



Shri Mata Vaishno Devi University

School of Business

Sub Post office-182320, Jammu & Kashmir
(Recognized under Section 12 (B) & 2 (f) of UGC Act, 1956)

No: SMVDU/SoB/20/ 392

Date: 08.09.2020

Minutes of Meeting of Board of Studies of School of Business

An online meeting of Board of Studies (BoS) of School of Business (SoB) was held on 05.09.2020 from 12.00 p.m. The following members attended the meeting:

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|------------------------------|--|
| 1. Dr. Saurabh | Head SoB- Chairman |
| 2. Prof . Raj Kumar | Vice Chancellor , Punjab University, Chandigarh, Expert member |
| 3. Ms. Neetu Jain | Head Finance, SKF Ltd. Bangaluru, Expert Member |
| 4. Dr. Suparn Kumar Sharma | Member |
| 5. Dr. Ashutosh Vashishtha | Member |
| 6. Dr. Jyoti Sharma | Member |
| 7. Dr. Sushil Kumar Mehta | Member |
| 8. Dr. Hari Govind Mishra | Member |
| 9. Dr. Arti Maini | Member |
| 10. Dr. Rashmi Taggar | Member |
| 11. Dr. Syeda Shazia Bukhari | Member Secretary |
| 12. Dr. Deepak Jain | Member |

(Dr. Sanjay Kumar Mishra, Assistant Professor, School of Business and Prof. (Dr.) Dinabandhu Mukhopadhyay, Professor, SoB and Dean, Faculty of Management, SMVDU did not attend the meeting.)

The member secretary welcomed the members of Board of Studies (BoS) of School of Business (SoB), and invited their suggestions/ recommendations over the following agenda items.

Agenda 1: Review of the program structure and course content of Introducing Five Years Integrated MBA Program {BBA (Hons.) + MBA}, with an exit option after BBA {Hons} and Two Year MBA Program for Academic Year 2020-21

- a) With reference to the minutes of meeting of Academic Affairs Committee of School of Business issued vide No. SMVDU/SoB/20/95 dated 19/03/2020 regarding introducing five years **Integrated MBA Program (BBA (Hons.) + MBA) with exit option after BBA (Hons.)**, and the course structure of the same, the Board of Studies SoB, deliberated on the program structure and content of courses. Head, School of Business informed that the syllabus committee of the School of Business has proposed the program structure and content for the five years Integrated MBA Program (BBA (Hons.) + MBA) with exit option after BBA (Hons.), after the consultation with various stakeholders and deliberations at various levels. However, based on the discussions held in the Dean, FoM and Head of

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5. Based on the observation of the expert members the BoS recommends the focus on delivery of management education in School of Business in line with Bhartiya Gyan Parampara. The case-studies and pedagogy should focus on using modern techniques and requirement of digitisation as well as well as preparing the youth with modern techniques along with bhartiya traditions, culture and value system.
6. Regular workshops and seminars/ webinars and training programs must be organised at School of Business, in the field of Bhartiya Gyan Parampara, Indian Tradition System, Cultural Adaptation and Cross Cultural Management and Modern Technologies. The students must be given business and industry exposure along with the exposure of digital dynamics, robotics and artificial intelligence, to keep them abreast with latest technologies.
7. It is recommended to explore for more specialization areas and introduce them at the subsequent stages in the syllabus.
8. The University shall be adopting the New Education Policy 2020. In view of this the BOS-SOB recommends, that the program structure as recommended above, may be reviewed as per the University policy in this regard at subsequent stages.

The meeting ended with the expression of gratitude.

(Dr. Syeda Shazia Bukhari)
Member Secretary, BOS, SoB

Copy to:

1. Dean , Faculty of Management
2. Dean (AA) for information
3. Members, Board of Studies, School of Business
4. Registrar
5. PS to VC, for the information of HVC



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Schools committee, the committee has reviewed the program structure under the Credit Based Choice Scheme of the University Grants commission, (UGC) New Delhi India. Hence forth the committee proposes a revised structure for the BBA (Hons.) of the integrated program. The credit distribution has been restructured for six credits for core courses and open electives/ interdisciplinary/generic elective/ discipline elective courses and the four credits for the skill enhancement/ ability enhancement courses.

- b) The expert member Prof. Raj Kumar, Vice Chancellor, Punjab University, Chandigarh praised the efforts of the syllabus committee and the members of School of Business for the elaborative and contemporary design of the syllabus. Prof. Raj Kumar emphasized on the requirement of making the program structure aligned with the New Education Policy of the Government. He also stressed on designing the syllabus in such a way so that the students have an understanding of the Indian traditions and value systems as well as develop an aptitude to solve the range of problems from local to global level. He suggested to include the concepts of Start-up India, Aatm-Nirbhar Bharat, Unnat Bharat Abhiyan etc in the contents at the appropriate space in the syllabus.
- c) Ms. Neetu Jain Head, Finance, SKF Ltd. Bangaluru, an expert member, appreciated the program structure and contents. She suggested to include the concept of digitization and robotics and process automation (RBA) in the program structure.

Recommendations of BOS, SoB:

1. Based on the discussions and the suggestions the BOS recommends the syllabus and structure for Introducing Five Years Integrated MBA Program {BBA (Hons.) + MBA}, with an exit option after BBA {Hons} and Two Year MBA Program for Academic Year 2020-21. The concepts of Aatm Nirbhar Bharat and Start-up have been included in the courses such as Business Environment and Entrepreneurship. The courses such as Digital Innovation Strategies as well as Rural Marketing include the concept of digitalisation strategies. The students admitted at the undergraduate level shall be allowed for credit transfer and the syllabus has been adapted accordingly
2. The proposed structure includes the inter disciplinary requirement of the UGC and hence the students may be allowed to explore the courses under open elective from other schools such as humanities and social sciences/ literature and language/ sciences/ engineering, specially at undergraduate level.
3. It is recommended to encourage the students to take up the elective courses from various disciplines. The proposed structure has the subjects such as Discourse on Human Virtues, Professional Ethics, Morality in Indian Tradition and Know your Constitution etc. that shall add to the personality and serve in nation building.
4. It is recommended that the undergraduate students shall be devoting the NSS hours. The NSS of the University includes the engagement of the students under Unnat Bharat Scheme, Swachh Bharat Abhiyaan, and Local/ Community engagement. Also the summer training of the students shall be aligned with the Start-Up India.

COURSE STRUCTURE

BBA (Honors)		Credit (L-T-P)	
Semester & Nature of Course	Name of Course		
Semester-I			
Core Discipline	Business Mathematics and Statistics	6 Credits (4-2-0)	BUL1401
Core Discipline	Business Environment	6 Credits (4-2-0)	BUL1011
Core Discipline	Principles of Management	6 Credits (4-2-0)	BUL1261
Elective Course-Generic / Interdisciplinary (Any One from the List of Generic Elective / Interdisciplinary Courses)	-To be chosen from open elective of other schools offered during that time or from the list-	6 Credits (4-2-0)	
Semester-II			
Ability Enhancement - Compulsory	Computers and IT Skills	4 Credits (2-0-4)	BUL1411
Core Discipline	Business Economics	6 Credits (4-2-0)	BUL1061
Core Discipline	Financial Accounting for Decision Making	6 Credits (4-2-0)	BUL1271
Elective Course-Generic / Interdisciplinary (Any One from the List of Generic Elective / Interdisciplinary Courses)	-To be chosen from open elective of other schools offered during that time or from the list-	6 Credits (4-2-0)	
Semester-III			
Ability Enhancement - Compulsory	Environmental Studies	4 Credits (4-0-0)	BUL2131
Core Discipline	Fundamentals of Organizational Behavior	6 Credits (4-2-0)	BUL2261
Core Discipline	Cost and Management Accounting	6 Credits (4-2-0)	BUL2271
Core Discipline	Principles of Marketing	6 Credits (4-2-0)	BUL2251
Elective Course-Generic / Interdisciplinary (Any One from the List of Generic Elective / Interdisciplinary Courses)	-To be chosen from open elective of other schools offered during that time or from the list-	6 Credits (4-2-0)	
Semester-IV			
Ability Enhancement - Compulsory	Software Packages - I (R Programming)	4 Credits (2-0-4)	BUL2221
Core Discipline	Business Research Methods	6 Credits (4-2-0)	BUL2222
Core Discipline	Introduction to Human Resource Management	6 Credits (4-2-0)	BUL2262
Core Discipline	Introduction to Financial Management	6 Credits (4-2-0)	BUL2272
Core Discipline	Production and Operations Management	6 Credits (4-2-0)	BUL2281
Discipline Special Elective (Elective 1 st Paper)	Legal Aspects of Business	6 Credits (4-2-0)	BUL3011
Discipline Special Elective (Elective 2 nd Paper)	----- To be chosen from list-----	6 Credits (4-2-0)	
*Summer Training Report in lieu of 2 Generic/interdisciplinary elective courses	6 to 8 weeks of Summer Training completed by the students after IV semester followed by submission of Summer Training Report.	6 Credits (4-2-0)	BUT3011
Semester-VI			
Ability Enhancement - Compulsory	Software Packages - II (Python)	4 Credits (2-0-4)	BUL3221
Core Discipline	Logistics Management	6 Credits (4-2-0)	BUL3281
Discipline Special Elective (Elective 3 rd Paper)	----- To be chosen from list-----	6 Credits (4-2-0)	
Discipline Special Elective (Elective 4 th Paper)	----- To be chosen from list-----	6 Credits (4-2-0)	
Completion of UG degree with exit option after BBA (Honors)			

Discipline Special Elective

Marketing		HR	
Semester 5	Course Code	Semester 5	Course Code
Industrial Marketing	BUE3251	Compensation and Benefits	BUE3261
Principles of Sales Management	BUE3252	Employee Relations	BUE3262
Advertising and Public Relations	BUE3253	Labour Legislations	BUE3263
Tourism and Hospitality Marketing	BUE3254	Knowledge Management	BUE3264
Semester 6		Semester 6	
Principles of Retail Management	BUE3255	Employee Training and Development	BUE3265
International Marketing	BUE3256	HRD System and Strategies	BUE3266
e-Marketing	BUE3257	Employee Engagement	BUE3267
Customer Relationship Management	BUE3258	Employee Welfare and Social Security	BUE3268

Finance	
Semester 5	Course Code
Corporate Analysis and Valuation	BUE3271
Principles of Taxation	BUE3272
Financial Institutions and Markets	BUE3273
Investment Management	BUE3274
Semester 6	
Principles of Banking and Insurance	BUE3275
Financial Derivatives	BUE3276
Financial Statement Analysis	BUE3277
Fundamentals of International Finance	BUE3278

Note: Subject to minimum number of students opting the elective course and availability of faculty.

MBA Program AY 2020-21 / Five Year Integrated MBA			
*Semester- I / VII			
Ability Enhancement – Compulsory	Business Communication	3 Credits (3-0-0)	BUL6017
Ability Enhancement – Compulsory	Statistical Methods for Management Decisions	3 Credits (3-0-0)	BUL6091
Ability Enhancement – Compulsory	Corporate Financial Reporting and Decision Making	3 Credits (3-0-0)	BUL6271
Core Discipline	Managerial Economics	3 Credits (3-0-0)	BUL6062
Core Discipline	Marketing Management	3 Credits (3-0-0)	BUL6034
Core Discipline	Organization Behavior	3 Credits (3-0-0)	BUL6021
Core Discipline	Digital Innovation Strategies	3 Credits (3-0-0)	BUL6241
Ability Enhancement – Compulsory	Online Course	2 Credits	–NA–
	Viva Voce	2 Credits	BUC6011
Semester-II / VIII			
Ability Enhancement – Compulsory	Research Methodology Applications with SPSS	3 Credits (1-0-4)	BUP6093
Ability Enhancement – Compulsory	Marketing Decision Making	3 Credits (3-0-0)	BUL6033
Ability Enhancement – Compulsory	Managerial Accounting and Decision Making	3 Credits (3-0-0)	BUL6046
Ability Enhancement – Compulsory	Decision Models and Optimization	3 Credits (3-0-0)	BUL6092
Core Discipline	Management of Organizations	3 Credits (3-0-0)	BUL6023
Core Discipline	Digital and Social Media Marketing	3 Credits (3-0-0)	BUL6036
Core Discipline	Corporate Finance	3 Credits (3-0-0)	BUL6042
Core Discipline	Supply Chain Management	3 Credits (3-0-0)	BUL6051
	Viva Voce	2 Credits	BUC6012
Semester III / IX			
Ability Enhancement – Compulsory	Management Control System	3 Credits (3-0-0)	BUL7271
Ability Enhancement – Compulsory	Project Appraisal and Planning	3 Credits (3-0-0)	BUL7018
Core Discipline	Strategic Management	3 Credits (3-0-0)	BUL7011
Core Discipline	Managing Teams	3 Credits (3-0-0)	BUL7021
Discipline Special Elective (Elective 1 st Paper)	----- To be chosen from list-----	3 Credits (3-0-0)	
Discipline Special Elective (Elective 2 nd Paper)	----- To be chosen from list-----	3 Credits (3-0-0)	
Choice Based Credit System Discipline Elective (Elective 1 st Paper)	----- To be chosen from list-----	3 Credits (3-0-0)	
Skill Enhancement – Compulsory	Summer Training	6 Credits	BUT7011
Skill Enhancement – Compulsory	Dissertation – I	2 Credits	BUD7011
Semester-IV / X			
Core Discipline	Entrepreneurship	3 Credits (3-0-0)	BUL7016
Core Discipline	Business Laws	3 Credits (3-0-0)	BUL7017
Core Discipline	Leadership Development	3 Credits (3-0-0)	BUL7261
Discipline Special Elective (Elective 3 rd Paper)	----- To be chosen from list-----	3 Credits (3-0-0)	
Discipline Special Elective (Elective 4 th Paper)	----- To be chosen from list-----	3 Credits (3-0-0)	
Choice Based Credit System Discipline Elective (Elective 2 nd Paper)	----- To be chosen from list-----	3 Credits (3-0-0)	
Skill Enhancement – Compulsory	Dissertation – II	4 Credits	BUD7012

Note: Semester I means the semester I for MBA with lateral entry in MBA program as well as MBA program AY 2020-21 and Semester VII means semester VII for the students promoted in MBA program after successful completion of BB (Hons.) under Five Year Integrated MBA (BBA (Honors) -MBA) with Exit Option

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Discipline Special Elective & Choice Based Credit System Elective

Marketing		HR	
Semester 9	Course Code	Semester 9	Course Code
Consumer Behaviour	BUE6251	Understanding Workplaces and Industrial Psychology	BUE6261
Marketing Strategy	BUE6252	Power and Politics in Organizations	BUE6262
Choice Based Credit System		Choice Based Credit System	
Product and Brand Management	BUE6253	Negotiation Skills	BUE6263
Integrated Marketing Communication	BUE6254	Organization Change and Intervention Strategies	BUE6264
Semester 10		Semester 10	
Retail Marketing	BUE7251	Performance and Talent Management	BUE7029
Marketing of Services	BUE7038	Strategic Human Resource Management	BUE7026
Choice Based Credit		Choice Based Credit	
Rural Marketing	BUE7033	Competency Mapping and Assessment	BUE7261
Social Marketing	BUE7252	Cross-Cultural HRM	BUE7262

Finance	
Semester 9	Course Code
Corporate Tax Planning and Tax Management	BUE6271
Security Analysis and Portfolio Management	BUE6272
Choice Based Credit	
Global Macro Economy and Financial Crisis	BUE6273
Forensic Audit and Fraud Investigation	BUE6274
Semester 10	
Strategic Corporate Finance	BUE7271
Business Valuation, Mergers and Acquisitions	BUE7046
Choice Based Credit	
International Financial Management	BUE7071
Financial Derivatives and Risk Management	BUE7044

Note: Subject to minimum number of students opting the elective course and availability of faculty

Open Elective offered by School of Business

Courses	Credits (L-T-P)	Course Code
Financial Management for Engineers	3 Credits (3-0-0)	BUE3041
Basics of Marketing Management	3 Credits (3-0-0)	BUE2031
Leadership Development for Engineers	3 Credits (3-0-0)	BUE2021
Digital Marketing	3 Credits (3-0-0)	BUE2032
Entrepreneurship Development	3 Credits (3-0-0)	BUE2012

Note: Subject to minimum number of students opting the elective course and availability of faculty

Elective Course-Generic / Interdisciplinary offered by others Schools in SMVDU

Year		Elective Course-Generic / Interdisciplinary
1	Semester 1	Discourse on Human Virtues
	Semester 2	Professional Ethics
2	Semester 3	Morality in Indian Tradition
		Know your Constitution
		Meaning of Life
		Critical Thinking
		Language and Creativity

28

BUL1401			Business Mathematics and Statistics				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
4	2	0	6	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

After successful completion of this course, students shall be able to:

CO1: Explain basic statistical & mathematical concepts in the applied form.

CO2: Interpret the meaning of the estimated statistical & mathematical tools in business problems.

CO3: Apply different measuring and relevant tools/ methods for data in business problems.

CO4: Differentiate between statistical and mathematical concepts

Unit I

(10 Contact Hours)

Theory of Sets: Meaning, Elements, Types, Presentation and Equality of Sets; Union, Intersection, Compliment and Difference of Sets. Arithmetic and Geometric Progression Growth rate: Simple and Compound, Depreciation- Time Value of Money- Future and Present Value, Compounding and Discounting, Matrices-Types, Matrix manipulations and their rules. Order of Matrix, Transpose of Matrix, Inverse and Cramer's Rule.

Unit II

(12 Contact Hours)

Calculus: Meaning & applications in business. Constant and variables, Functions, Limit & Continuity; Differentiability & Differentiation, Differentiation by First principle, Partial and Total Differentiation; Derivatives – First order and Second order Derivatives; Maxima & Minima using Lagrange transform; Fundamentals of Integrals Applications in corporate world.

Unit III

(12 Contact Hours)

Definition, Scope and Limitations of Business Statistics-Frequency distribution- Representation of data by Frequency distribution, Measures of Central tendency- Mean, Median, Mode, Mean. Quartiles, Deciles and Percentiles. Measures of Dispersion: Absolute and Relative measures of Range, Standard Deviation, Coefficient of Variance & Variation, Skewness and Kurtosis.

