will understand the managerial process along with tools &amp; techniques used in Project management Knowledge</li><li>Students will understand the scheduling and monitoring process in Project. They will be able to apply PERT and CPM method for project scheduling</li><li>Students will understand the perspectives in which optimum decisions are to be taken in case of risks with planned activities in project</li></ul> |  |                                  |                          |
| Credits: 3   |  | Compulsory                       |                          |
| Max. Marks: 25+75  |  | Min. Passing Marks:              |                          |
| Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-0  |  |                                  |                          |
| Unit   | Topics   |                                  | No. of Lectures Total=30 |
| I  | Definitions & Characteristics of Project, Types of Projects, Project Life Cycle, Project Management Process: Introduction, Tools & Techniques of Project Management. Project Team and Scope of Project Management, Project Organization.   |                                  | 6                        |
| II   | Project Identification & Selection: Identification, Generation of ideas, Approaches to Project Screening and Selection, Project Rating Index. Market & Demand Analysis Techniques: Survey & Trend Projection Methods. Project Risk Management  |                                  | 8                        |
| III  | Project Costing: Fundamental components of Project Cost, Types of Costs: Direct, Indirect, Recurring, Non-Recurring, Fixed, Variable, Normal, Expedite costs. Project Financing and Budgeting: Sources of Finance, Social Cost Benefit Analysis (SCBA) of Project, Project Scheduling and Network Analysis: Steps in Project Scheduling and Network design, Introduction to CPM and PERT,                  |                                  | 8                        |
| IV   | Monitoring and Control: Planning- Monitoring and Control Cycle. Project Management Information System. Milestone Analysis and Tracking Gantt chart. Earned Value Analysis (EVA): Planned Value(PV), Earned Value (EV), Cost Variance (CV), Schedule Variance (SV), Cost performance Index (CPI), Schedule performance Index (SPI). Project Termination: Types of Terminations, Project Termination Process |                                  | 8                        |
| <b>Suggested Readings:</b> <ol style="list-style-type: none"><li>Project Management- A Managerial Approach: Jack R. Meredith Broyhill Samuel J. Mantel, Jr (JohnWiley &amp; Sons) 2008</li><li>Project Management : Mr. Sanjiv Marwah- (Wiley Dreamtech) 2011</li><li>Project- Preparation, Appraisal, Budgeting and Implementation: Chandra Prasanna - (TMH)</li><li>Project Management Core Text Book : M R Gopalan (Wiley)</li><li>Quantitative Techniques in Management : N D Vohra (TMH)</li><li>Entrepreneurship and Small Business Management : M B Shukla</li></ol>  |  |                                  |                          |
| Suggested Continuous Evaluation Methods:<br>In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.   |  |                                  |                          |
| Suggested equivalent online courses:<br>.....  |  |                                  |                          |
| Further Suggestions:<br>.....  |  |                                  |                          |

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|---|--|-----------------------------------|--------------------------|
| Programme/Class: Degree   |  | Year: Third                       | Semester: Sixth          |
| Course/ paper-16 (B)  |  |                                   |                          |
| Course Code: F010601T   |  | Course Title: Goods & Service Tax |                          |
| <b>Course outcomes:</b><br>The aim of the course is to build knowledge and understanding about GST among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about GST. The outcome of the course will be as follows –<br>To provide knowledge about indirect taxes before GST.<br>To provide knowledge about registration and documentation process under GST.<br>To give an overview about tax exemptions.<br>To give an overview about filing of GSTR.                |  |                                   |                          |
| Credits: 3  |  | Compulsory                        |                          |
| Max. Marks: 25+75   |  | Min. Passing Marks:               |                          |
| Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-0   |  |                                   |                          |
| Unit  | Topics   |                                   | No. of Lectures Total=30 |