Unit IV

(12 Contact Hours)

Correlation and Regression: Meaning & Significance in business, Scatter diagram, Karl Pearson's Coefficient of Correlation, Multiple & Partial Correlation, Rank Correlation, Regression lines, Regression coefficients & Applications of Regression and Correlation in Business. Index Numbers: Significance of Index Numbers in Business, Time Reversal & Factor Reversal tests - Base Shifting, Splicing and Deflating, Problems involved in construction of Index Numbers, applications in business

Unit V

(12 Contact Hours)

Time Series Analysis: Meaning & Significance in business, Moving Average Method, Method of Least Squares. Concept of Business Analytics Probability: Meaning & Significance in business, Independent and dependent events; mutually exclusive events; Mathematical Expectation. Theoretical Distribution: Meaning & Significance and applications in business.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks shall be awarded on students' work in the form of Case Study analysis/ quizzes / Reports / Presentations / Seminars/Assignments, which shall be evaluated by the concerned faculty. Hands-on sessions on a statistical software

Reference Books

1. Allen R.G.D. 'Mathematical Analysis for Economics'. St.M.Press.
2. Andy Francis, Business Mathematics and Statistics, Cengage Learning
3. Baumol, W.J. 'Economic Theory and Operations Analysis, Prentice Hall'.
4. Budnick, F.S. 'Applied Mathematics for Business, Economics and Social Sciences', McGraw Hill.
5. Chiang, A.C. 'Fundamental Methods of Mathematical Economics', McGraw Hill.
6. Henderson, 'Microeconomic Theory' A Mathematical Approach, McGraw Hill.
7. Hooda, R. 'Statistics for Business and Economics', Macmillan.
8. Thukral, J.K. Business Mathematics and Statistics, Scholar Tech Press
9. Medhi, J. 'Statistical Methods: An Introductory Text, New Age International.
10. Nagar, A.L. and R.K. Das, 'Basic Statistics', OUP.
11. Bhardwaj, R. S. Mathematics and Statistics for Business, Excel Books
12. Rao, C.R. 'Linear Statistical Inference and Applications', Wiley and Sons.
13. Gupta, S.P. Statistical Methods, S. Chand & Co Ltd.
14. Saha, Suranjan, Practical Business Mathematics & Statistics, Tata McGraw Hill

583

BUL1011				Business Environment			Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
4	2	0	6	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Students aware of the Indian Economic Environment and the policy and planning framework underlying the economic system.

CO2: Student should be able to meaningfully follow and interpret major economic and environmental trends and government policy decisions and understand their implications on industry.

COURSE CONTENTS

UNIT I

Concept of business environment: Significance and nature, the interaction matrix of different environment factors, the process of environmental scanning, basic philosophies of capitalism and socialism with their variants (11 Contact Hours)

UNIT II

Politico-legal environment: Relationship between business and Government of India; Constitutional provisions affecting business; Introduction to some important business laws: MRTP, Industrial (development and regulation) Act 1951, FEMA, SEBI Act, Consumer Protection Act; Changing dimensions of these laws and their impact on business. (11 Contact Hours)

UNIT III

Economic environment: Philosophy and strategy of planning in India; Problem of poverty; Concept of mixed economy: the public sector and the private sector, their changing roles; Industrial policy in India in recent years; Policy with regard to small scale industries and labour; The monetary policy, fiscal policy and union budget as an instrument of growth and their impact on business. Financial institutions and their relevance to business operations. (12 Contact Hours)

UNIT IV

Technological and socio-cultural environment: Impact of technology on Organization, Process of Technological Adaptation and Development, Patents, Technological Collaborations, Government Guidelines, Technology Assessment at government level, ISO Standards and Bureau of Indian Standards. Impact of culture and values: Salient features of Indian culture and values and their implications for industrialization and economic growth; Emergence of middle class and consumerism; Development of business entrepreneurship in India; Social responsibility and Indian business. (12 Contact Hours)

UNIT V

Liberalisation in India: The New Economic Policy; Globalisation; Policy changes for liberalization, Industrial policy; Exim policy; Banking policy; FDI policy; Reforms in capital market; Structural reforms; Impact of reform measures, Salient Features of WTO, Insight into Aatm Nirbhar Bharat campaign of India. (12 Contact Hours)

Natural Environment: Economic Development and Pollution, Increased Pollution Levels, Changing role of Government, Regulations and its impact on business & industry, Green Marketing, Environmental Technology, Ecological implications of technology, Sustainable Development.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Paul, Justine- Business Environment: Text & Cases (Tata McGraw-Hill), Latest edition.
- Cherunilam, Francis- Business Environment: Text & Cases (Himalaya Publishing), Latest edition.
- Shaikh Saleem- Business Environment (Pearson), Latest edition.
- Adhikari M- Economic Environment of Business (Excel Books), 2000, 8th ed, Sultan Chand.
- Ghosh- Economic Environment of Business (Vikas), 2004.
- Morrison J- The International Business Environment (Palgrave, 2003).
- Agarwal R- Business Environment (Excel Books), 2002.
- Bedi S K- Business Environment (Excel Books), 2004.
- George A and Steiner G A- Business, Government and Society (Macmillan)
- Ashwathappa - Business Environment (Himalaya Publishing), 2006, Latest Edition
- Kuppuswamy, B- Social Change in India (Vikas Publishing), Latest Edition
- 12) Kreps- Microeconomics for managers (Norton), 2007

SLB

BUL1261			Principles of Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
4	2	0	6	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Demonstrate proficiency in fundamental management theories and concepts and how they apply to real world situations.

CO2: Develop an understanding of the challenges of management and successfully manage and resolve conflict.

CO3: Employ analytical tools to assess management related business problems and reach defensible conclusions.

COURSE CONTENTS

UNIT I: Introduction to Management and Organizations

(12 Contact Hours)

Definition of Management – Science or Art – Manager Vs Entrepreneur – types of managers – managerial roles and skills –

Evolution of Management – Scientific, human relations, system and contingency approaches – Organization culture and

Environment – Current trends and issues in Management. Learnings from Indian Management System

UNIT II: Planning

(11 Contact Hours)

Nature and purpose of planning – planning process – types of planning – objectives – setting objectives – policies – Planning

premises – Planning Tools and Techniques – Decision making steps and process.

UNIT III: Organising

(11 Contact Hours)

Nature and purpose – Formal and informal organization – organization chart – organization structure – types – Line and staff

authority – departmentalization – delegation of authority – centralization and decentralization.

UNIT IV: Directing

(12 Contact Hours)

Foundations of individual and group behaviour – motivation – motivational techniques – job satisfaction – job enrichment –

leadership – types and theories of leadership – communication – process of communication – barrier in communication –

effective communication – communication and IT, Coordination.

UNIT V: Controlling

(12 Contact Hours)

System and process of controlling – budgetary and non-budgetary control techniques – use of computers and IT in Management

control – Productivity problems and management – control and performance – direct and preventive control – reporting.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Vasisht, Neeru, Principles of Management, Taxmann
- Koontz & Weihrich, Essentials of Management, TMH
- Mullins, Management & OB, Pearson
- Stephen P. Robbins, Mary Coulter, Agna Fernandez, Management, Pearson
- James A. F. Stoner, Daniel R. Gilbert, R. Edward Freeman, Management, Pearson.

SSB

WU/1411			Computers and IT Skills				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
2	0	4	4	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Provide basic knowledge of Computer hardware and software.

CO2: Create and analyze tables and charts.

CO3: Connect and create via G-Suite.

COURSE CONTENTS

UNIT I: Introduction

History of Computers, Input and Output Devices, Parts of Computers, Types of Computers, History of MS-Windows, Internet, Intranet, Extranet. (11 Contact Hours)

UNIT II: Ms-Word

Toolbar, Tabs, Ribbons, Ruler, Text Basics, Proofing Features, Text formatting, Modifying Page layout, Working with Tables, Lists, Wordart. (11 Contact Hours)

UNIT III: Ms-Excel

Entering Data in Excel, Transforming and Managing Data, Pivot Tables and Charts, Formulas and Functions, Data Analysis, Data Visualization, Data Extraction. (12 Contact Hours)

UNIT IV: Ms-Power Point

Presentation Tips, Templates, Adding Tables, Illustrations, Animations, Integration with other Software. (12 Contact Hours)

UNIT V: G-Suite

Connect via G-mail, calendar, currents and hangouts. Create via Google forms, sheets, docs, apps, sites, Google Drive, Cloud Search. (12 Contact Hours)

NOTE:

Evaluation shall be carried out in three stages, 2 Minors of 20 Marks each + 1 Major of 50 Marks
10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Rajaraman, V; Introduction to Information Technology, PHI.
- Sinha, P.K. and Sinha Priti, Computer Fundamentals; BPB Publication.
- Saxena, S; Computer Application in Management, Vikas Publishing.
- Fundamentals of Computers Paperback by Reema Thareja (Oxford University Press)
- Data Visualization & Presentation With Microsoft Office by Valerie M. Sue and Matthew T. Griffin (Sage Publications)

SSB

BUL1061			Business Economics				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
4	2	0	6	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Students will be able to think in the terms of a rational business economist.

CO2: Students will be able to solve firm's related questions in the field of business economics.

CO3: to appraise, understand and use information captured from different market indicators.

CO4: to conduct analysis and understand the demand behaviour.

COURSE CONTENTS

UNIT I

(11 Contact Hours)

Micro Economics and it's scope. Wants & scarcity, Functions of Economic system, Circular flow of economic activity – price determination and functions of prices-concept of margin, Economic Models, Methodology, Value judgment, Positive and normative analysis.

UNIT II

(11 Contact Hours)

Market analysis-market demand and market supply-market equilibrium-adjustment to changes in demand and supply / static and dynamic analysis- comparative static analysis, Types of elasticity-price, income & cross elasticity.

UNIT III

(12 Contact Hours)

Utility Analysis – Total and Marginal Utility – Cardinal & Ordinal Utility. Indifference Curves-Characteristics, MRS-Special Types of Indifference Curves, Consumer's Income. Budget Line-Changes in Income and Prices and Budget line, Consumer's choice, Utility Maximisation, The Changes in demand and Engel's Curve, Changes in Price Substitution Effect and Income Effect / Hicksian and Slutsky's Analysis Normal, Inferior and Giffen Goods, Revealed preference theory. Strong Ordering and Weak Ordering.

UNIT IV

(12 Contact Hours)

Fundamental Theorem of Consumption Theory, Derivation of Demand Curve under Cardinal, Ordinal and Revealed Preference Theory, Production function –AP and MP Production with one variable input, Production with two variable inputs, Cost of Production, Nature of Production, Costs, Short run and Long run Costs.

UNIT V

(12 Contact Hours)

Least cost input Combination, Expansion path, Introduction to Modern Cost Curves. Concepts of revenue. Price and output determination under different market structure. Price output decision under perfect competition, monopoly, discriminating monopoly, monopolistic competition, and oligopoly.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks shall be awarded on students' work in the form of Case Study analysis/ quizzes / Reports / Presentations / Seminars/Assignments, which shall be evaluated by the concerned faculty.

Reference Books

- Stigler G., 'Theory of Price', Prentice Hall of India, New Delhi.
- Sen A. 'Microeconomics: Theory and Application', Oxford University Press, New Delhi.
- Kreps David M., 'A Course in Microeconomic Theory', Princeton University Press, Princeton.
- Verian H., 'Microeconomic Analysis', W.W Norton New York.
- Koutsoyiannis, A., 'Modern Microeconomics', Macmillan Press, London.
- Layard, P.R.G. and A.W. Walters., 'Microeconomic Theory', McGraw Hill, New York.
- Ahuja H.L., 'Advanced Economic theory: Microeconomic Analysis', S. Chand and Co. Ltd. New Delhi.
- Sen, A "Microeconomics: theory and Applications", Oxford University Press, New Delhi.

CSB

BUL1271			Financial Accounting for Decision Making				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
4	2	0	6	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Understand the relevance of financial statements for various stakeholders of business.

CO2: Apply the concept of accounting cycle for preparation of financial statements.

CO3: Analyze the key elements of the financial statements like revenue, inventories, long lived assets and accounts receivables.

CO4: Analyze the financial statements to assess the financial health of the business.

CO5: Assess the impact of changes in the accounting policies on the financial health of business.

COURSE CONTENTS

UNIT 1: Introduction to Financial Accounting

Elements of Financial Statements, Key Stakeholders of Financial Accounts of Business, Financial Accounting vs. Management Accounting, Accounting Regulation: ICAI, IASB, FASB, Accounting Standards: IFRS, Ind-AS. (10 Contact Hours)

UNIT 2: Accounting Principles & Accounting Cycle

Accounting Principles, Accounting Cycle, Preparation of Financial Statements using Accounting Cycle. (10 Contact Hours)

UNIT 3: Analysis of Key Elements of Financial Statements

Analysis of Revenue: Concepts and Applicable Methods, Managerial Discretion and Earning Management, Analysis of Inventory: Nature of Inventory, Inventory Valuation, Analysis of Receivables: Credit Losses, Allowance for Credit Losses, Ageing of Receivables, Analysis of Long-Lived Assets: Initial Recognition, Depreciation, Asset Revaluation and Impairment, Intangible Assets and Amortization. (14 Contact Hours)

UNIT 4: Cash Flow Statements

Cash Flow Statements: Elements of Cash Flow Statements, Preparation of Cash Flow Statements, Interpretation of Cash Flow Statements. (12 Contact Hours)

UNIT 5: Financial Statement Analysis

Standalone and Consolidated Financial Statements, Methods of Financial Statement Analysis: Common Size Analysis, Trend Analysis, Ratio Analysis, Du Pont Analysis, Qualitative Financial Statement Analysis, Earning Analysis. (12 Contact Hours)

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Accounting-Text and Cases, 13e, Robert Newton Anthony, David F Hawkins, Kenneth A Merchant, (AHM), McGraw Hill Education, 2011.
- Financial Accounting Management: An Analytical Perspective, Ambrish Gupta, Pearson Education, India.

SLB

BUL2131			Environmental Studies				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
4	0	0	4	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

- Understand about basics of environment and the impact of human activities.
- Understand the importance of multiple disciplines in addressing the environmental issues.
- Understand sustainable environmental management approaches.

COURSE CONTENTS

UNIT I: The Multidisciplinary Nature of Environmental Studies and Natural Resources

(14 Contact Hours)

Definition; Scope and importance, Need for public awareness. Natural Resources, Renewable and non-renewable resources, Natural resources and associated problems. Forest resources, Water resources, Mineral resources, Food resources, Energy resources, Land resources.

UNIT II: Ecosystems

(14 Contact Hours)

Concept of an ecosystem, Structure and function of an ecosystem, Energy flow in the ecosystem, Ecological succession, Food chains, food webs and ecological pyramids, Forest ecosystem, Grassland ecosystem, Desert ecosystem.

UNIT III: Environmental Pollutions

(12 Contact Hours)

Definition, Causes, effects and control measures of Air pollution, Water pollution, Soil pollution, Marine pollution, Noise pollution, Thermal pollution, Nuclear hazards, Solid waste Management: Causes, effects and control measures of urban and industrial wastes.

UNIT IV: Social issues, Human Population and the Environment

(11 Contact Hours)

From unsustainable to sustainable development, Urban problems related to energy, Water conservation, Resettlement and rehabilitation of people; its problems and concerns. Population growth, Environment and human health, Human Rights, Value Education, Women and Child Welfare, Role of information Technology in Environment and human health.

UNIT V: Field Work

(7 Contact Hours)

- Visit to a local area to document environmental assets-river/forest/grassland/ hill/mountain.
- Visit to a local polluted site-urban/rural/industrial/agricultural.
- Study of common plants, insects, birds.
- Study of simple ecosystems-pond, river, hill slopes, etc.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Bharucha E, Environmental Studies for Undergraduate Courses, 2nd Ed., University Press (India) Pvt. Ltd. 2013
- Cunningham W and Cunningham M, Principles of Environmental Science, 9th Ed., McGraw-Hill Education, 2019
- Sharma PD, Ecology and Environment, 13th Ed. Rastogi Publications, 2017
- Gary S. and Thorpe MS, Barron's AP Environmental Science, 6th Ed., Barrons Educational Series, 2015
- Romm J, Climate Change: What Everyone Needs to Know® 1st Ed., Oxford University Press, 2016
- Fortey R, The Wood for the Trees: One Man's Long View of Nature, Knopf, 2016

SSB

BUL2261			Fundamentals of Organizational Behaviour				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
4	2	0	6	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Understand behavior of the individuals at individual including attitudes, learning, personality, perception, and motivational theories.

CO2: Understand group behavior in organizations, including communication, leadership, power and politics, conflict, and negotiations.

CO3: Understand the organizational system, including organizational structures, culture, and change.

COURSE CONTENTS

UNIT I

Management & OB, Challenges and Opportunities for Organisation Behaviour, Organisation Behaviour Model, Foundations of Individual Behaviour: Learning. (11 Contact Hours)

UNIT II

Attitudes, Personality, Perception, Emotional Intelligence, Motivation Theories and Applications. (11 Contact Hours)

UNIT III

Foundations of Group Behaviour: Group Development; Group Behaviour; Sociometry. (12 Contact Hours)

UNIT IV

Conflict management. Transactional analysis; Johari Window; Organization as a system: Organizational Change. (12 Contact Hours)

UNIT V

Organizational Culture; Organizational Development; Stress management. (12 Contact Hours)

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks "
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Koontz & Weihrich, Essentials of Management, TMH
- Mullins, Management & OB, Pearson
- Robbins, Judge, Sanghi, Organizational Behaviour, Pearson
- Greenberg et al., Managing Organizational Behaviour, Phi
- Fred Luthans, Organisational Behaviour, TMH

SSB

BUL2271			Cost and Management Accounting				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
4	2	0	6	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Cost and management accounting concepts.

CO2: Applications of concepts in decision making.

COURSE CONTENTS

UNIT I: Basic Concepts and Definitions

(10 Contact Hours)

Evolutionary phases of Cost Accounting – Cost Accountancy, Cost & Management Accountancy and Management Accountancy. Cost concepts: Meaning, Scope, Objectives, and Importance of Cost Accounting, Cost, Costing, Cost Control, and Cost Reduction. Elements of Cost, Components of total Cost, Cost sheet. Classification of costs: Fixed, Variable, Semi-variable, and Step costs; Product, and Period costs; Direct, and Indirect costs; Relevant, and Irrelevant costs; Shut-down, and Sunk costs; Controllable, and Uncontrollable costs; Avoidable, and Unavoidable costs; Imputed / Hypothetical costs; Out-of-pocket costs; Opportunity costs; Expired, and Unexpired costs; Conversion cost. Cost Ascertainment: Cost Unit, Cost Center, Profit Center, Cost Allocation and Cost Apportionment; Cost Reduction and Cost Control, Role of Management Accountant as a Business Strategist and advisor to the top management of a firm, Installation of Cost and Management Accounting system in a firm.

UNIT II: Cost Management Methods and Techniques

(11 Contact Hours)

Concept of cost, meaning and significance of cost management as business strategy, Significance of cost efficiency, cost culture and cost effectiveness, Tools and Techniques of Cost Management of different sectors of Economy. Cost Management with respect to different elements of total cost of production and services generated, techniques for Single, Output or Unit Costing, Job and Batch Costing, Contract Costing, Process Costing and Service Costing Methodologies with Case Study approach, TQM, Six-Sigma, JIT, Lean Manufacturing, Kaizen Costing.

UNIT III: Strategic Planning and Decision Making Techniques and Methods

(14 Contact Hours)

Cost-Volume-Profit Analysis - Contribution, PV Ratio, Margin of safety, Break-even-point, cost break-even-point, cash break-even-point, Composite break-even-point, Key Factor, Break-even Analysis. Relevant Costs and Decision Making: Pricing, Product/ Services, Make or Buy, Exploring new markets, Shut down or continue, acceptance of an export order, Activity based costing. Activity based Management, decisions on further processing with respect of Joint products and by products – profit planning and reporting for new business, existing business, Product profitability, Customer profitability, Segment profitability etc., Basic concept of Transfer Pricing under the Spirit of goal congruence.