| I   | Introduction : Constitutional framework of Indirect Taxes before GST(Taxation Powers of Union & State Government); Concept of VAT: Meaning, Variants and Methods; Major Defects in the structure of Indirect Taxes prior to GST; Overview of GST ; Structure of GST (SGST, CGST, UTGST & IGST); GST Council.   |                                   | 7                        |
| II  | Supply of Goods and Services - Definition of supply; Place of Supply: Intra-State and Inter-State supply; Composite and Mixed supply; Import and Export; Supplies of goods and services liable to be reverse charged; Time of supply; Nil rated supplies, Zero rated supplies, Exempted supplies & Non-GST supplies.   |                                   | 7                        |
| III   | Registration and Documentation:<br>(A) Registration-Persons liable to registration; Compulsory registration; Procedure of Registration; Exemption from Registration; Composition Scheme.   |                                   | 8                        |
|   | (B) Documentation- Tax Invoice; Bill of Supply; Receipt Voucher; Payment Voucher; Refund Voucher; Debit Note; Credit Note. Returns: GSTR 1 and GSTR 2, Monthly / Quarterly Return, Annual Return; Time and procedure of filing of Returns.   |                                   |                          |
| IV  | Input Tax Credit: Introduction, Concept of Input Service Distributor, Legal Formalities for an ISD, Distribution of Credit, Claiming Input Tax Credit for inputs goods, Claiming Input Tax Credit for Capital Goods<br>Payment of Tax- (a) Through Input Tax Credit (b) By cash / bank after generation of online Challan.<br>E-Way Bill: Introduction, Preparation of E-Way Bill, Important Points for Transporter.<br>GST Portal: Introduction, GST Eco-system, GST Suvidha Provider (GSP), Uploading Invoices |                                   | 8                        |
| <b>Suggested Readings:</b><br>1. Anandaday Mishra, GST Law & Procedure, Taxman. 2021<br>2. Goods and Service Tax Acts. 2022<br>3. Relevant Goods and Services Tax Rules. Nitya Tax Associates Basics of GST Taxman<br>4. Publication on GST by the Institute of Chartered Accountants of India ( <a href="http://www.icaai.org">www.icaai.org</a> ) 2022<br>5. Publication on GST by the Central Board of Excise and Customs ( <a href="http://www.cbec.org">www.cbec.org</a> ). 2022<br>6. Nitya Tax Associates Basics of GST Taxman |  |                                   |                          |
| <b>Suggested Continuous Evaluation Methods:</b><br>In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.   |  |                                   |                          |
| Suggested equivalent online courses: .....  |  |                                   |                          |
| Further Suggestions: .....  |  |                                   |                          |

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|---|---|-----------------------------|
| Programme/Class: Degree   | Year: Third   | Semester: Sixth             |
| Course/ paper-17 (A)  |   |                             |
| Course Code: F010602T   | Course Title: Auditing  |                             |
| <b>Course outcomes:</b><br>The aim of the course is to build knowledge and understanding about Auditing among the student. The outcome of the course will be as follows –<br>To provide knowledge about Auditing and its different types.<br>To provide knowledge about audit procedure and audit of limited companies.<br>Students will get an overview about special audit recent trends in auditing. |   |                             |
| Credits: 3  |   | Compulsory                  |
| Max. Marks: 25+75   |   | Min. Passing Marks:         |
| Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-0   |   |                             |
| Unit  | Topics  | No. of Lectures<br>Total=30 |
| I   | Introduction: Meaning and objectives of Auditing, Types of Audit, Internal Audit, Audit Programme, Audit Notebook, Routine Checking and Test Checking   | 6                           |
| II  | Internal Check System: Internal Control, Audit Procedure: Vouching, Verification of Assets and Liabilities.   | 7                           |
| III   | Audit of Limited Companies: Company Auditor - Appointment, Powers, Duties and Liabilities. Auditor’s Report and Audit Certificate.  | 7                           |
| IV  | Special Audit: Audit of Banking Companies, Audit of Insurance Companies, Audits of Educational Institutions, Audit of Cooperative Societies, Efficiency Audit, Social Audit etc.<br>Recent trends in Auditing: Nature and Significance of Cost Audit, Tax Audit, Management Audit | 10                          |
| <b>Suggested Readings:</b><br>1. Basu B.K., An insight with Auditing 2017<br>2. Gupta Kamal, Contemporary Auditing 2021   |   |                             |
| Suggested Continuous Evaluation Methods:<br>In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.  |   |                             |