UNIT IV: Budgeting as Expenditure Management Technique

(11 Contact Hours)

Budgets and Budgetary Control - Meaning, Types of Budgets, Meaning of Functional Budgets, Preparation of Budgets – Budget monitoring, Variance analysis and reporting for Strategic Management actions, Steps in Budgetary Control, Fixed and Flexible Budgeting, Responsibility Accounting and Reporting with respect to Strategic Business Units (SBUs), Strategic Management aspects of Cost Centre, Profit Centre, Investment Centre and Performance management of them.

UNIT V: Cost Control and Management by Exception

(12 Contact Hours)

Standard Costing and Variance Analysis - Material, Employee cost & Overhead Variances, Sales Variance Analysis, Variance accounting, investigation of Variances, statutory Cost Audit and Reporting as a tool of Performance Management. Evolution of Cost Audit in India, definition, meaning and significance of Cost Audit, Cost Audit as a tool and technique for efficiency and performance evaluation, Cost Audit as a guide to the Management in formulating Business Strategies- both in context of short term and long term with reference to Case study, Appointment, Qualifications and Disqualifications of Cost Auditors and Preparation of Statutory Cost Audit reports under the spirit of Cost Accounting Standards issued by the Institute of Cost Accountants of India (ICAI).

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Maheshwari, S.N., and Mittal, S.N. Cost Accounting: Theory and Problems, Shree Mahavir Book Depot (Publishers), Delhi.
- M.N.Arora, Management Accounting, Theory, Problems and Solutions, Himalaya Publishing House
- Horngren, C.T., Foster, G. and Datar, S.M., Cost Accounting: A Managerial Emphasis, Prentice Hall of India Pvt. Ltd., New Delhi.
- Henke, L.O., and Spoede, C.W., Cost Accounting: Managerial Use of Accounting Data, PWS-KENT Publishing Company, Boston.

BUL2251			Principles of Marketing				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
4	2	0	6	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: To explore and further the understanding of marketing principles.

CO2: To understand of both the internal and external marketing environment.

CO3: To be able to assess the positioning and targeting opportunities for appropriate markets.

CO4: To develop skills for continuous learning and adaptation to the dynamic and competitive market environment in which one will be working.

COURSE CONTENTS

UNIT I (11 Contact Hours)
Marketing's Value to Consumers, Firms and Society, Marketing Process, Marketing Dynamics, Scope of Marketing, Core Concepts of marketing, Philosophies of marketing, Types of Marketing.

UNIT II (12 Contact Hours)
Systems Approach in Marketing, marketing Information System, Marketing organization, Sales Policy and Sales Force Management, Interface of Marketing with Finance, HR and IT; Marketing and Social responsibility.

UNIT III (12 Contact Hours)
Classification of Goods, Customers and Markets: Product and product Hierarchy, Customer Classification, Differences between industrial and consumer marketing; Consumer buying behaviour: Buying motives, perception, motivation, buying decisions, Indian consumer and consumer protection in India.

UNIT IV (12 Contact Hours)
Market Segmentation: factors, variables and strategies, Estimating market potential; Product pricing: objectives, decisions and methods; Marketing Audit, New product planning and development; Distribution and Sales management: Characteristics, forms of distributions, Sales force recruitment, training and allocation of work.

UNIT V (11 Contact Hours)
Advertising: characteristics, types of advertising, media and nature of advertising campaign; Sales promotion: types, and methods, point of purchase, online promotions, brand management; Designing marketing control systems

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks (10) for Assignment shall be awarded on students' work in the form of Case Study / Role Plays / Projects / Assignments/ Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Kotler Philip T. Armstrong Gary Agnihotri and Prafulla, Principles of Marketing 17th Edition Pearson Education
- Govindrajan M., Marketing management: Concepts, Cases, Challenges and Trends, PHI Learning Pvt. Ltd. New Delhi
- Ramaswamy V.S. and Namakumari S. Marketing Management: Indian Context Global Perspective, 6th Edition Sage Publications India Pvt. Ltd. New Delhi

SSB

BUL2221				Software Packages – I (R Programming)			Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
2	0	4	4	NIL	3 Hours	0	0	0	100	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: To use and program in the programming language R.

CO2: To use R to solve statistical problems.

CO3: To implement and describe Monte Carlo the technology.

CO4: To minimize and maximize functions using R.

COURSE CONTENTS

UNIT I

(11 Contact Hours)

Introduction to R & Predicting Algae Blooms Starting with R, R Objects, Vectors, Factors, Generating Sequences, Sub-Setting, use of R as a calculator, functions, assignments and matrix operations, missing data and logical operators.

UNIT II

(12 Contact Hours)

Conditional executions and loops, data management with sequences; Data management with repeats, sorting, ordering, lists; Vector indexing, factors, Data management with strings, display and formatting; Data frames, statistical functions, compilation of data.

UNIT III

(12 Contact Hours)

Arrays and matrices, the use and definitions of procedures, functions, package, control structures (if, while, left), linear optimization, non-linear optimization, convergence properties and generation of random numbers.

UNIT IV

(12 Contact Hours)

Graphics and plots, statistical functions for central tendency, variation, skewness and kurtosis, handling of bivariate data through graphics, correlations, programming and illustration with examples.

UNIT V

(11 Contact Hours)

Simulation; Monte Carlo Simulation; Statistical Forecasting - Neural Networks; Predictive Analytics. Preparing and writing of a short term paper.

NOTE:	Research article and case studies will be used as per the course content.
	Evaluation shall be carried out in three stages, 2 minors of 20 marks each +1 major of 50 marks.
	Internal assessment will be based on practical lab-based assessment carrying 10 marks in total.

Reference Books

- Christian Heumann, Michael Schomaker and Shalabh, 'Introduction to Statistics and Data Analysis - With Exercises, Solutions and Applications in R', Springer.
- Pierre Lafaye de Micheaux, my Drouilhet, Benoit Lique, 'The R Software-Fundamentals of Programming and Statistical Analysis', Springer.
- Alain F. Zuur, Elena N. Ieno, Erik H.W.G. Meesters, 'A Beginners Guide to R (Use R)', Springer.

SSB

BUL2222			Business Research Methods				Pre Requisites			
L-T-P			C	Minor Duration	Major Duration	Internal Marks	Co-requisites		Major Marks	Total Marks
L	T	S/P					Minor-I Marks	Minor-II Marks		
4	2	0	6	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

- CO1: To explain the basic concepts of research methods in the applied form with real time problems of business world.
CO2: To interpret the estimated results independently.
CO3: To apply appropriate tools as per data/information.
CO4: To apply knowledge to solve simple tasks using software's.

COURSE CONTENTS

- UNIT I (11 Contact Hours)
Introduction to Research Methods, Definition and Objectives of Research, Various Steps in Scientific Research, Types of Research: Research Purposes - Research Design - Survey Research- Case Study Research.
- UNIT II (12 Contact Hours)
Data Collection and Sampling Design. Sources of Data: Primary Data, Secondary Data: Questionnaire design- Survey and Experiments - Design of Survey and Experiments.
- UNIT III (12 Contact Hours)
Sampling Merits and Demerits - Control Observations - Procedures - Sampling Errors. Statistical Modeling and Analysis.
- UNIT IV (11 Contact Hours)
Probability Distributions, Fundamentals of Statistical Analysis and Inference, Spectral Analysis, Error Analysis.
- UNIT V (12 Contact Hours)
Research Reports -Structure and Components of Research Report, Types of Report, Layout of Research Report, Mechanism of writing a research report.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks shall be awarded on students' work in the form of Case Study analysis/ quizzes / Reports / Presentations / Seminars/Assignments, which shall be evaluated by the concerned faculty.

Reference Books

- C R Kothari, 'Research Methodology: Methods and Techniques', New Age International.
- Prasant Sarangi, 'Research Methodology', Taxmann
- R. Panneerselvam, 'Research Methodology', PHI.
- Dahlia K. Remler & Gregg G. Van Ryzin, 'Research Methods in Practice- Strategies for Description and Causation', Sage Publication.

SLB

BUL2262			Introduction to Human Resource Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
4	2	0	6	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: To enable student to design an organization's human resource management process that is compliant with law and supports organizational mission and strategy, best practices adopted globally in HRM.

CO2: Assess how human resource planning can be done and Jobs designed in organizations.

CO3: Understand different ways to recruit, select, train employee and to do performance appraisal, wage and salary administration and maintain employee relations.

COURSE CONTENTS

UNIT I

Introduction to Human Resource Management: Definition and Concept, Features, Objectives, Functions, Scope and Development of Human Resource Management, Importance of Human Resource Management, Human Resource Practices. (12 Contact Hours)

UNIT II

Human Resource Planning: Concept of Human Resource Planning (HRP), Factors in HRP, Process of HRP, Job Analysis and Design: Job Analysis, Job Description, Writing a Job Description, Job Specification, Job Design. (12 Contact Hours)

UNIT III

Recruitment: Introduction, Concept of Recruitment, Factors Affecting Recruitment, Types of Recruitment, Selection: Introduction, Concept of Selection, Process of Selection, Selection Tests, Barriers in Selection. (11 Contact Hours)

UNIT IV

Training: Concept and Significance of Training, Training Needs, Training Methods, Types of Training, Performance Appraisal: Introduction, Concept of Performance Appraisal, Purpose of performance appraisal, Process, Methods of Performance Appraisal, Major Issues in Performance Appraisal. (11 Contact Hours)

UNIT V

Wages and Salary: Introduction, Nature and Significance of Wage and Salary Administration, Theories of Wages, Methods of Wage Fixation, Incentives: Introduction, Concept of Incentives, Effective Incentive System, Types of Incentive Scheme, Employee Relations: Introduction, Concept of Employee Relations, Managing Discipline, Managing Grievance, Employee Counselling. (12 Contact Hours)

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Dessler, Human Resource Management, PHI
- Mondy, Human Resource Management, PHI
- Gomez et al., Managing Human Resources, Pearson
- Aswathappa, Human Resource and Personnel Management, TMII
- Armstrong, Handbook of Human Resource Management Practices, Sage
- V.S.P. Rao, Human Resource Management, Excel Publisher
- Koontz & Weihrich, Essentials of Management, TMII

SSB

BUL2272			Introduction to Financial Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
4	2	0	6	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

CO1: Have a conceptual understanding of various aspects of Financial Management.

CO2: Apply the principles of Financial Management in practical situations.

COURSE CONTENTS

UNIT I

Introduction: Nature, scope and objective of Financial Management, Time value of money, Risk and return (including Capital Asset Pricing Model), Valuation of securities – Bonds and Equities. (10 Contact Hours)

UNIT II

Investment Decision: The Capital Budgeting Process, Cash flow Estimation, Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index, Capital budgeting under Risk – Certainty Equivalent Approach and Risk- Adjusted Discount Rate. (14 Contact Hours)

UNIT III

Financing Decision: Cost of Capital and Financing Decision: Sources of long-term financing Estimation of components of cost of capital. Methods for Calculating cost of equity capital, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average cost of capital (WACC) and Marginal cost of capital. Capital structure –Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach). Operating and financial leverage. Determinants of capital structure. (14 Contact Hours)

UNIT IV

Dividend Decisions: Theories for Relevance and irrelevance of dividend decision for corporate valuation; Cash and stock dividends; Dividend policies in practice. (8 Contact Hours)

UNIT V

Working Capital Decisions: Concepts of working capital, the risk-return trade off, sources of short-term finance, working capital estimation, cash management, receivables management, inventory management and payables management. (12 Contact Hours)

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- James C. Van Horne and Sanjay Dhamija, Financial Management and Policy, Pearson Education
- Levy H. and M. Sarnat, Principles of Financial Management. Pearson Education
- Joy, O.M. Introduction to Financial Management. Mc Graw Hill Education.
- Brigham and Houston, Fundamentals of Financial Management, Cengage Learning
- Khan and Jain. Basic Financial Management, McGraw Hill Education
- Chandra, P. Fundamentals of Financial Management. McGraw Hill Education
- Singh, J.K. Financial Management- text and Problems. 2nd Ed. Dhanpat Rai and Company. Delhi
- Rustagi, R.P. Fundamentals of Financial Management. Taxmann Publication Pvt. Ltd
- Singh, Surender and Kaur, Rajeev. Fundamentals of Financial Management. Mayur Paperback, New Delhi
- Pandey, I.M. Financial Management. Vikas Publications

SSB

BUL2281			Production and Operations Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
4	2	0	6	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Identify and map the key elements of any production systems.

CO2: Take decisions with respect to key aspects of the design of production conversion systems.

CO3: Plan, manage and control the key elements of operations systems on ongoing basis.

CO4: Understand the complexity in modern production system and how to respond to those complexities.

COURSE CONTENTS

UNIT I: Managing Operations

(12 Contact Hours)

Operations Function in Organization, Management Variables and Operations Conversion System, Historical Evolution of Production and Operations Management, Strategic Role of Operations Management, Recent Trends in Operations Management.

UNIT II: Planning (Designing) the Conversion System

(12 Contact Hours)

Forecasting, Designing Products, Services and Process, Capacity Planning, Location Planning, Layout Planning.

UNIT III: Organizing and Scheduling the Conversion System

(12 Contact Hours)

Job Design, Production and Operations Standard, Work Measurement, Project Planning and Scheduling Models, Operations Planning and Scheduling Systems.

UNIT IV: Controlling the Conversion Systems

(11 Contact Hours)

Inventory Control Systems and Models, Material Requirement Planning, Quality Control Systems.

UNIT V: Dynamics of Operations Management

(11 Contact Hours)

Sources of Complexity in Production System, Modeling Production Complexity, Dealing with Supply Chain Partners, Building Resilience Production System, Exogenous Factors (STEEP Framework) and Firms Response and Approach.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Production and Operations Management: Concepts, Models, and Behavior, 5e, Everette E. Adam Jr. and Ronald J. Ebert, Prentice Hall of India.
- Modern Production/Operations Management, 8e, Elwood S. Buffa and Rakesh K. Sarin, John Wiley and Sons, Canada.
- Production and Operations Management, 3e, S. N. Chary, McGraw Hill Co., India.
- Manufacturing Planning & Control for Supply Chain Management, Thomas E. Vollmann, William L. Berry, D. Clay Whybark, F. Robert Jacobs, Tata McGraw Hill Co., India.
- Projects: Planning, analysis, Selection, Financing, Implementation, and Review, 7e, Prasanna Chandra, McGraw Hill Co. India.

588

BUL3011				Legal Aspects of Business			Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
4	2	0	6	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Develop an understanding of basic provisions of business laws and their application.

CO2: Develop legal analysis and reasoning, legal research, problem solving skills.

CO3: Demonstrate a commitment to professionalism and responsibility to the legal system of India.

COURSE CONTENTS

UNIT I: Law of Contract

(12 Contact Hours)

The Indian Contract Act, 1872, General Principles; Essential Elements of a Valid Contract, Offer and Acceptance, Competence of Contracting Parties, Consent, Consideration, Legality of Object and Consideration.

UNIT II: Law of Contract

(12 Contact Hours)

The Indian Contract Act, 1872, Void Agreements, Contingent Contracts, Performance of Contracts, Discharge of Contracts, Quasi Contracts, Remedies for Breach of Contract, Contracts of Indemnity and Guarantee, Contracts of Bailment.

UNIT III: Law of Sale of Goods and Law of Negotiable Instruments

(12 Contact Hours)

The Sale of Goods Act, 1930; General Principles, Conditions and Warranties, Transfer of Ownership, Performance of a Contract of Sale, Remedial Measures. Negotiable Instruments Act, 1881: Essentials of Negotiable instruments and Kinds of negotiable instruments.

UNIT IV: Law of Partnership

(11 Contact Hours)

The Indian Partnership Act, 1932; General Principles, Formation of Partnership, Rights and Liabilities of Partners, Dissolution of Partnership Firms, Limited Liability Partnership Act, 2008.

UNIT V: Miscellaneous Acts

(11 Contact Hours)

The Consumer Protection Act, 1986; Cyber Law -Need for Cyber laws – Cyber law In India – Information Technology Act – 2000 – Defining Cyber Crime – Types of Cyber Crimes – Preventing of Computer Crime, Protecting Intellectual Property Rights.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Pathak, Legal Aspects of Business, TMH
- V.S. Datey, Business & Corporate Laws, Taxmann
- Saravanavel & Sumathi, Business Law for Management, HPH
- ND Kapoor, Elements of Mercantile Law, Sultan Chand
- Dr. Avatar Singh, Principles of Mercantile Law, Eastern Book Company
- Maheshwari & Maheshwari, A Manual of Business Laws, Himalaya

SCB

BUL3221			Software Packages –II (Python)				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
2	0	4	4	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Describe the Numbers, Math functions, Strings, List, Tuples and Dictionaries in Python.

CO2: Express different Decision Making statements and Functions.

CO3: Interpret Object oriented programming in Python.

CO4: Understand and summarize different File handling operations.

COURSE CONTENTS

UNIT I

Introduction to Python and Computer Programming Python - a tool, not a reptile; There is more than one Python; Let's start our Python adventure (11 Contact Hours)

UNIT II

Data Types, Variables, Basic Input-Output Operations, Basic Operators; Your first program; Python literals; Operators - data manipulation tools; Variables - data-shaped boxes; How to talk to computer? (11 Contact Hours)

UNIT III

Boolean Values, Conditional Execution, Loops, Lists and List Processing, Logical and Bitwise Operations; Making decisions in Python; Python's loops; Logic and bit operations in Python; Lists - collections of data; Sorting simple lists - the bubble sort algorithm; Lists - some more details; Lists in advanced applications. (12 Contact Hours)

UNIT IV

Functions, Tuples, Dictionaries, and Data Processing; Writing functions in Python; How functions communicate with their environment? Returning a result from a function; Scopes in Python; Let's make some fun... sorry, functions; Tuples and dictionaries; Modules, Packages, String and List Methods, and Exceptions Using modules; Some useful modules; What is package?; Errors - the programmer's daily bread; The anatomy of exception; Some of the most useful exceptions; Characters and strings vs. computers; Python's nature of strings; String methods; Strings in action; Four simple programs. (12 Contact Hours)

UNIT V

The Object-Oriented Approach: Classes, Methods, Objects, and the Standard Objective Features; Exception Handling, and Working with Files. (12 Contact Hours)

NOTE:	Research article and case studies will be used as per the course content.
	Evaluation shall be carried out in three stages, 2 minors of 20 marks each +1 major of 50 marks.
	Internal assessment will be based on practical lab-based assessment carrying 10 marks in total.

Reference Books

- Paul Gries, Jennifer Campbell, Jason Montojo, 'Practical Programming: An introduction to Computer Science Using Python', The Pragmatic Bookshelf.
- Allen Downey, Jeffrey Elkner, 'Learning with Python: How to Think Like a Computer Scientist Paperback'.
- Hans Fangohr, 'Introduction to Python for Computational Science and Engineering (A beginner's guide)'.
- Timothy A. Budd, 'Exploring Python', Mc Graw Hill Education.
- Charles Severance, 'Python for Informatics: Exploring Information'.
- Mark Lutz, 'Learning Python', O'Reilly publication.