| Suggested equivalent online courses:<br>.....   |   |                             |
| Further Suggestions:<br>.....   |   |                             |

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|---|---|-----------------------------|
| Programme/Class: Degree   | Year: Third   | Semester: Sixth             |
| Course/ paper-17 (B)  |   |                             |
| Course Code: F010602T   | Course Title: International Trade   |                             |
| <b>Course outcomes:</b><br>The aim of the course is to build knowledge and understanding about International Trade among the student. The outcome of the course will be as follows – <ul style="list-style-type: none"><li>To provide knowledge about different methods of international trade.</li><li>To provide knowledge about international economic institutions.</li><li>Students will get an overview about India foreign trade and India’s trade policy.</li></ul> |   |                             |
| Credits: 3  |   | Compulsory                  |
| Max. Marks: 25+75   |   | Min. Passing Marks:         |
| Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-0   |   |                             |
| Unit  | Topics  | No. of Lectures<br>Total=30 |
| I   | Introduction: Basics of international trade, international trade theories, drivers of international trade, restraining forces, recent trends in world trade.  | 6                           |
| II  | Foreign trade: Foreign trade & economic growth, balance of trade, balance of payments, free trade, forms and restrictions.  | 7                           |
| III   | International economic institutions: IMF, World Bank, WTO (in brief), Regional economic groupings - NAFTA, EU, ASEAN, SAARC.  | 7                           |
| IV  | India’s foreign trade: Recent trends in India’s foreign trade, institutional infrastructure for export promotion in India, projects & consultancy exports. Trade Policy: India’s Trade policy, export assistance, marketing plan for exports. | 10                          |
| <b>Suggested Readings:</b><br>3. Varshney & Bhattacharya, International Marketing 2020  |   |                             |
| Suggested Continuous Evaluation Methods:<br>In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.  |   |                             |
| Suggested equivalent online courses:<br>.....   |   |                             |
| Further Suggestions:<br>.....   |   |                             |

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|--|---|-----------------------------|
| Programme/Class: Degree  | Year: Third   | Semester: Sixth             |
| Course/ paper-18 (A)   |   |                             |
| Course Code: F010603T  | Course Title: Strategic Management  |                             |
| <b>Course outcomes:</b><br>The aim of the course is to build knowledge and understanding about Strategic Management among the student. The outcome of the course will be as follows – <ul style="list-style-type: none"><li>To develop analytical and administrative skills required for implementation of strategy.</li><li>To understand the Strategic management process and variables to address in change process</li><li>To relate the considerations involved in designing organizational structure</li><li>To assess organizational culture and apply best practices to develop strategy supportive culture</li><li>To appreciate the importance of values and ethics in organizational culture.</li><li>To exercise strategic leadership in effecting change.</li></ul> |   |                             |
| Credits: 3   |   | Compulsory                  |
| Max. Marks: 25+75  |   | Min. Passing Marks:         |
| Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-0  |   |                             |
| Unit   | Topics  | No. of Lectures<br>Total=30 |
| I  | Interrelationship of formulation and implementation of strategy. Strategic management Process. Key tasks in implementing strategy, Role of implementers at different levels. Principal managerial components of strategy execution process- Building capable organization, staffing the organization, building core competencies and competitive capabilities, Matching organization structure to strategy-Value chain activities to perform /outsource, Centralization Vs decentralization in decision making, Providing for internal coordination and collaboration with strategic allies | 6                           |
| II   | Managing internal operations: marshalling resources, instituting policies and procedures, adopting best practices for continuous improvement, TQM and six sigma quality programmes, installing information and operating systems, Tying rewards and incentives to execution   | 8                           |