SSB

BUL3281			Logistics Management				Pre Requisites			
L-T-P			C	Minor Duration	Major Duration	Internal Marks	Co-requisites		Major Marks	Total Marks
L	T	S/P					Minor-I Marks	Minor-II Marks		
4	2	0	6	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Recognize the importance of business logistic functions, key trade-offs and decisions.

CO2: Recognize the relevance of forecasting in demand planning and management process.

CO3: Understand the process of initiating a forecast, selecting the appropriate demand forecasting models and review and test the model using appropriate metrics.

CO4: To establish and review inventory policies within the supply chain.

CO5: Understand the key warehousing functions and recognize how to assess and benchmark warehousing activity.

CO6: Take decisions with respect to transportation mode selection by taking into account all relevant factors.

COURSE CONTENTS

UNIT I: Introduction to Logistic Management

(10 Contact Hours)

Business Logistic Management Defined, Importance of Business Logistics Management, Objectives of Business Logistics Management, Key Logistics Decisions, Logistics Performance Measures, Logistics Organization.

UNIT II: Demand Forecasting

(10 Contact Hours)

Objectives of demands Forecasting, Levels of Demand Forecasting, Forecasting Truism, Forecasting Metrics, Methods of Demand Forecasting, Time Series Analysis, Exponential Smoothing Method, Forecasting: Special Cases.

UNIT III: Inventory Management

(14 Contact Hours)

Reasons for Holding Inventory, Inventory Decisions, Inventory Classifications, Total Cost Vs. Total Relevant Cost, Economic Order Quantity (EOQ) Model, EOQ Extensions, Single Period Inventory Model, Base Stock Policy, Continuous Review Policy (s,Q), Periodic Review Policy (R,S), Measuring Level of Service.

UNIT 4: Warehousing Management

(12 Contact Hours)

Warehousing Basics, Core Warehousing Functions, Profiling & Assessing Performance of Warehouse.

UNIT 5: Transportation Management

(12 Contact Hours)

Fundamental of Freight Transportation, Transportation Mode Selection, Impact of Transportation on Cycle, Safety and Pipeline Stock. Lead Time Variability and Mode Selection, International Transportation: Key Issues.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Supply Chain Management: Strategy, Planning & Operation, 3e, Sunil Chopra and Peter Meindl, Pearson education, 2007.
- Business Logistics/Supply Chain Management, 5e, Ronald H Ballou, Pearson Education, 2006.

SSB

BUL6017			Business Communication				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Identify global issues affecting business communication and to utilize analytical and problem solving skills appropriate to business communication with use of various types of oral, written and digital communication modes geared to a range of business audiences.

CO2: The employment of effective techniques to resolve conflict and negotiate in a business settings; and to apply business communication strategies and principles to prepare effective communication for domestic and international business situations.

CO3: The articulation of the acquisition of the above skills in an individual skills audit and professional development plan for transition-to-work and career progression purposes; and to participate in team activities that lead to the development of collaborative work skills.

CO4: Select appropriate organizational formats and channels used in developing and presenting business messages; and to compose and revise accurate business documents using computer technology.

COURSE CONTENTS

UNIT I

(8 Contact Hours)

Communication: Model, Importance, Types, Flows, Barriers. Non-verbal Communication. Effective Business Communication tips. Preventing Miscommunication. Importance of feedback.

UNIT II

(12 Contact Hours)

Written communication; mechanics of writing, report writing, circulars, notices, memos, agenda and minutes. Business correspondence - business letter format, style of letter arrangement, types of letters, electronic mail; resume preparation; Cover letter Writing.

UNIT III

(12 Contact Hours)

Nonverbal communication; gestures, handshakes, gazes, smiles, hand movements, styles of working, voice modulations, business etiquettes; business dining, business manners of people of different Cultures, managing customer care. Body Language. Presentation skills, Business Etiquettes. Online Etiquettes.

UNIT IV

(6 Contact Hours)

Developing soft skills for success; Presentation skills, Referencing and Report writing. Role of technology in business communication, IT tools of Communication.

UNIT V

(10 Contact Hours)

Modern communication techniques; e-mail, sms, chat; communication network; 3G, 4G and 5G networks; WebRTC and its applications; role of electronic communication in optimization of business processes; Introduction to Twitter, Facebook, LinkedIn and other social media communication networks and their merits and demerits.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- HBR Guide to better Business Writing by HBR (Harvard Business School Press India Limited)
- Business Communication (SIE): Connecting in a Digital World by V. Raymond Lesikar (McGraw Hill)
- Soft Skills Training: A Workbook to Develop Skills for Employment by Frederick H. Wentz (Oxford University Press)
- Bovee, Thill and Chaturvedi; Business Communication Today; Pearson Education
- Lesikar, Pettit ; Business Communication: Theory Applications; AITBS
- Thorat, A. and Lokhandwala, M. ; Enriching Oral and Written Communication; Orient Blackswan
- Dutt, P. Kiranmal and Geetha Rajeevan and CLN Prakash; A Course in Communication Skills; Cambridge University Press

SSB

BUL6091				Statistical Methods for Management Decisions			Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: To explain basic and advance statistical concepts in the applied form with real time problems of business world.

CO2: Based on the acquired knowledge, to interpret the meaning of the estimated statistical parameters/indicators independently for effective policy formulation.

CO3: To apply different measuring and relevant tools/ methods for data cases & real time business problems, compute and analyze the results of different estimations/models with hands on experience.

CO4: To apply knowledge to solve simple tasks using computer and be able to perform a basic statistical modelling using computer software like SPSS/GRET/L/E-Views.

COURSE CONTENTS

UNIT I

Collection of Data, Presentation of Data, Measures of Central tendency, Measures of variation and Skewness. Types of Correlation - Measures of Correlation - Properties & types, Partial & Multiple Correlations and applications Regression analysis - Regression lines - Regression coefficient, Multiple Regression Analysis and applications. (9 Contact Hours)

UNIT II

Time Series Analysis , Components Business Forecasting - Objectives of forecasting in business - Prediction, projection and forecasting - Characteristics of business forecasting - Steps in forecasting , Methods of Business Forecasting. (9 Contact Hours)

Basic Concepts of probability, discrete probability Distributions. Sampling methods, Sampling Distribution. Classification of index numbers, Base year and current year - Chief characteristics of index numbers - Main steps in the construction of index numbers, Methods of Computation. (10 Contact Hours)

UNIT IV

Testing of Hypothesis, Testing Hypothesis - Null and alternate hypothesis - Interpreting the level of significance - Hypotheses are accepted and not proved, selecting a Significance Level - Preference of Type-I error - Preference of Type-II error. (10 Contact Hours)

UNIT V

Functions and Programmes; Applications of Set theory; Basic Calculus and Applications; Matrix algebra and applications. (10 Contact Hours)

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks shall be awarded on students' work in the form of Case Study analysis/ quizzes / Reports / Presentations / Seminars/Assignments, which shall be evaluated by the concerned faculty.

Reference Books

- Gupta S.P. and Gupta M. P., Business Statistics, Sultan Chand
- Levin Richard I & Rubin David, Statistics for Management, Prentice Hall of India.
- Narag A .S. Linear Programming and Decision-Making, Sultan Chand & Sons.
- Stephen K.C., Harper and Row, Applied Business Statistics- Text Problems & Cases.
- Chadha N.K., Statistics for Behavioral and Social Sciences, Reliance Publishing House.
- Kazmiot L.J and Phol N.F., Basic Statistics for Business & Economics, McGraw Hill.
- Sharma, J.K., Fundamentals of Operations Research, Macmillan.
- TerySineich, Collior, Business Statistics by Examples, Macmillan.

SB

BUL6271			Corporate Financial Reporting and Decision Making				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Demonstrate the Financial Statements for understanding of stakeholders, Analyze the impact of GAAP and its applications for Reporting and Compliance.

CO2: Evaluate financial statements for strategic decision making.

CO3: Interpret and apply the ongoing developments for Financial Reporting.

CO4: Assist the Management in taking Strategic Decisions in the area of Corporate Finance.

COURSE CONTENTS

UNIT I: GAAP and Accounting Standards

(10 Contact Hours)

Generally Accepted Accounting Principles in India, Overview of Accounting Standards, International Financial Reporting Standards and Overview of Ind-ASs Government Accounting in India – Role of CAG of India, Public Accounts Committee, Government Accounting Standards issued by Government Accounting Standards Advisory Board (GASAB), Government Accounting and Reporting.

UNIT II: Business Combination and Restructuring

(10 Contact Hours)

Relevant terms and definitions, types of Mergers, Computation of purchase considerations arising on Mergers and Acquisitions, Accounting for Mergers/ Acquisitions, Corporate Financial Restructuring, Reconstruction Schemes, De-mergers, Revenue Mergers, Implications of notes to Accounts and Related Disclosures under Amalgamation and Reconstruction.

UNIT III: Consolidated Financial Statements

(10 Contact Hours)

Concept of Goal, purposes of Consolidated Financial Statements, Consolidation Procedure, Non- Controlling Interest, Treatment of Goodwill, Pre-Acquisition Profit and Post Acquisition Profit and Concept of Fair Value at the time of Acquisition, Consolidated Income Statement, Balance Sheet and Cash Flow Statements for the Group of Companies, Impact on Group Financial Statements at the point of Acquisition.

UNIT IV: Valuation, Accounting and Reporting of Financial Instruments and Others

(10 Contact Hours)

Recognition and Valuation of Financial Instruments (Ind AS), GST Accounting, NBFC – Provisioning Norms and valuation of Shares and Goodwill and accounting thereof.

UNIT V: Recent Trends in Financial Reporting

(8 Contact Hours)

Sustainability Reporting, Triple Bottom Line Reporting, CSR Reporting, Fair Value Measurement, Integrated Reporting, Business Responsibility Reporting.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks shall be awarded on students' work in the form of Case Study analysis/ quizzes / Reports / Presentations / Seminars/Assignments, which shall be evaluated by the concerned faculty.

Reference Books

- Corporate Accounting – SN Maheshwari – S Chand
- Corporate Financial Reporting – Ashish K. Bhattacharya – PHI publishers
- Financial Reporting – P.C. Tulsian and Bharat Tulsian – S Chand
- Corporate Financial Reporting – Vinod K. Aggarwal – AS Foundations
- Financial Reporting – Parveen Sharma, Kapileshwar Bhalla – Texmann
- Accounting Standards – Simplified – Uttam Prakesh Aggarwal – Lexis Nexis
- Financial Reporting – MP Vijay Kumar – Showwhite
- Financial Reporting – G Shekar and Saravana Prasath – Paduka
- Students Guide to Financial Reporting with applicable Ind Ass – D. S. Rawat – Texmann
- Guide to Ind Ass (Converged IFRs) – D. S. Rawat – Texmann
- Bharat's Practical Guide to Ind AS and IFRS – Kamal Garg – Bharat Law House New Delhi
- Indian Accounting Standards (Set of 2 Volumes) – Dolphy D' Sueza – Snowwhite
- Indian Accounting Standards- B.D. Chatterjee- Texmann
- Ind AS- Simplified – Anand J. Banka – Valters Kluwar
- Standards of Auditing – SA/ISA – Nikhil Sigalil – Mukhash

8B

BUL6062				Managerial Economics			Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Students will be able to think in the terms of a professional economist.

CO2: Students will be able to solve stylized quantitative questions in a business and economic context.

CO3: Students will be able to appraise, understand and use information captured from economic articles and debates published or telecasted in serious print and electronic media.

COURSE CONTENTS

UNIT I

Nature and scope of Managerial economics; Demand and supply; factors determining demand and supply; law of demand and supply. *market equilibrium; application of equilibrium price in business and pricing decision.* (9 Contact Hours)

UNIT II

Demand functions: linear and non-linear; elasticity of demand; demand forecasting. Firm and industry; firm and its goals; time elements; production function; long run and short run, fixed and variable inputs; law of production; expansion path of output. Efficiency vs. effectiveness. (9 Contact Hours)

UNIT III

Cost analysis: concepts, short and long run cost output relationship; economies and diseconomies of scale. Price output decision under perfect competition, monopoly, discriminating monopoly, monopolistic competition, and oligopoly. Applications & concepts of different market scenarios and case analysis. (10 Contact Hours)

UNIT IV

Marginalist controversy, Average cost theory, and its applications in corporate world. Managerial Approaches Sales maximization theory vs. profit maximization approach. (10 Contact Hours)

UNIT V

Bain's limit pricing theory of price determination followed by Marris and Williamson approaches. Behavioral Approach of Cyert and March to determine managerial decision making. Effectiveness of Monetary and Fiscal policies Business Cycles- types, nature, patterns & causes of business cycles. (10 Contact Hours)

NOTE: Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
Internal Marks shall be awarded on students' work in the form of Case Study analysis/ quizzes / Reports / Presentations / Seminars/Assignments, which shall be evaluated by the concerned faculty.

Reference Books

- Managerial Economics and Business Strategy, Michael Baye, Jeffry T. Prince, McGraw Hill
- Managerial Economics, Ivan Png, Routledge.
- Managerial Economics, Mark Hirschey, Cengage Learning
- Managerial Economics: Stephen G. Marks, William F. Samuelson; Wiley.

58

BUL6034			Marketing Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Understand and apply the concepts of marketing in the organizations.

CO2: Identify and demonstrate the dynamic nature of the environment in which marketing decisions are taken.

CO3: Apply the introduced conceptual frameworks, theory and techniques to various marketing contexts.

COURSE CONTENTS

UNIT I

Definition & Concepts of Marketing Management, Marketing Mix, Extended Marketing Mix, Holistic marketing, Value concept of Marketing Customer Value Delivery process, Value based models of marketing, Scanning Marketing Opportunities. (9 Contact Hours)

UNIT II

Customer Insight and Market Insight: Dynamics of competitors, Company and Complimentary, Marketing research, Introduction to Marketing metrics. (10 Contact Hours)

UNIT III

Segmenting, targeting and Positioning: Product characteristics and Product Mix Product Life Cycle and product strategies, Product differentiation and design. (10 Contact Hours)

UNIT IV

Price: Setting the price, Pricing components, and strategies, Marketing through Distribution channel, Channel Design, Retailing and Wholesale, Managing Services and Customer Services. (9 Contact Hours)

UNIT V

Branding and Positioning; Promotion Mix; Integrated Marketing communication, Concepts of Direct marketing; Network marketing; Introduction to Social media marketing and Digital marketing. (10 Contact Hours)

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks (10) for Assignment shall be awarded on students' work in the form of Case Study / Role Plays / Projects / Assignments/ Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Capon Noel and Singh Sidhartha S.; Managing Marketing, An Applied Approach, Wiley India
- Kotler Philip T. and Keller K. Lane Marketing Management, with Indian cases, 15th Edition, Pearson Education, India
- Govindrajan M., Marketing management: Concepts, Cases, Challenges and Trends, PHI Learning Pvt. Ltd. New Delhi
- Tybout M Alice & Calder J. Bobby, Kellogs on Marketing, John Wily & Sons, NY
- Applied Case Studies in Marketing, S Shajahan, Primus Books, New Delhi
- Marketing Concepts and Cases, Etzel, Walker et. al, Tata McGraw Hill, New Delhi

SSR

BUL6021				Organization Behaviour			Pre Requisites				
L-T-P				C	Minor Duration	Major Duration	Internal Marks	Co-requisites		Major Marks	Total Marks
L	T	S/P						Minor-I Marks	Minor-II Marks		
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100	

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Understand the management concept and how functions.

CO2: Understand behavior of the individuals at individual including attitudes, learning, personality, perception, and motivational theories.

CO3: Understand group behavior in organizations, including communication, leadership, power and politics, conflict, and negotiations.

CO4: Understand the organizational system, including organizational structures, culture, and change.

COURSE CONTENTS

UNIT I

Management: Nature & Functions; Development of management thoughts; Planning, Organizing, Staffing, Directing, And Controlling; Coordination and Cooperation, Techniques for effective coordination. (9 Contact Hours)

UNIT II

Challenges and Opportunities for OB, OB Model; Foundations of Individual Behaviour: Learning, Attitudes, Personality, Perception, Emotional Intelligence. (9 Contact Hours)

UNIT III

Motivation Theories and Applications. Foundations of Group Behaviour: Group Development; Group Behaviour; Sociometry. (10 Contact Hours)

UNIT IV

Conflict management. Transactional analysis; Johari Window; Organization as a system: Organizational Change; Organizational Culture. (10 Contact Hours)

UNIT V

Organizational Development; Stress management. Case Studies, Role Plays, Activities. (10 Contact Hours)

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Koontz & Weihrich, Essentials of Management, TMH
- Mullins, Management & OB, , Pearson
- Robbins, Judge, Sanghi, Organizational Behaviour, Pearson
- Greenberg et al., Managing Organizational Behaviour, Phi
- Fred Luthans, Organisational Behaviour, TMH

SSB

BUL6241			Digital Innovation Strategies				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Students will understand the fundamentals of innovation and technology for business development process.

CO2: Identify the reason of internal & external factors that influence a firm technological strategy, diffusion of technology, technological disruption.

CO3: Understand how Indian ICT industry is partnering with corporations and governments globally in their digitization journeys.

CO4: Evaluate various Digital Government Strategy for dynamic and flexible mapping for digital transformation and innovation aiming at strengthening the relationship between citizens and the Government.

CO5: Understand how new digital ecosystems are reshaping consumer-producer interactions in agriculture, healthcare, retail, logistics, and other sectors.

COURSE CONTENTS

UNIT I

India's Digital revolution, Overview of digital infrastructure in India, Enabling services for Digital India Transformation, Capacity Building for Digital India, Digital Gap among India's Business, Building Digital ecosystem, Implication for companies, policy makers, and individual, & Digital Environment. (9 Contact Hours)

UNIT II

Domain of Digital Transformation, Digital Innovation Strategy: A framework for diagnosing and Improving Digital Product and Service Innovation, Digital Economy, Gig Economy, Sharing Economy, P2P Economy, Platform Economy, Collaborative Consumption, Access Economy, Digital economy & Social design, Factors of Business Models. (10 Contact Hours)

UNIT III

Digital Business Strategy and IT Alignment, Block Chain Technology, Reinventing Business Model, Driving Innovation Through Emerging Technologies, Digital Opportunities for Organizational Innovation, Designing for adoption, Framing O12, Digital Business Identity. (9 Contact Hours)

UNIT IV

Industrial Evolution, Evolution of Innovation, Business Process Management: Potential and Challenges of Driving Innovation, Build Platforms, Data into Assets, Innovate by Rapid Expansion, Mastering Disruptive Business Model, Digital Disruption, Ecosystem Orchestration and Management, Industrial innovation, Managing Digital Transition. (10 Contact Hours)

UNIT V

Understanding e-Governance, Managing e Government, Implementing e Government, Regulation of Digital Governance Future of e-Governance- Health, Education, Energy, Agriculture, Aadhaar and the Reform of Social Protection in India, Digital governance Framework, ICT and Development –JAM & DBM, Social Capital. (10 Contact Hours)

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Austin, Robert D., Nolan, Richard L., and O'Donnell, Shannon. (2009). "Adventures of an IT Leader," Cambridge, MA: Harvard Business Press.
- Heeks, Richard, Reinventing Government in the Information Age, Routledge.
- Rogres, David, The Digital Transformation Playbooks, Columbia Business School.
- Gupta. Sunil, Driving Digital Strategy, Harvard Business Review.
- Daughtery, P & Wilson, H, Human + Machines, Harvard Business Review

SSB

BUP6093			Research Methodology Applications with SPSS				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
1	0	4	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, student shall be able to;

CO1: Develop basic proficiency in conducting business research.