| III  | Corporate Culture and leadership: perpetuating the culture, aspects of healthy, unhealthy culture and adaptive culture, changing a problem culture – symbolic and substantial culture changing actions. Grounding the culture in core values and ethics   | 8                           |
| IV   | Strategic Evaluation and Control- Types of organizational controls – feed forward, real time and feedback, meaning of Strategic and operational controls and their types, steps in strategic control process, Evaluation techniques for strategic control, Evaluation techniques for operational control, Balance Score card  | 8                           |
| <b>Suggested Readings:</b><br>7. Lawrence, R. Jauch and William F. Glueck; Strategic Management and Business Policy, - McGraw – Hill 2014<br>8. Wheelen & Hunger, Concepts in Strategic Management and Business Policy, 12 <sup>th</sup> edition, Pearson Education. 2011<br>9. Kazmi, Azhar, (2008), Strategic Management and Business Policy, 3rd Edition, McGraw Hill Education.<br>10. R. Srinivasan, Strategic Management the Indian context, Prentice Hall of India<br>11. L. M. Prasad – Strategic Management – Sultan Chand 2015   |   |                             |
| <b>Suggested Continuous Evaluation Methods:</b><br>In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.  |   |                             |

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|---|--|-----------------------------|
| Programme/Class: Degree   | Year: Third  | Semester: Sixth             |
| Course/ paper-18 (B)  |  |                             |
| Course Code: F010603T   | Course Title: Training and Development   |                             |
| <b>Course outcomes:</b>   |  |                             |
| <ul style="list-style-type: none"><li>• The field of Training and Development and its role in optimizing performance.</li><li>• Applying theoretical concepts and models to training design.</li><li>• Designing training interventions using a variety of methodologies.</li><li>• Evaluating the effectiveness of training &amp; development interventions.</li><li>• Assessing whether training &amp; development is a viable career option.</li></ul> |  |                             |
| Credits: 3  |  | Compulsory                  |
| Max. Marks: 25+75   |  | Min. Passing Marks:         |
| Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-0   |  |                             |
| Unit  | Topics   | No. of Lectures<br>Total=30 |
| I   | Introduction: Concepts and Rationale of Training and Development; Difference between Training, Development & Education, overview of training and development systems; organizing training department; training and development policies; Requisites of Effective Training.   | 7                           |
| II  | Training Needs Assessment (TNA): Meaning of TNA, Purpose and Methods of TNA, the Need Assessment Process – Organizational Analysis, Person Analysis, Task Analysis, Output of TNA. Learning Theories.  | 7                           |
| III   | Designing, Conducting & Evaluation of Training Program: Areas of training, Types of training, System’s Approach to Training, Training Methods, Designing a training program, contents & scheduling, study material, selecting a trainer, deciding method of training, Types of Teaching Aids in Training, Training Evaluation & Methods of Training Evaluation, Training Effectiveness Models - Kirkpatrick Model of Training Effectiveness, CIRO Model. | 8                           |
| IV  | Executive Development: Importance of Executive Development, Steps in the organization of a management Development Program/ Executive Development Program, Methods/ Techniques of Management Development Program, Special Issues in Training & Development – Legal Issues, Cross Cultural Preparation, Managing Workforce Diversity, Sensitivity Training, Succession Planning.   | 8                           |
| <b>Suggested Readings:</b>  |  |                             |
| 12. Noe, Raymond A., and Amitabh Deo Kodwani, Employee Training and Development, Tata McGraw Hill, 5th Edition, 2012.   |  |                             |
| 13. Rao VSP, Human Resource Management, Excel Books Publication, 3rd Edition. 2013.   |  |                             |
| 14. Rolf, P., and Udai Pareek, Training for Development, Sage Publications Pvt.Ltd.   |  |                             |
| 15. Jack J. Phillips, Hand book of Training Evaluation and Measurement Methods, Routledge.  |  |                             |
| 16. Dayal, Ishwar, Management Training in Organisations, Prentice Hal   |  |                             |
| Suggested Continuous Evaluation Methods:  |  |                             |
| In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instill in student a sense of decision making and practical learning.  |  |                             |
| Suggested equivalent online courses: .....  |  |                             |
| Further Suggestions: .....  |  |                             |