CO2: To correctly identify the appropriate research methodology tool and technique to analyse and draw meaningful conclusion from research.

CO3: To develop basic proficiency in software (like SPSS, E-Views and R) and its application in research.

COURSE CONTENTS

UNIT I (9 Contact Hours)
Introduction to Research Methodology: Defining Research Problem and Developing an Approach, Research Design Formulation, Basics of Exploratory, Descriptive and Causal Research Design, Ethics in doing research.

UNIT II (9 Contact Hours)
Introduction to Data Analysis: Data Collection, Data Preparation, Exploring Data, Describing the Distribution of Single Variable, Findings Relationships among Categorical and Numerical Variables.

UNIT III (10 Contact Hours)
Statistical Interference: Sampling and Sampling Distribution, Confidence Interval Estimation, Hypothesis Testing.

UNIT IV (10 Contact Hours)
Estimating Relationships: Regression Analysis, Discriminant Analysis, Factor Analysis, Cluster Analysis, Multidimensional Scaling and Conjoint Analysis.

UNIT V (10 Contact Hours)
Time Series Analysis and Forecasting: Introduction, Forecasting Methods, Testing of Randomness, Regression-Based Trend Model, The Random Walk Model, Moving Average Forecasts, Exponential Smoothing Forecasts, Seasonal Models.

NOTE:	Research article and case studies will be used as per the course content.
	Evaluation shall be carried out in three stages, 2 minors of 20 marks each +1 major of 50 marks.
	Internal assessment will be based on practical lab-based assessment carrying 10 marks in total.

Reference Books

- Naresh K. Malhotra, Marketing Research: An Applied Orientation, Pearson Education, India
- S.C. Albright and W.L. Winston, Business Analytics: Data Analysis and Decision Making, Cengage Learning.

63

BUL6033			Marketing Decision Making				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Understand the dimension of marketing problems and issues and how decision is taken.

CO2: Able to grasp the practical situations and design the solutions for marketing problems.

CO3: Understand the ethical marketing practices and deal with the dilemmas thereafter.

CO4: Learn to design channel, take pricing decisions and media related decisions at national as well as international level.

COURSE CONTENTS

UNIT I

(9 Contact Hours)

Introduction to Marketing Decision Making shall involve describing the approach to develop marketing strategies, eleven P's as elements of marketing decision making. Building customer relationship; with respect to Indian and Global culture, and customer equity along with the estimation of customer life time Value for decision making.

UNIT II

(10 Contact Hours)

Conducting marketing research and using specific metrics in defining managing marketing information; Decision variables and discussions on Value Delivery network; Marketing Logistics, Supply Chain Management.

UNIT III

(10 Contact Hours)

Industrial Marketing process; Marketing Channel Design, Sales Management: Selling Process, Sales budget & Sales Quota, defining Sales Territory, Sales meetings and Contests.

UNIT IV

(9 Contact Hours)

Understanding Industrial Marketing Process, Pricing and pricing decisions in two-sided markets, Branding decisions; International marketing; Decisions in global marketing environment.

UNIT V

(10 Contact Hours)

Decisions variables and specific models in Web Marketing; Social Network Management; Sustainable marketing decisions shall discuss: Consumer impact, Consumerism and Marketing Ethics. Responsible consumption and disposal with respect to India ethical systems.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks (10) for Assignment shall be awarded on students' work in the form of Case Study / Role Plays / Projects / Assignments/ Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Malhotra Naresh k, Marketing Research: An Applied orientation, 2007, 7th Edtn. Pearson Education, New Delhi
- Reeder Robert R, Brietry Edward G, Reeder Betty G; Industrial Marketing: Analysis, Planning and Control, 1997, 2nd Edn PHI Learning Private Limited-New Delhi
- Tybout M Alice & Calder J. Bobby, Kellogs on Marketing, John Wily & Sons, NY
- S Shajahan, Applied Case Studies in Marketing, Primus Books, New Delhi
- Deshpandey Sameer and Lee Nancy R, Social Marketing: Influencing Behaviors for Good 2012, 4th Edition Sage South Asia
- Saxena Rajan, Marketing Management, Tata McGraw Hill, New Delhi
- Kumar V, Profitable Customer Engagement: Concept, Metrics and Strategies, Sage Publications Pvt. Lts, New Delhi, India

SSB

BUL6046			Managerial Accounting and Decision Making				Pre Requisites			
L-T-P			C	Minor Duration	Major Duration	Internal Marks	Co-requisites		Major Marks	Total Marks
L	T	S/P					Minor-I Marks	Minor-II Marks		
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Students shall go through understanding of Managerial / Management Accounting and its application in day-to-day business management and decision making by preparing internal reports, predicting cost behavior, assigning costs to cost objects, and enable the management in making decisions under various situations.

CO2: Students shall be able to apply theories of Management Accounting in the operational, tactical, and strategic decision making domain of a business organization, NGO's, NPO's etc; identify various cost classifications based on how costs respond to changes in production levels, and how those changes affect managements' decision to expand or reduce capacity levels; and can identify the costing method to use in situations.

CO3: Students should be able to develop their core-competence through various traditional and contemporary methods of costing; and in dealing with formulation of business strategies with the help of knowledge acquired in subject; can prepare an income statement required for internal reporting.

CO4: Discuss the ethical constraints that guide a manager in pursuing his/her ultimate goal of maximizing the value of the firm.

COURSE CONTENTS

UNIT I: Basic Conceptual Framework

Basic Concepts – Present Business Environment – Definition of Management / Managerial Accounting – Scope of Management Accounting – Functions of Management Accounting – Functions and Role of Management Accountant – Management Accounting vs Financial Accounting – Management Accounting vs Cost Accounting – Cost Concepts – Product & Period Cost – Controllable and Non-Controllable Cost- Conversion Cost – Committed Cost- Financial & Non-financial costs – Classification of Cost – Element wise – Function wise – Behavior wise – techniques for separation of Costs, Emergence and concept of Strategic Cost management, Limitations of Traditional cost, cost management, Traditional VS Strategic Cost Management. (10 Contact Hours)

UNIT II: Cost Management Methods and Techniques

Cost Management – with respect of Material Cost – Labour Cost and Overheads Management & Cost Ascertainment – Preparation of Cost Sheet & Product / Service Pricing, overview of Unit, Process and Contract costing, Target costing, Value Analysis, Pareto Analysis, throughput accounting, Life cycle costing, Environmental Management Accounting, Cost Management for specific sectors- Agriculture Sector, Information Technology Sector, Power Sector, Steel Sector, Pharmaceutical and Chemical Sector, Textile sector, Footwear sector, FMCG sector, Cement Sectors – through Case Study Approaches. (10 Contact Hours)

UNIT III: Decision Making

Techniques for Decision Making – Marginal Costing – BEP & CVP Analysis – Differential Costing – Relevant Costing, Activity Based Costing, Activity Based Management, Theory and Principles of Product/ Service pricing strategies under different market conditions of the existing products and new products. (8 Contact Hours)

UNIT IV: Management Control

Strategic Planning & Control – Strategic Management Accounting – Management Hierarchy – Budget & Budgetary Control & Expenditure Monitoring, Concept of Feedback and Feed towards control, Behavioral aspects of Budgeting – imposed style, Participative Budget, Zero Based Budget, Beyond Budgeting, Standard Costing – as the technique of Cost control and Cost management, Variance Analysis and Reporting Variance investigation techniques, interpretations of Variance of element wise cost and Sales Variance, Management By Exception, Cost and Management Audit as a tool for efficiency management and Reporting – Predicting and Preventing corporate failure. (10 Contact Hours)

UNIT V: Management Accounting, Techniques for Performance Evaluation and Measurement

Performance Management Information System – Management Accounting Information Needs & Management Structure – Lean Management Information System – Human Behaviour & Management Accounting System, Responsibility Accounting, Linking Critical Success Factors (CSFs) to Key Performance Indicators (KPIs) and Corporate Strategy, Performance Management Models – Balanced Scorecard, Performance Pyramid, Performance Prism and Building Block model, Strategic Business Units (SBUs), Performance Measures – Measuring of goals congruence – as the foundation of Transfer Pricing – methods of transfer pricing, International Transfer pricing. (10 Contact Hours)

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Advanced Management Accounting – Robert Kaplan & Anthony A Atkinson – Pearson
- Cost & Management Accounting – Duncan Williamson – Prentice Hall of India
- Modern Management Accounting – A Strategic Emphasis – D. Mukhopadhyay – Asian Books (P) Ltd.
- Management & Cost Accounting – Collin Durry – Cengage Learning
- Management Accounting – Don R. Housen & Maryanne M. Mowen – Cengage Learning
- Introduction to Management Accounting – Charles T. Horngren, Gary L. Sundem & William O. Stratton, Prentice Hall of India
- Cost Accounting – A Managerial Emphasis – Charles T Horngren, Srikant M. Dattar & George Foster – Prentice Hall of India
- Cost Accounting – Theory & Practice – Bhabotosh Banerjee – Prentice Hall of India
- Advance Management Accounting – Ravi M. Kishore – Taxmann
- Cost Accounting – Principles & Practice – B.M. Lau Nigam & I.C. Jain – Prentice Hall of India

SSB

BUL6092			Decision Models and Optimization				Pre Requisites			
L-T-P			C	Minor Duration	Major Duration	Internal Marks	Co-requisites		Major Marks	Total Marks
L	T	S/P					Minor-I Marks	Minor-II Marks		
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Are exposed to the various issues related to qualitative and quantitative techniques of optimization.

CO2: Develop skills to formulate and apply the techniques of optimization and simulation to solve problems of business world.

CO3: Able to formulate decision models to solve real life problem and proficiently allocating scarce resources to optimize the objective function.

CO4: Are exposed to the strategies to be played to compete in competitive business world.

COURSE CONTENTS

UNIT I

Linear programming: general structure, formulation of product mix problems. Graphical and Simplex algorithm application for optimum solutions, Duality & Sensitivity analysis. Transportation models and optimum solution. Assignment models: Hungarian algorithm. (9 Contact Hours)

UNIT II

Non-Linear Programming, Optimization Models: Quadratic Programming. Integer Linear Programming- problems & applications. Goal Programming, Queuing system and introduction to stochastic processes, Measures of performance, Arrival and Service processes, Single server and multi-server models, channels in parallel with limited applications of Simple Queuing Decision Models. (9 Contact Hours)

UNIT III

Network Models: Shortest Path Models Project Scheduling Models, Decision Analysis: Decision-making process, types of decision making environment: under certainty, under risk, under uncertainty, criteria of decision-making under uncertainty: criteria of decision-making under risk; Decision tree; Precision Tree, Add-in Decision making under risk; multistage decision problems. (10 Contact Hours)

UNIT IV

Game theory: two-person zero sum and constant sum games, saddle point, probability, nature as a player, two-person zero sum games; mixed or randomized strategy equilibrium, domination, Graphical solution, Strategic form of prisoner's dilemma. Simulation and Optimization and applications. Simulation, Nature of simulation, simulation process, random number generation, decision noise and biasness. (10 Contact Hours)

UNIT V

Dynamic Programming, multistage decision processes, Bellman's principle of optimality, Selective dynamic programming applications. Forecasting Models: Overview of Time Series Models, Moving Averages Models, Delphi Method, Expert Judgment Method, Exponential Smoothing Models, Econometric forecasting modeling. (10 Contact Hours)

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks.
	Internal Marks shall be awarded on students' work in the form of Case Study analysis/ quizzes / Reports / Presentations / Seminars/Assignments, which shall be evaluated by the concerned faculty.

Reference Books

- Anderson, D.R. Sweeney, D.J. and Williams, T.A. An Introduction to Management Science, Thomson Publisher
- Ravindran, D. T. Phillips and James J. Solberg, Operations Research- Principles and Practice, John Wiley & Sons.
- Hamdy A. Taha, Operations Research-An Introduction, Prentice Hall,
- F.S. Hillier. G.J. Lieberman, Introduction to Operations Research- Concepts and Cases, Tata McGraw Hill.
- Vohra N.D, Quantitative Techniques in Management, Tata McGraw Hill
- Wayne Winston and Chris, Albright Practical Management Science.
- Stephen G. Powell, Kenneth R. Baker, Management Science, The Art of Modeling with Spreadsheets, John Wiley and Sons Inc.
- Hamdy A. Taha, Operations Research-An Introduction, Prentice Hall.
- S. Chandra, Jayadeva, Aparna Mehra, Numerical Optimization with Application, Narosa Publishing House
- F.S. Hillier and G.J. Lieberman, Introduction to Operations Research- Concepts and Cases, Tata McGraw Hill.

SSB

BUL6023			Management of Organizations				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Demonstrate proficiency in fundamental human resources theories and concepts and how they apply to real world situations.

CO2: Develop an understanding of the challenges of human resources management and successfully manage and resolve conflict.

CO3: Employ analytical tools to assess HR related business problems and reach defensible conclusions.

COURSE CONTENTS

UNIT I

Management: Nature & Functions; Development of Management thoughts; Functions of Management, Behavioural Issues in Management of Organizations, Understanding the fit between the individuals and management of organizations. (9 Contact Hours)

UNIT II: Managing Human Resources

HRM-concept and philosophy. Need for HRM-nature and scope. Job Analysis-nature and methods of collecting information. Corporate objectives and Human Resource Planning-concept need quantitative and qualitative dimensions, HRM in the changing environment. (9 Contact Hours)

UNIT III: Staffing and Training

Recruitment and Selection, Methods of Manpower Search, Attracting and Selecting HR, Induction and Socialization, Manpower training and development- training need analysis, process, techniques, evaluation. (10 Contact Hours)

UNIT IV: Performance and Compensation Management

Performance Appraisal, 360-degree Feedback, Potential Appraisal, Career and Succession Planning, Compensation-Aim and components, Factors determining pay rates, Job Evaluation, an overview of performance incentives. (10 Contact Hours)

UNIT V: Human Resource Development and Industrial Relations

Employee Grievances and Discipline, Collective Bargaining, Trade Unions and Employers' Associations, Industrial Relations and industrial Disputes. (10 Contact Hours)

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Dessler, Human Resource Management, PHI
- Mondy, Human Resource Management, PHI
- Gomez et al., Managing Human Resources, Pearson
- Aswathappa, Human Resource and Personnel Management, TMH
- Armstrong, Handbook of Human Resource Management Practices, Sage
- V.S.P. Rao, Human Resource Management, Excel Publisher
- Koontz & Weihrich, Essentials of Management, TMH
- Mullins, Management & OB, Pearson

SSB

BUL6036			Digital and Social Media Marketing				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1. Understand; what is Search & Digital Media Marketing Context.

CO2. Evaluate the impact of a digital media campaign in terms of a specific marketing objective.

CO3. How to structure social campaigns and everyday content?

CO4. Understand Social Media Analytics.

CO5. Exploring various business model for digital marketing.

COURSE CONTENTS

UNIT I

Traditional marketing & modern Marketing, Key differences in Web1.0, Web 2.0, Web3.0, Digital Transformational Model, REAN Digital Marketing Model, Types of Digital Marketing, and Digital Marketing Business Model. (9 Contact Hours)

UNIT II

Digital Marketing strategy & Roadmap, Digital Marketing Framework ASCOR - Assessment phase, Strategy, Communication, Operation Setup, Digital Marketing Revenue, Traffic Building, Web Business Models, Engagement Marketing, Online Campaign Management. (10 Contact Hours)

UNIT III

Search Engine Optimization, Implementing an effective Search strategy, Search data Improve Business & Product Strategy, Building Search Process, Working with developers, Social Media & Search. (9 Contact Hours)

UNIT IV

Evolution of Social Media Marketing, Social Media Marketing Strategy, Social Consumers, Network Structure in Social Media, Social Community, Social Publishing, Social Entertainment, Social Commerce, Social Media Metrics. (10 Contact Hours)

UNIT V

Big Data & Social Media Analytics, Google Analytics, measurement Strategy, Google Tag Manager Concept, Acquisition Report, Segment, Mobile App Measurement. (10 Contact Hours)

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Fundamentals of Digital Marketing, 1st edition, Bhatia, P.S, Pearson, ISBN9789332587373
- Digital Marketing, Ahuja, V. Oxford, ISBN0199455449
- The Art of Digital Marketing, Ian Dodson, Wiley India PvtLimited, ISBN 9788126564408
- Social Media Marketing, 2nd edition, Tuten, Solomon, Sage, ISBN9789351509240
- Social Media Marketing- The Next generation of Business Engagement, Dave Evnas, Wiley, ISBN9788126531493
- The Art of Social Media, Guy Kawasaki, Penguin, ISBN 9780241199473.
- Alhlou, Asif, Fettman, Google Analytics, Wiley

SSB

BUL6042			Corporate Finance				Pre Requisites			
L-T-P			C	Minor Duration	Major Duration	Internal Marks	Co-requisites		Major Marks	Total Marks
L	T	S/P					Minor-I Marks	Minor-II Marks		
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Understand the strategic fit of finance function in overall corporate setting.

CO2: Explain key corporate finance decisions and its implication on the value of the firm.

CO3: Evaluate the projects and investment decisions by taking into consideration all relevant factors.

CO4: Evaluate the various sources of corporate finance and choose the right financial mix and financing instruments.

CO5: Evaluate the alternative ways of returning cash to shareholders and its implication for the firm.

COURSE CONTENTS

UNIT I: Introduction to Corporate Finance

(9 Contact Hours)

Various Forms of Organization, Corporations, Key Characteristics, Role of Financial Manager, The Objectives of Corporate Finance, Corporate Governance, The Time Value of Money.

UNIT II: Risk and Return Trade-offs

(9 Contact Hours)

Definition of Risk, Types of Risk, Measuring Portfolio Risk, Estimating Portfolio Risk and Return, The Relationship Between Risk and Return, Capital Asset Pricing Model, Estimation of Risk-Free Rate, Beta and Market Risk Premium.

UNIT III: The Investment Decisions

(12 Contact Hours)

Estimation of Hurdle Rates for Firms and Projects, Estimating Earnings and Cash Flow on Projects, Investment Decision Rules, Investment Analysis: Additional considerations, Investment in Non-Cash Working Capital, Investment in Cash and Marketable Securities.

UNIT IV: The Financing Decisions

(9 Contact Hours)

Overview of Financing Choices, The Financing Process, The Financing Mix: Trade-off on Theories, The Optimal Financing Mix.

UNIT V: The Dividend Decisions

(9 Contact Hours)

Dividend Policy, Analyzing Cash Returned to Stockholders, Beyond Cash Dividends: Buyback, Spinoffs and Divestitures.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Corporate Finance: Theory and Practice, 2e, Aswath Damodaran, Wiley Student Edition, 2009.
- Principles of Corporate Finance, 8e, Richard A Brealey, Stewart C Myers, Franklin Allen, Pitabas Mohanty. Special India Edition, The McGraw Hill Company.

SLD

BUL6051			Supply Chain Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Recognize the three primary flows (i.e. physical, financial and information) inherent in the supply chain of any firm.

CO2: Design and manage three primary flows (i.e. physical, information and financial) within the supply chain environment.

CO3: Understand how different firms and supply chain interact with each other.

CO4: Understand how supply chain organizations are typically organized with in the larger organizational setting.

CO5: Design suitable performance metrics for supply chain performance evaluation.

COURSE CONTENTS

UNIT I: Building Strategic Framework to Analyze Supply Chain (8 Contact Hours)

Supply Chain Management Key Concepts, Logistic vs Supply Chain Management, Supply Chain Perspective, and Supply Chain as a System.

UNIT II: Designing Supply Chain Network (12 Contact Hours)

Introduction to Network Model, Facility Location Model, Supply Chain Network Design, Practical Considerations.

UNIT III: Planning Demand and Supply in Supply Chain (10 Contact Hours)

Production Planning: Fixed Planning Horizon, Master Production Schedule, Material and Distribution Requirement Planning: Available to Promise (ATP), Bills of Material (BOM), MRP Coordination.

UNIT IV: Connecting Sales to Operations (10 Contact Hours)

Aggregate Planning Models: Aggregate Planning Model Levers, Monthly Sales & Operation Planning Process, Distribution and Channel Strategies, Omni Channel Distribution, Reverse Supply Chains.

UNIT V: Managing Cross Functional Drivers in Supply Chain (8 Contact Hours)

Sourcing Decisions in a Supply Chain, Pricing and Revenue Management in Supply Chain, Supply Chain Finance, Information Technology in a Supply Chain, Supply Chain Coordination, Supply Chain Organizational, Process, and Performance Metric Design.

NOTE:	Evaluation shall be carried out in three stages, 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Supply Chain Management: Strategy, Planning & Operation, 3e, Sunil Chopra and Peter Meindl, Pearson education, 2007.
- Business Logistics/Supply Chain Management, 5e, Ronald H Ballou, Pearson Education, 2006.
- Supply Chain Architecture: A Blueprint for Networking the Flow of Material, Information and Cash, William T. Walker, CRC Press, 2015.

SSB

BUL7271			Management Control System				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Acquire knowledge, insights and analytical skills related to how the finance managers go about designing and implementing control systems.

CO2: To plan and control the organisational systems for implementing corporate strategies.

CO3: To understand, design and implement strategic cost and pricing decisions.

COURSE CONTENTS

UNIT I

Conceptual framework of management control: Nature of Management Control Systems, Understanding Strategies, Behaviour in Organizations, Responsibility Centers, Revenue and Expense Centers, Profit Centers, Responsibility Accounting, Inter-divisional Transfer Pricing. (8 Contact Hours)

UNIT II

Measurement of Divisional Performance including Performance Evaluation - Qualitative and Quantitative, Investment Centre and Measuring and Controlling Assets Employed. Techniques of management control process: Strategic Planning, Steps in management control process Budget Preparation, Planning and Procedures, Budgetary Control, Analysis of Variance, performance Budgeting. (12 Contact Hours)

UNIT III

Accounting Aspects of Control including Internal Audit and Control and Value for Money, Analysis and Reporting, Variance Reporting, Analysing Financial Performance Reports, Performance Measurement, Management Compensation, Behavioural aspects of management control such as motivation and morale. (9 Contact Hours)

UNIT IV

Goal Congruency, Participative and Responsive Management. Variation in managerial control system: Controls for Differentiated Strategies, Service Organizations, Multinational Organizations and Management Control of Projects. (9 Contact Hours)

UNIT V

Strategic Cost Control: Pricing decision including pricing strategies, Pareto Analysis, Just-in-time Approach, Material Requirement Planning, Enterprise Resource Planning, Total Quality Management, Balance Score Card, Bench Marking, Theory of Constraint, Uniform Costing and Inter firm comparison, Profitability analysis - Product wise/segment wise / customer wise. (10 Contact Hours)

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Allen, B. R., Brownlee, E. R. II, Haskins, M. E., & Lynch, L. J. (2005). *Cases in management accounting and control system* (4th ed.). New Delhi: Pearson Education.
- Anthony, R. N., & Govindarajan, V. (2007). *Management control systems* (12th ed.). New Delhi: Tata McGraw-Hill.
- Cooper, R., & Kaplan, R. S. (2004). *Design of cost management systems* (2nd ed.). New Jersey: Prentice Hall.
- Kaplan, R. S., & Anderson, S. R. (2007). *Time-driven activity-based costing: A simpler and more powerful path to higher profits*. USA: Harvard Business School Press.
- Kaplan, R. S., & Cooper, R. (2009). *Cost & effect: Using integrated cost systems to drive profitability and performance*. USA: Harvard College.
- Kaplan, R. S., & Norton, D. P. (2008). *Execution premium: Linking strategy to operations for competitive advantage*. USA: Harvard Business School Press.
- Shank, J. K. (2006). *Cases in cost management: A strategic emphasis* (3rd ed.). USA: Cengage Learning.
- Shank, J. K., & Govindarajan, V. (2008). *Strategic cost management: The new tool for competitive advantage*. New York: Free Press.

53

BUL7018			Project Appraisal and Planning				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: The student should be able to conduct analysis and understand the feasibility of the project.

CO2: The student must be able to develop a project and design a project plan with different scenarios.

CO3: The student must be able to assess the time line and review as well as evaluate the project with business outcomes.

CO4: The student must be able to work on PMIS and integrate the project plan.

COURSE CONTENTS

UNIT I

(9 Contact Hours)

Project Appraisal: Objective & Significance. Project Identification and Analysis: Preliminary screening and identification; Project life cycle; Market and demand feasibility study; Technical feasibility study; Financial feasibility study; Estimating cash flows; Measurement of cost of capital; Project appraisal criteria.

UNIT II

(10 Contact Hours)

Risk analysis – Types and measures of project risk; steps in Risk Management, Risk Identification, Risk Analysis, Reducing Risks Techniques of Risk Analysis – Simple estimation, Sensitivity analysis, Scenario analysis, Decision tree analysis, Monte-Carlo simulation.

UNIT III

(10 Contact Hours)

Project Planning, Need of Project Planning, Project Life Cycle, Roles, Responsibility and Team Work, Project Planning Process, Work Breakdown Structure (WBS) Project selection; Project Implementation and Management: Project organization; Human aspects of project management.

UNIT IV

(9 Contact Hours)

Development of communication system for project implementation; Project direction, coordination and control; Network Analysis Project Evaluation: Objectives of project review and evaluation, Checklist for Project Evaluation, Performance indicators for evaluation, Abandonment analysis.

UNIT V

(10 Contact Hours)

Project Management Information System (PMIS), Planning of PMIS, Design of PMIS. Applications of Project Management Software, Common Features Available in Most of the Project Management Software; Emerging issues in Project Appraisal and Planning.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks,.
	Internal Marks shall be awarded on students' work in the form of Case Study analysis/ quizzes / Reports / Presentations / Seminars/Assignments, which shall be evaluated by the concerned faculty.

Reference Books

- Jack Gido, James P. Clements, Project Management, Cengage
- Jeffrey K. Pinto, Project Management, Pearson
- Prasanna Chandra, Project Planning, Analysis, Financing, Implementing and Review, TMH
- Samuel Mantel, Jack Meredith, Project Management: A Managerial Approach, Wiley
- Clifford Gray, Eerik Larson, Project Management, TMH.

SR

BUL7011			Strategic Management				Pre Requisites			
L-T-P			C	Minor Duration	Major Duration	Internal Marks	Co-requisites		Major Marks	Total Marks
L	T	S/P					Minor-I Marks	Minor-II Marks		
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Explore the conceptual foundations and frameworks for understanding strategy.

CO2: Apply the concepts of strategic planning, formulation, implementation and control.

CO3: Be able to comprehend the business situations and take decisions in the complex business environment.

CO4: Apply tools of strategic decision making in for designing grand strategy and generic strategy for different business situations.

COURSE CONTENTS

UNIT I

(9 Contact Hours)

Concept of Strategic management, Levels of Strategic Decision Making, Strategic Management Process, Vision, Mission, Policies and Objective, Strategic Intent, Competitive Advantage.

UNIT II

(10 Contact Hours)

Dynamics capabilities and Measures for analyzing competitive environment, External Analysis and internal analysis; Porter's five forces model; Matching Strategies: SWOT, BCG, TOWS, SPACE Matrix.

UNIT III

(10 Contact Hours)

Strategic integration, Grand Strategies: Strategic Alliance, Joint venture, Mergers Acquisition and Takeovers, Diversification, Grand Strategies: Strategic Turn-around, Divestiture, Grand Strategy Selection Matrix; Generic Strategy.

UNIT IV

(9 Contact Hours)

Strategic implementation: Organization Structure and Leadership, resource allocation, structuring, re-engineering; HR issues, Change management with respect to strategy, Corporate Social responsibility as a Strategy.

UNIT V

(10 Contact Hours)

Strategic Evaluation and Control; Strategy Review, Strategic Evaluation and Control; Evaluation and Control- Financial and Operations Audit, Strategic Evaluation and Control; Surveillance and Assessment.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks (10) for Assignment shall be awarded on students' work in the form of Case Study / Role Plays /
	Projects / Assignments/ Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Pearce A John, Robinson Richard, Mittal Amita, Strategic Management: Formulation, Implementation and Control, Tata McGraw Hill.
- David R Fred, Strategic Management-Concept and Cases, PHI.
- Barney B Jay, Strategic Management and Competitive Advantage, Pearson Education.
- Mittal Amita, Cases in Strategic Management, TMIL.
- Hussy David, Strategic Management: From Theory to Implementation, Butterworth Heinemann

SSB

BUL7021			Managing Teams				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Expose the students with the group dynamics and issues which differentiate between effective and less effective team performance.

CO2: Students will be able to understand and apply various conflict resolution strategies in group while working collaboratively.

CO3: Students will be able to analyze the role of leaders in effective group performance and impact of leaders style on each member as well as team's as a whole performance.

CO4: Exposure to various decision making strategies while working in a team.

COURSE CONTENTS

UNIT I (9 Contact Hours)

The nature of group dynamics and its significance to life contexts; group formation and development; structural and functional variables in groups and their impact on group effectiveness.

UNIT II (9 Contact Hours)

Influencing others - working collaboratively, managing change and resolving conflict. Models and tools for systematic observation and analysis of group functioning.

UNIT III (10 Contact Hours)

Contributing to team growth and leadership: Role of the leader, Building high performance teams, Leadership styles, Personality styles.

UNIT IV (10 Contact Hours)

Building a team culture; the impact of an individual values orientation, paradigms and behaviour on group function; understanding individual behaviour, working with emotional intelligence; strategies for implementing change in groups.

UNIT V (10 Contact Hours)

Team building exercises, Successful team decision making, providing vision and creating enthusiasm, Delegating.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Forsyth, D.R., Group Dynamics, Addison-Wesley, New York, USA.
- Zander, A., Making Groups Effective, Jossey-Bass, San Francisco, USA.
- Davis, Group Performances, Addison-Wesley Publishing Co, USA
- Dyer, Team Building: Issues and Alternatives, Addison-Wesley Publishing Co, USA.
- Rupert Brown, Group processes: dynamics within and between groups, Wiley-Blackwell.
- Thomas G. Cummings, Christopher G. Worley, Organization Development & Change, Cengage Learning.

SRB

BUL7016				Entrepreneurship			Pre Requisites			
L-T-P							Co-requisites		Major Marks	Total Marks
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks		
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Exposed to discern different entrepreneurial traits & understand the basic development of entrepreneurship as a profession & business models.

CO2: Understand strategic entrepreneurship management for small businesses & able to Identify capital resources for new ventures and small businesses with social responsibilities.

CO3: Understand the systematic process to select and screen a business idea and ability to recognize a business opportunity that fits an individual.

CO4: To align entrepreneurial knowledge with corporate processes & encourage innovation & entrepreneurship in real life situations.

COURSE CONTENTS

UNIT I

Entrepreneurial strategies & traits, entrepreneur v/s Intrapreneur, entrepreneur v/s manager. Entrepreneurial competencies, entrepreneurial culture & mobility; Entrepreneurial achievement motivation. The Entrepreneurial Venture and the Entrepreneurial Organization. (9 Contact Hours)

UNIT II

Leadership and entrepreneurship. Success stories of entrepreneurs. Communications barriers and role of Government in promoting entrepreneurship. Financial support system, sources of financial support, MSMEs and industrial policies in India, agencies for policy formulation and implementation including SIDBI, Commercial Banks, SFCs, etc. Forms of financial support, long-term and short-term financial support, development financial institutions, investment institutions. New Schemes for entrepreneurship development. (9 Contact Hours)

UNIT III

Opportunity recognition and entry strategies: New product, Partial Momentum, Sponsorship and Acquisition. The Strategic Window of Opportunity: Scanning, Positioning and Analyzing. Intellectual Property Management, Creation and Protection. (10 Contact Hours)

UNIT IV

Opening the Window. Gaining Commitment: Techno-economic feasibility assessment; planning business process. Formulation of business plan Formulation-Traditional and business canvas approaches. E-entrepreneurship; business models and strategies; venture capital financing; angel investors. Securing investors and structuring deals; creating an organization; corporate ventures and franchising, etc. Training development programmes. (10 Contact Hours)

UNIT V

Social entrepreneurship; Family Business Management and approaches, Marketing Strategies for small business. Various Agencies for entrepreneurship development. Entrepreneurship and small business units, ancillary units etc. Strategies of the Government for the promotion of MSMEs. Emerging issues in the field of entrepreneurship: Start-Up India (10 Contact Hours)

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks shall be awarded on students' work in the form of Case Study analysis/ quizzes / Reports / Presentations / Seminars/Assignments, which shall be evaluated by the concerned faculty.

Reference Books

- Charantimath P.M., 'Entrepreneurship Development in Small Business Enterprises', Pearson
- David H. Holt, 'Entrepreneurship: New Venture Creation', Prentice – Hall of India Private Ltd., New Delhi
- Drucker, P.F., 'Innovation and Entrepreneurship', Heinemann, London
- Geoffrey G. Meredith, Robert E. Nelson, and Philip A. Neck, 'The Practice of Entrepreneurship', Sultan Chand & Sons, New Delhi,
- Gupta, A. Arora, S. and Mittal, S. 'Handbook of Business Plans, Excel Books
- Kenneth, R., 'Entrepreneurship and Small Business Management', Harvard University Press, Boston.
- Marc J. Dollinger, 'Entrepreneurship: Strategies and Resources', Pearson Education, New Delhi
- Norman M. Scarborough and Thomas W. Zimmerer, 'Essentials of Entrepreneurship and Small Business Management', Prentice - Hall of India Private Ltd., New Delhi
- Robert D. Hisrich, Michael P. Peters and Dean A. Shepherd, 'Entrepreneurship', Tata McGraw Hill Education Private Limited, New Delhi)
- Schumpeter, J., The Theory of Economic Development, Harvard University Press, Harvard
- Economic and Political Weekly, New Delhi, Various Issues.

CB

BUL7017			Business Laws				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Develop an understanding of basic provisions of business laws and their application.

CO2: Develop legal analysis and reasoning, legal research, problem solving skills.

CO3: Demonstrate a commitment to professionalism and responsibility to the legal system of India.

COURSE CONTENTS

Unit I: Elements of Company Law

(9 Contact Hours)

Companies Act 2013: Company and Its Forms, Formation of a Company; Memorandum of Association and Articles of Association.

Unit II Elements of Company Law

(10 Contact Hours)

Raising of Capital and Commencement of Business; Prospectus, Allotment of Shares, Membership of Company, Corporate Governance and Winding Up.

Unit III: Law of Sale of Goods and Law of Negotiable Instruments

(9 Contact Hours)

Sale of Goods Act, 1930: Contract of Sale, Sale and Agreement to sell, Conditions and Warranties, Negotiable Instruments Act, 1881: Essentials of Negotiable instruments and Kinds of negotiable instruments.

Unit IV: Law of Contract

(10 Contact Hours)

Indian Contract Act, 1872, Nature and Kinds of Contracts, Essentials of a valid Contract, Contract of Indemnity and Guarantee, Bailment and Pledge.

Unit V: The Competition Act and the Information Technology Act

(10 Contact Hours)

Competition Act, 2002: Anti-Competitive Agreements; Abuse of Dominant position; Regulation of Combinations; Competition Advocacy, Competition Commission of India; Information Technology Act, 2000: Electronic Records, Electronic Governance, Certifying Authorities, Offences and Penalties.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Pathak, Legal Aspects of Business, TMH
- V.S. Datey, Business & Corporate Laws, Taxmann
- Saravanavel & Sumathi, Business Law for Management, HPH
- ND Kapoor, Elements of Mercantile Law, Sultan Chand
- Dr. Avatar Singh, Principles of Mercantile Law, Eastern Book Company
- Maheshwari & Maheshwari, A Manual of Business Laws, Himalaya

SSB

BUL7261			Leadership Development				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: The students will be able to identify the impact of changing from employee to leader and personality characteristics on leadership behavior.

CO2: Students will be to understand and apply leaders' role in implementing and managing change; motivation and communication strategies to manage team performance effectively.

CO3: Decision making skills will be inculcated among the students to gather, assess, and use information to make informed and well-reasoned decisions as a leader.

COURSE CONTENTS

UNIT I (9 Contact Hours)

Leadership Defined, Evolution of leadership, Leadership theories (traditional, Behavioral, contingency), types of leadership, leadership styles, leadership skills, Role of followers in the process of leadership, Leadership and conflict management, authentic leadership.

UNIT II (9 Contact Hours)

Motivation and Leadership, Understanding role of power and influence in leadership.

UNIT III (10 Contact Hours)

Leadership and group dynamics, decision making styles, techniques & strategies and Leadership, communication strategies for effective decision making.

UNIT IV (10 Contact Hours)

Leadership and understanding human behavior (personality, learning, attitudes and perception), Personality characteristics and behaviors of effective leader.

UNIT V (10 Contact Hours)

Role of Leaders in Organizational Culture and Change. Case Studies and Role Plays.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Northouse, Peter G. Leadership: Theory and Practice. SAGE Publications
- Yukl, Gary A. Leadership in Organizations. Pearson/Prentice Hall.
- Carl D. Glickman, Stephen P. Gordon, Jovita M. Ross-Gordon, Supervision and Instructional Leadership: A Developmental Approach, Pearson Publications
- Gerald C. Ubben, Larry W. Hughes, Cynthia J. Norris Principal, The: Creative Leadership for Excellence, Pearson Publications
- Gary A. Yukl Leadership in Organizations, Pearson Publications
- Carol J. Carter Joyce Bishop Sarah Lyman Kravits Keys to Success: Teamwork and Leadership, Pearson Publications
- Robert Stringer, Leadership and Organizational Climate (Prentice Hall Organizational Development Series), Pearson

SSB

BUE3251			Industrial Marketing				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
4	2	0	6	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: To outline and list the factors affecting marketing strategies in a typical B-2-B scenario and identify the strategies to stay relevant in the market place; To recognize the impact of traditional consumer behavior theories and decision making processes in a B-2-B organization as compared to a B-2-C organization.

CO2: To outline, relate and demonstrate the relationships between applied industrial marketing concepts and its impact on competition. The student will be able to demonstrate, modify and apply the applications and uses of select industrial marketing concepts in simulated business situations; To choose, compare and evaluate various decision-making processes, aligning the same with specific requirements of the organization and address specific concerns of decision makers and influencers across hierarchy.

COURSE CONTENTS

UNIT I

(11 Contact Hours)

Basics of Industrial Marketing; Industrial versus Consumer Marketing; Industrial Marketing Landscape; Classification of Industrial Customers. The Industrial Marketing system and the Industrial Marketing concept, Industrial goods demand and product characteristics, market levels and product types, the industrial customer, buyer motives business and institutional buyers.

UNIT II

(12 Contact Hours)

Buying Behaviour, Unique Characteristics of Organizational Procurement; Purchasing in Government Units; Industrial Buying Behaviour in Indian context; Conceptualization of Buying Behaviour; Organisational Buying: BUYGRID MODEL, phases in purchasing decision process & their marketing implications, Buying centers, value analysis & vendor analysis. Inputs to Industrial Marketing Uncertainty Management in Industrial Marketing; Purchasing Agents and Negotiation in Industrial Marketing.

UNIT III

(12 Contact Hours)

Strategic Planning Process of Strategic Planning; Variables Used to Segment Industrial Marketing; Industrial Marketing Strategy in India; Managing the Development of Strategic Planning and McKinsey's 7-s Framework. Strategy Implementation Understanding Strategy Formulation and Strategy Implementation; Industrial Marketing Strategy Components; Industrial Marketing Strategy in India; Industrial Marketing Research for New Product Development. Targeting the industrial product, positioning the industrial product. Industrial product life cycle, product mix, Service component—The provision of parts, technical assistance, terms of sales.

UNIT IV

(11 Contact Hours)

Channel Optimization Channel Participants; Channel Functions and Dual Channels; Choosing the Right Distributor; Distribution and Manufacturers' Representatives. Logistics and Marketing Control Purchasing Practices of Industrial Customers in Indian Context; Marketing Logistics: Physical Distribution and Customer Services; Marketing Control. Formulation of channel strategy-conditions influencing channel structure.

UNIT V

(12 Contact Hours)

Pricing Price: A Crucial Element in Product Strategy; The nature of Derived Demand; Industrial Product Pricing in India; Segregation of New Product Cost; Pricing in Industrial Marketing. The promotional component, advertising functions-establishing recognition, supporting and motivating salesmen and distributors measurement of advertising effectiveness. Sales Force Planning Development of Industrial Sales Force; Motivation of Sales Force; Effective Use of Sales Compensation. Personal selling-Personnel profiles selection and training, supervisions compensation sales promotion and public relations-Trade shows and exhibits, promotional novelties.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Business Marketing: Text and Cases, Krishna K. Havaladar, McGraw Hill, ISBN: 978-1-25-909796-6
- Industrial Marketing, Horey Sankar, Mukerjee, Excel Books, ISBN: 978-81-7446-700-3
- Industrial Marketing, P.K. Ghosh, Oxford, ISBN: 0-19-567794-3
- Industrial Marketing: A Process of Creating and Maintaining Exchange by Krishnamacharyulu Csg, Lalitha R. Publisher: Jaico Book House
- Industrial Marketing 2e by K. K. Havaladar, Publisher: Tata McGraw-Hill Publishing Company limited

83

BUE3252			Principles of Sales Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
4	2	0	6	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Describe the role of a sales manager and to explain the various activities involved in business development.

CO2: Analyze sales force management practices and to evaluate the sales planning process.

CO3: Demonstrate the selling skills and value ethical sales practices.

COURSE CONTENTS

UNIT I

Nature, Role and Importance of Sales Management; Personal Selling ; Types/ Classification of personal selling, Difference between selling and marketing; Skill Sets required in selling. Sales Management overview; Evolution of personal selling
(11 Contact Hour)

UNIT II

Selling Skills: Communication skills and process ; Managing Body Language; Listening Skills; Conflict Management ; Negotiation, conflict management and Problem Solving Skills, Pre-sales preparation; Methods of prospecting ; Approaches to Sales Presentation. Methods of handling customer objections; Methods of closing sales and follow up action.
(11 Contact Hours)

UNIT III

What is business development; Difference between business development planning and sales planning; why planning for business development business development important; how business plan is developed?
(12 Contact Hours)

UNIT IV

Sales Forecasting (Forecasting approaches- qualitative and quantitative for market Demand , sales forecasting methods, Designing and Allocation of Sales Territories. Route Planning, Types of Sales Quotas Procedure of Quota setting Problems in setting sales quotas, Designing Sales Organization.
(12 Contact Hours)

UNIT V

Sales Motivation Factors Influencing Motivation of Sales Person ;Designing Motivational Programme; Motivational Tools . Factors influencing the design of a Compensation Plan; Types of Compensation plan; Sales force Expense Analysis; Measurement of Sales Organization Effectiveness.
(12 Contact Hours)

NOTE:

Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Panda,Tapan K, and Sahadev Sunil,(2013), 'Sales and Distribution Management, Oxford, 2nd ed.
- Still, Cundiff, and Govni, (2011), Sales Management: Decision, Strategy and cases, Pearson, 5th ed.
- Ingram & Lafarge, Sales management: Analysis & Decision making, Cengage

CSB

BUE3253			Advertising and Public Relations				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
4	2	0	6	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to:

CO1: Define core terms, concepts and principles related to communication mix; Determine, analyze and respond to clients' advertising and marketing communications objectives by applying principles of marketing and communications and to perform a market segmentation analysis.

CO2: To understand the essence of PR as a practical discipline within the organization; be aware of its functions, strategies and particular techniques; and to understand how public relations theory and practice developed and how public relations is practiced in different countries.

CO3: Aware of different types of stakeholders involved in private and public organizations that use public relations strategies; and to understand, recognize, and examine the phenomenon of media transparency and its application for the public relations profession and practice in a global world.

COURSE CONTENTS

UNIT I

(10 Contact Hours)

Understanding Advertising: Concept, Nature, Definitions, Evolution and History; Role, Objectives, Functions, and Significance; Basic Theories and Applications; Types and Classification of Advertising; Factors Determining Advertising Opportunity of a Product/Service/Idea; Types of Appeals and Advertising Messages.

UNIT II

(12 Contact Hours)

Digital Advertising: Evolution and Current Status; Digital Media Landscape; Emailers and Search Engine Optimization; Mobile Marketing. Digital Advertising Agencies: Structure and Functions; Digital Media Integration across Advertising. Hybrid Advertising (Online merging with Offline).

UNIT III

(12 Contact Hours)

Agency Structure: Roles and Responsibilities Across Levels: Evolution of Ad Agencies: Various Stages and Current Status; Various Functional Departments and Scope of their Works; Ad Agency: Functions, Types, Structure, Departments, Remuneration, Pitching, Client Agency Relationship; Revenue and Commission Systems. Account Management: Definition, Responsibilities and Implementation Paths. Agency Operation: Role of Advertising Agency, Types of Advertising Agencies: Client-Agency Relationship.

UNIT IV

(12 Contact Hours)

PR: Concepts, Definitions and Theory; Brief History of Public Relations and Emergence of Corporate Communication; Understanding Various Concepts, viz., PR, Press Agency, Publicity, Propaganda and Advertising " Defining Publics/Stakeholders. PR Process: Problems, Media Selection, Feedback and Evaluation. Tools of PR: Media Relations (Organizing Press Conferences/Meets, Press Releases/Communiqué/ Briefs, Rejoinders etc.) and Media Relations management (Selection of Media and Reaching out to its various Publics).

UNIT V

(12 Contact Hours)

The Public Relations Environment: Trends, Consequences, Growth and Power of Public Opinion; Persuasion and Public Relations: The Power Structure, Roots of Attitude, Culture, Laws of Public Opinion and Governors of Opinion Change. PR and Writing: Printed Literature, Newsletters, Position Papers/Opinion Papers and White Papers and Blogs. Crisis Communication: PR's Role in Business, Government, Politics, NGOs and Industry Associations. Digital PR in Marketing and Brand Promotions: The need for synergy between advertising and PR to achieve marketing goals.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Elliott Richard: Strategic Advertising Management (NTC Business Book, USA, 2009)
- Ghosal, Subhash: Making of Advertising (McMillan 2002)
- Jethwaney Jaishri: Advertising management (Oxford University Press, 2010)
- Jethwaney Jaishri & Jain Shruti: Advertising Management, 2006 (Oxford University Press)
- Singh Nishant (Dr.): Vigyapan Prabandhan (Omega Publications, New Delhi, 2010)
- The Public Relations Handbook, 2nd ed (2001) by Alison Theaker, Routledge
- Public Relations and Social Theory. Key Figures and Concepts (2007) by Øyvind Ihlen, Routledge Communication Series.

SB

L-T-P			Discourse on Human Virtues				Pre Requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Co-requisites		Major Marks	Total Marks
4	2	0	6	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	Minor-I Marks	Minor-II Marks	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Understand the relevance of human values and peaceful co-existence.

CO2: Widen their perspectives in moral decision making.

CO3: Develop right understanding with respect to the basic aspirations of human life.

CO4: Gain holistic understanding of the interrelatedness of individual, family, society and nature.

CO5: Enhance clarity, assurance & purposefulness of life.

COURSE CONTENTS

UNIT I

What is Value Education?

Knowledge and Skill.

Value and Virtue.

UNIT II

Moral Agency and the Notion of Dharma.

Freedom of Will and Determinism.

UNIT III

Understanding Human Existence: Human Being and Human Person.

The Basic Human Aspirations: Continuous Happiness and Prosperity.

UNIT IV

Understanding harmony at the level of Individual, Family and Society.

UNIT V

Understanding harmony at the level of Nature

Cardinal Human Virtues such as Compassion, Wisdom, Justice, Tolerance, Non-violence, Service to Humanity with the help of suitable illustrations.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Gurucharan Das, The Difficulty of Being Good. New Delhi: Penguin Books, 1990 (Chapter 3)
- Herry G. Frankfurt (1971). Freedom of the Will and the Concept of a Person. The Journal of Philosophy, 68 (1): 5 – 20.
- R.R. Gaur et al, A Foundation Course in Human Values and Professional Ethics. New Delhi: Excel Books, 2006.
- Excerpts from relevant books supplied by the instructor as and when required.

L-T-P			Professional Ethics				Pre Requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
4	2	0	6	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;
 CO1: Identify the nature and moral requirements of their profession.
 CO2: Respond to moral issues with integrity and creative imagination.
 CO3: Recognize and deal effectively with the conflicts of interests.
 CO4: Appreciate the way ethical ideas relate to their professional conduct.
 CO5: Reflect on professional decisions from an ethical perspective.

COURSE CONTENTS

UNIT I	(11 Contact Hours)
Profession and Professional Ethics.	
Understanding the Professional Codes of various Professional Bodies.	
UNIT II	(11 Contact Hours)
Conflict between Professional Standards and Moral Rules.	
Ethical Theories: (a) Teleological, (b) Deontological, and (c) Virtue Ethical.	
UNIT III	(12 Contact Hours)
Professional Autonomy and Professional Responsibility.	
Selected Case Studies (the cases, historical as well as current, are to be taken from the area of the targeted group, the sources could be previous stories and current affairs).	
UNIT IV	(12 Contact Hours)
Gender and Environmental Ethics.	
Corruption and Whistle-blowing.	
UNIT V	(12 Contact Hours)
Well-being and Intellectual Property Rights.	
Ethical Skepticism.	

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Case Studies based particularly on the decisions of Indian Judiciary.
- Justin Oakley and Dean Cocking, Virtue Ethics and Professional Roles, Cambridge: Cambridge University Press, 2001.
- L.P. Pojman and P. Pojman, Environmental Ethics: Readings in Theory and Application (6th edition), Boston: Wadsworth, 2012.
- Max Weber, Vocation Lectures: "Science as a Vocation", "Politics as a Vocation", edited with an introduction by David Owen and Tracy B. Strong; translation by Rodney Livingstone, Cambridge: Hackett Pub., 2004.
- R.R. Gaur (et al), A Foundation Course in Human Values and Professional Ethics, New Delhi: Excel Books, 2006.
- R.S. Naagarazan, A Text Book on Professional Ethics and Human Values, New Delhi: New Age International (P) Publishers, 2006.
- Simon Robinson (et al), Engineering, Business and Professional Ethics, Oxford: Elsevier, 2007.
- Vrinda Dalmiya, Caring to Know: Comparative Care Ethics, Feminist Epistemology, and the Mahabharata, Oxford: Oxford University Press, 2016.

SSB

Morality in Indian Tradition							Pre Requisites			
L-T-P			C	Minor Duration	Major Duration	Internal Marks	Co-requisites		Major Marks	Total Marks
L	T	S/P					Minor-I Marks	Minor-II Marks		
4	2	0	6	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Understand the notion of morality in Indian tradition.

CO2: Get inspired from the cardinal values of Indian culture.

CO3: Appreciate the thinking and reflect on the moral issues of ancient as well as contemporary times.

CO4: Realize the worth of indigenous thinking in relation to every form of life.

CO5: Adopt a progressive thinking.

COURSE CONTENTS

UNIT I

The Context of Origin of Indian Moral Thinking and Its Presuppositions.

Man as Moral Agent, Freedom of Will and Responsibility.

Law of Karma and Its Moral Implications; Does It Entail Self-Centricity?

(11 Contact Hours)

UNIT II

Cardinal Values Emanating from Indian Culture: Four Puruṣārthas.

Concept of Dharma: Mīmāṃsā, Vaiśeṣika and the Buddhists' view.

Jainism towards Environmental Ethics.

(12 Contact Hours)

UNIT III

Debates over Punishment and Expiation: The tension between the Dharmaśāstras and State Laws

Bhagavadgītā's ideal of Niṣkāma Karma

(12 Contact Hours)

UNIT IV

Modern Revival of Indian Moral Thinking: Neo-Vedānta, Meditative Traditions and Ethical Skepticism

(12 Contact Hours)

UNIT V

Examining Whether There Is Any Distortion in Traditional Way of Thinking or Any Genuine Extension of It

Some Contemporary Moral Issues Pertaining to Applied Ethics and Indian Response to Them

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- A.K. Saran, *Traditional Thought, towards an Axiomatic Approach*, Sarnath: Central Institute of Higher Tibetan Studies, 1996.
- Purushottam Bilmoria, *Indian Ethics: Classical Traditions and Contemporary Challenges*, England: Ashgate Publishing Limited, 2007.
- R. Balasubramaniam and Ramashanker Misra, *Man, Meaning and Morality*, New Delhi: ICPR, 1995.
- Rajendra Prasad, *Karma, Causation and Retributive Morality*, New Delhi: ICPR, 1989.
- Rajendra Prasad, *Varṇadharma, Niṣkama Karma and Practical Morality*, New Delhi: DK Printworld (P) Ltd., 1999.
- Shyam Ranganathana, *Ethics and History of Indian Philosophy*, Delhi: Motilal Banarsidass, 2007.

L-T-P			Know Your Constitution				Pre Requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
4	2	0	6	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Comprehend the basic principles of the Constitution of India.

CO2: Understand the mechanism of governance.

CO3: Prepare themselves to become a responsible citizen.

CO4: Reflect on the national aspirations enshrined in the Constitution.

CO5: See the relevance of special provisions in the Constitution.

COURSE CONTENTS

UNIT I

Historical and Cultural Footholds of a Constitution.

The Making of Indian Constitution.

UNIT II

The Nature and Basic Aspirations of the Nation India.

Promises to and Expectations from the People.

UNIT III

The Constitutional Mechanism to Fulfil the Aspirations.

The Principles of the Separation of Powers and Judicial Activism.

UNIT IV

The Relevance of Local Bodies in Indian Democracy.

Civil Servants and Common People.

UNIT V

Linguistic Diversity and National Integration.

The Constitution of Jammu & Kashmir: A Gem, Not a Gym.

(11 Contact Hours)

(11 Contact Hours)

(12 Contact Hours)

(12 Contact Hours)

(12 Contact Hours)

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- A.S. Anand, Constitution of Jammu & Kashmir: Its Development & Comments (8th edition), New Delhi: Universal Law Publishing, 2016.
- Bipan Chandra et. al., India After Independence, New Delhi: Penguin India, 2000.
- Bipan Chandra et. al., India's struggle for independence (reprint edition), Delhi: Penguin Random House India, 2016.
- Durga Das Basu, Introduction to the Constitution of India (21st edition), New Delhi: Lexis Nexis, 2013.
- M.P. Jain, Indian Constitutional Law (7th edition), New Delhi: Lexis Nexis, 2014.
- Ramachandra Guha, India After Gandhi: The History of the World's Largest Democracy, Delhi: Pan Macmillan India, 2017.
- Subhash C. Kashyap, Our Constitution (2nd edition), New Delhi: National Book Trust, India, 2011.
- S. K. Sharma, Constitution of Jammu & Kashmir, New Delhi: Universal Law Publishing, 2011.

L-T-P			Meaning of Life				Pre Requisites			
							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
4	2	0	6	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Identify and understand the problems of life.

CO2: Respond to the issues of life with sensitivity.

CO3: Recognize and deal effectively with the conflicts of interests.

CO4: Be aware of the human problems and the relationship between non-humans.

CO5: Adopt a solution-oriented approach.

COURSE CONTENTS

UNIT I (11 Contact Hours)

What are we seeking? How do we look at the world, the other and ourselves?

Relationship and Isolation.

UNIT II (11 Contact Hours)

Human Inquiry about the Purpose of Life.

Human Activity and the Quest of Ideal Action.

UNIT III (12 Contact Hours)

Action and Responsibility.

Self-continuation, Anxiety and Fear.

UNIT IV (12 Contact Hours)

What is instinctual and what is human?

Scrutiny of Libido-centric Criticism of Life and Liberation-centric Morality.

UNIT V (12 Contact Hours)

What is Death? Authentic Awareness of Death and its Moral Implications.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Gil Fronsdal, The Dhammapada: A New Translation of the Buddhist Classic with Annotations, Boston: Shambhala, 2006.
- J. Krishnamurty, First and Last Freedom; Sri Lanka Talks (3rd Section); Commentaries on Living (selections from vol.1), Chennai: Krishnamurti Foundation, 2013.
- Soren Kierkegaard, Stages on Life's Way (ed. & trans. Howard V. Hong & Edna H. Hong), Princeton: Princeton University Press, 1988.
- Sri Aurobindo, Life Divine (chapter. I, the Quest), Pondicherry: Sri Aurobindo Ashram, 2010.

SRB

L-T-P			Critical Thinking				Pre Requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
4	2	0	6	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Elaborate the nature of thinking process in general.

CO2: Understand common fallacies and fuzziness.

CO3: Distinguish illusory experiences and confabulation.

CO4: Reinforce decision making and judgment.

CO5: Appreciate the need to revise beliefs and convictions.

COURSE CONTENTS

UNIT I

What is Critical Thinking?

The Process of Learning and Critical Thinking.

Thought and Language.

(19 Contact Hours)

UNIT II

Problems of Definition and Fuzziness.

Cognitive Illusions: Ambiguous, Paradox, Distorting and Fiction.

Making Sound Decision.

(20 Contact Hours)

UNIT III

Pitfalls and Pratfalls in Decision Making.

Common Fallacies: Formal and Informal.

Belief Revision.

(19 Contact Hours)

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Diane F Halpern, Thought and Knowledge: An Introduction to Critical Thinking, Mahwah, NJ: Lawrence Erlbaum Associates Publishers, 2003.
- Jennifer Moon, Critical Thinking: An Exploration of Theory and Practice, London: Routledge, 2008.
- Sven Ove Hansson, 'Logic of Belief Revision,' The Stanford Encyclopaedia of Philosophy (Summer 2016 Edition) <http://plato.stanford.edu/archives/sum2016/entries/logic-belief-revision/>.

SCB

L-T-P			Language and Creativity				Pre Requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Co-requisites		Major Marks	Total Marks
4	2	0	6	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	Minor-I Marks	Minor-II Marks	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Know what human language is and how it functions.

CO2: Understand grammatical rules and their correct usages.

CO3: Realize the principles of speaking and writing; the relevance of speech will be realized at large scale.

CO4: Clear the myths and misbeliefs among the students pertaining to the language.

COURSE CONTENTS

UNIT I

(15 Contact Hours)

Language: Creativity; Grammar and Linguistic Competence; Specialization; Language Fallacy.

UNIT II

(14 Contact Hours)

What is Language?: Use of Sound Signals; Arbitrariness; the need for learning; duality; displacement; Creativity; patterning; structure dependence; human language versus animal communication; origin of language; the role of language.

UNIT III

(15 Contact Hours)

Using Language: the Cooperative Principle; Speech Acts; Turn Taking; Discourse Analysis; Remembered Frameworks; Repairs; Politeness.

UNIT IV

(14 Contact Hours)

Universal Grammar: Language Universals; Simple Models of Grammar; Deep and Surface Structure; Transformational Grammar; Transformations.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Fromkin, V., Rodman, R., & Hyman, N. (2013). *An Introduction to Language*. Boston, MA: Cengage Learning.
- Hazen, K. (2014). *An Introduction to Language*. Hoboken, NJ: John Wiley & Sons.

SR

BUE3041				Financial Management for Engineers			Pre Requisites		Even Semester	
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Understand the principles, tools and techniques of financial accounting and its applications in the decisions making by engineers.

CO2: Understand the principles, tools and techniques of management accounting and its applications in the decision making by engineers.

CO3: Understand the principles, tools and techniques of financial management and functioning of financial markets.

CO4: Conduct the financial feasibility analysis of project during project appraisal.

COURSE CONTENTS

Unit I (6 Contact Hours)

Financial Accounting: Generally Accepted Accounting Principles and Accounting Standards, Accounting Cycle and Statement of Financial Information, Understanding Corporate Financial Statements and Reports.

Unit II (7 Contact Hours)

Management Accounting: Cost accounting principles, Cost Classifications, Activity Based Costing, Volume-Cost-Profit Analysis, Standard Costing, Budgeting, Responsibility Centres.

Unit III (6 Contact Hours)

Introduction to Financial Management, Time Value of Money, The Basics of Risk, Investment Decisions (Long Term Investment and Short Term Investments), Financing Decisions, Dividend Decisions.

Unit IV (6 Contact Hours)

Valuation: Principles and Practices, Value enhancement Tools and Techniques, Introduction to Financial Markets.

Unit V (7 Contact Hours)

Project Finance: Nature of Projects, Key Elements of Project Report, Introduction to Project Feasibility Analysis, Project Financial Feasibility Analysis, Project Financing, Project Risk Management, Contemporary issues in Project Finance.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Pandey, I. M., —Financial Management
- Fundamentals of Financial Management- James C. Van Horne
- Project Management: Achieving Competitive Advantage 5th Edition Jeffrey K. Pinto
- Accounting – Text and Cases, Twelfth Edition, by Robert N. Anthony, David F. Hawkins and Kenneth A. Merchant, Tata McGraw Hill (Special Indian Edition)
- Management Accounting: Text, Problems and Cases, by M.Y. Khan and P.K. Jain, Tata McGrawHill Education Private Limited, New Delhi
- Corporate Finance: theory and Practice, by Aswath Damodaran, Wiley Publication (India Edition)
- Projects: Planning, Analysis, Selection, Financing, Implementation and Review, Prasanna Chandra, CFM-Tata McGraw Hill, India

SSB

BUE2031			Basics of Marketing Management				Pre Requisites		Odd Semester	
L-T-P			C	Minor Duration	Major Duration	Internal Marks	Co-requisites		Major Marks	Total Marks
L	T	S/P					Minor-I Marks	Minor-II Marks		
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: An introduction to the concepts and principles of marketing. The paper is designed to develop a basic understanding of consumers, market analysis, marketing planning, and marketing management.

CO2: Recognize trends based on current research related to consumer behavior.

CO3: Identify the differences between marketing at home and marketing in an international Environment.

CO4: Explain the techniques to conduct market analysis practices including market Segmentation and targeting.

CO5: Assess and apply the 4 P's (Product, Place, Promotion, and Price) in the B2B environment for products or services being marketed to organizations.

CO6: Decide on pricing, promotion, advertising, distribution, product and other relevant marketing factors that will allow for success in international markets and for stronger competitive positioning in the global marketplace.

COURSE CONTENTS

Unit I (7 Contact Hours)
Definition & Concepts of Marketing Management, Company orientations towards the marketplace, Marketing needs Re-calibration: recognizing Value delivery as Marketing's Central Task, Value Philosophy Marketing.

Unit II (6 Contact Hours)
Analyzing Marketing Environment, Global Marketing Environment, Marketing Environment of India and the Marketing Challenges, Conducting Marketing Research & forecasting Demand.

Unit III (7 Contact Hours)
Analyzing Industry and Competition, Analyzing Consumer Markets, Analyzing, Business markets, Consumer Behaviour and Buying Decision Process, Indian Consumer and the Consumer market of India.

Unit IV (6 Contact Hours)
Identify Market Segmentation, Targeting & Positioning, Product management, Price management, Promotion Management, Place Management, and Marketing of Services.

Unit V (6 Contact Hours)
Brand Management, Retail Management, Direct and online Marketing, Rural marketing, Future of Bottom of The Pyramid Market.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Kotler Phillip, Armstrong Gary, Agnihotri P., Principals of marketing: A South Asian Perspective, Pearson.
- Saxena Rajan, Marketing Management, Tata McGraw Hill.
- Namakumari R., Marketing Management, McMillan, New Delhi
- Tybout M Alice & Calder J. Bobby, Kellogs on Marketing, John Wily & Sons, NY
- Applied Case Studies in Marketing, S Shajahan, Primus Books, New Delhi
- Marketing Concepts and Cases, Etzel, Walker et. al, Tata McGraw Hill, New Delhi

58/11

BUE2021			Leadership Development for Engineers				Pre Requisites		Even Semester	
L-T-P			C	Minor Duration	Major Duration	Internal Marks	Co-requisites		Major Marks	Total Marks
L	T	S/P					Minor-I Marks	Minor-II Marks		
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: To make student understand leadership concept and its relevance for engineers.

CO2: Applying the fundamentals of business and management concepts relevant to industry globally, students will learn to develop strategies to gain competitive advantage through people management.

CO3: develop an understanding of how theory and research are applied to work settings, designing leadership strategies for promoting innovation.

COURSE CONTENTS

Unit I

Leadership and engineering Leadership in context, Leader- engineer roles, the concept and learning process of strategic leadership. (6 Contact Hours)

Unit II

Key business fundamentals relevant to engineering leadership, Understanding organizations: nature and functions, leadership theories, leadership styles and skills. (7 Contact Hours)

Unit III

Basics of management concepts, concept of strategy and competitive advantage, Leadership and creativity, developing teams and leadership. (6 Contact Hours)

Unit IV

People management by leaders, Understanding workplace psychology, understanding motivation. (6 Contact Hours)

Unit V

Leadership in global business world, leadership and change, leadership and information technology. (7 Contact Hours)

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Northouse, Peter G., Leadership: Theory and Practice, Sage Publications
- Yukl, Gary A, Leadership in Organisations, Prentice Hall
- Gomez- Mejia, Balkin and Cardy, Managing human resources, Pearson

SSB

BUE2032			Digital Marketing				Pre Requisites		Even Semester	
L-T-P			C	Minor Duration	Major Duration	Internal Marks	Co-requisites		Major Marks	Total Marks
L	T	S/P					Minor-I Marks	Minor-II Marks		
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

- CO1: Discuss the evolution of digital marketing and identify related ethical issues to communicate its impact on businesses.
CO2: Explain how to develop effective digital marketing strategies for various types of industries and businesses.
CO3: Describe the major digital marketing portals that can be used to promote a company, brand, product, service or person.
CO4: Put together a digital marketing plan and track progress in achieving goals with a variety of measurement tools, services, and metrics.

COURSE CONTENTS

Unit I

(7 Contact Hours)

Digital marketing: global landscape and Emerging area, A career in digital Marketing, Digital marketing Model Creation, The consumer for digital marketing, Digital Marketing Assessment Phase, Digital marketing Strategy Definition, Digital Marketing Communication and Chanel Mix, Digital Marketing Operation Setup, Digital Marketing Campaign Management, Digital marketing Execution Elements.

Unit II

(6 Contact Hours)

Organic search (SEO), Online Marketing Mix, Customer Relationship Management in A Web 2.0 World, Online Branding, Traffic building, Web Business Models.

Unit III

(7 Contact Hours)

Consumer Segmentation, Targeting, and Positioning using online Tools, Marketing Influence Analytics in a digital Ecosystem. Inbound marketing, Digital marketing mix, Managing Digital Marketing Revenue, Managing Service Delivery and Payment System.

Unit IV

(6 Contact Hours)

Strategic Planning with Social Media, Digital Communities Social Communities, Social Publishing, Social Entertainment, Social Commerce.

Unit V

(6 Contact Hours)

Facebook analytics, Twitter analytics, link den analytics, Instagram analytics, Pinterest analytics, Blog analytics the future of marketing -gamification and Apps.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Fundamentals of Digital Marketing, 1st edition, Bhatia, P.S, Pearson, ISBN 9789332587373
- Digital Marketing, Ahuja, V. Oxford, ISBN 0199455449
- The Art of Digital Marketing, Ian Dodson, Wiley India Pvt Limited, ISBN 9788126564408
- Social Media Marketing, 2nd edition, Tuten, Solomon, Sage, ISBN 9789351509240
- Social Media Marketing- The Next generation of Business Engagement, Dave Evnas, Wiley, ISBN 9788126531493
- The Art of Social Media, Guy Kawasaki, Penguin, ISBN 9780241199473.

BUE2012			Entrepreneurship Development				Pre Requisites		Odd Semester	
L-T-P			C	Minor Duration	Major Duration	Internal Marks	Co-requisites		Major Marks	Total Marks
L	T	S/P					Minor-I Marks	Minor-II Marks		
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

- CO1: Exposed to distinct entrepreneurial abilities, traits and capacity in an entrepreneurship portfolio.
 CO2: Exposed to the entrepreneurial environment prevailing in the world in general and India in particular.
 CO3: Exposed to the process to select and screen business ideas and transcribe viable business plans.
 CO4: Exposed to the importance of innovation in the creation of sustainable competitive advantage.

COURSE CONTENTS

Unit I

(6 Contact Hours)

Meaning, definition and concept of enterprise, entrepreneurship and entrepreneurship Management; Evolution & theories of entrepreneurship, entrepreneurship development; resources and capabilities; socio-political & economic environment of entrepreneurship development; entrepreneurial strategies; entrepreneur v/s Intrapreneur. Entrepreneur Vs. entrepreneurship, entrepreneur vs. manager Role of Entrepreneurship in Economic Development and factors affecting entrepreneurship.

Unit II

(6 Contact Hours)

Developing entrepreneurial competencies, entrepreneurial culture & entrepreneurial mobility; Entrepreneurial achievement motivation. Communications barriers and role of Government in promoting entrepreneurship. Financial support system, sources of financial support, MSME policies in India, agencies for policy formulation and implementation including SIDBI, Commercial Banks, SFCs. Forms of financial support, long-term and short-term financial support, development finance institutions, investment institutions. New Schemes for entrepreneurship development including Start-up India, Stand-up India, MUDRA Bank.

Unit III

(6 Contact Hours)

E-entrepreneurship; business models and strategies; venture capital financing, angel investors. Securing investors and structuring deals; creating the organization; corporate ventures and franchising; etc., Entrepreneurship and small business units, ancillary units, etc. Role and strategies of Government for the promotion of MSMEs. Contribution of training development programmes. Role of MSME sector in economic development of India Industrial policy of the states and country.

Unit IV

(7 Contact Hours)

Forms of business ownership, problems and opportunities. Steps involved in setting up a Business – identifying, selecting a good business opportunity, market survey and research. Techno-economic feasibility assessment; planning business process. Business plan formulation.

Unit V

(7 Contact Hours)

Project management - concept, features, classification of projects, Issues in project management, project identification and design and network analysis, project evaluation, planning & appraisal. Preparation of preliminary project reports, specimen of a project report. Emerging issues in the field of entrepreneurship management.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.
	Each student will work individually or in groups (as per instruction of concerned faculty members) over the Semester towards applying the concepts being taught in the program to their business plans. The case studies and role plays over the semester would help the students to prepare a professional and readily implementable business plan. The last 4-5 sessions would be devoted towards presenting and discussing their business plans to improve upon and add the finishing touches to their plans

Reference Books

- Charantimath P.M., 'Entrepreneurship Development in Small Business Enterprises', Pearson, 2007
- Singh B.N.P., 'Industrial Development under Structural adjustment Programme', D.D. Publication, 2005
- David H. Holt, 'Entrepreneurship: New Venture Creation', Prentice – Hall of India Private Ltd, New Delhi, 2000.
- Drucker, P.F., 'Innovation and Entrepreneurship', Heinemann, London, 1985.
- Geoffrey G. Meredith, Robert E. Nelson, and Philip A. Neck, 'The Practice of Entrepreneurship', Sultan Chand & Sons, New Delhi, 1994.
- Gupta, A. Arora, S. and Mittal, S. 'Handbook of Business Plans', Excel Books, 2009.
- Kenneth, R., 'Entrepreneurship and Small Business Management', Harvard University Press, Boston, 1980.
- Marc J. Dollinger, 'Entrepreneurship: Strategies and Resources', Pearson Education, New Delhi, 2003.

SSB

BUL1411			Professional Speaking Skills				Pre Requisites			
L-T-P			C	Minor Duration	Major Duration	Internal Marks	Co-requisites		Major Marks	Total Marks
L	T	S/P					Minor-I Marks	Minor-II Marks		
2	0	2	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Have an advanced knowledge of public speaking.

CO2: Use their communication skills effectively.

CO3: Address the audience; and inculcate in them the values of a good leadership.

CO4: Express themselves efficiently and effectively.

COURSE CONTENTS

UNIT I (9 Contact Hours)

Introduction: The art of speaking; encoding meaning; cross cultural communication; verbal communication; how words work; how to use words; how to improve body language.

UNIT II (9 Contact Hours)

Elocution: Phonetics; Voice and delivery; how to improve voice; how to improve delivery; pace; pause; pitch; volume; modulation; resonance.

UNIT III (10 Contact Hours)

Conversational Skills: Agreeing and disagreeing; greetings; asking for information; giving instructions; interviewing skills; appearing and conducting interviews; analysis of good and bad interview.

UNIT IV (10 Contact Hours)

Making and assessing presentation: presentation skills; analysis of bad presentation; analysis of good presentation.

UNIT V (10 Contact Hours)

Group Discussions and Public Speaking: Participating in a meeting; Chairing a meeting; analysis of ill conducted meeting; analysis of well conducted meeting; Methods of delivery; Influencing the Crowd; Concentration in delivery.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Carnegie, D., & Editors, S. (2019). *The Art of Public Speaking*. NJ: Samaira Book Publishers.
- Davidson, J. (2002). *The Complete Guide to Public Speaking*. John Wiley and Sons.

Business Mathematics							Pre Requisites			
BUL1401							Co-requisites		Major Marks	Total Marks
L-T-P			C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks		
L	T	S/P								
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Exposed to the fundamental tools of Mathematics.

CO2: Develop skills to formulate and apply the basic techniques in applied form.

CO3: Able to formulate relation to solve real life problem.

CO4: Exposed to the methods to solve real time problems of competitive business world.

(9 Contact Hours)

UNIT I

Exponents and Logarithms - Arithmetic and Geometric Progression- Equations-Types and solutions of Linear, Quadratic and Simultaneous Equations upto three unknowns.

(9 Contact Hours)

UNIT II

Theory of Sets: Meaning, Elements, Types, Presentation and Equality of Sets; Union, Intersection, Compliment and Difference of Sets; Venn Diagrams; Cartesian product of Two Sets; Application of Set Theory.

(9 Contact Hours)

UNIT III

Matrices-Types, Matrix manipulations and their rules, Order of Matrix, Transpose of Matrix- Determinants up to order 3x3- Properties and Value of determinant, Minor and Cofactor, Inverse and Cramer's Rule.

(11 Contact Hours)

UNIT IV

Types of Functions- Rectangular Co-ordinate System and graphs of functions - Slope and Intercept- Equations of straight lines. Limits and Continuity- Differentiation- Rules, Derivative of Functions except Trigonometric Function, Higher Order Derivatives, Partial and Total Derivatives in two variable functions. Integration, Consumer's surplus and Producer's surplus.

(10 Contact Hours)

UNIT V

Maxima and Minima of Functions- Curvature Properties-Convexity and Concavity. Growth rate: Simple and Compound, Depreciation- Time Value of Money- Future and Present Value, Compounding and Discounting, Net Present Value and Internal Rate of Return.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks shall be awarded on students' work in the form of Case Study analysis/ quizzes / Reports / Presentations / Seminars/Assignments, which shall be evaluated by the concerned faculty.

Reference Books

- Allen R.G.D., 'Mathematical Analysis for Economics'.
- Budnick, F.S., 'Applied Mathematics for Business, Economics and Social Sciences', McGraw Hill.
- Chiang, A.C., 'Fundamental Methods of Mathematical Economics', McGraw Hill, ND.
- Dorfman, Samuelson and Solow, 'Linear Programming and Economic Analysis', McGraw Hill, NY.
- Henderson, 'Microeconomic Theory' A Mathematical Approach, McGraw Hill.
- Baumol, W.J., 'Economic Theory and Operations Analysis, Prentice Hall', ND.
- Handry, A.T., 'Operation Research, Prentice Hall', ND.
- Taha, H.A., 'Operation Research: An Introduction (7e)', Prentice Hall, ND.

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BUL1011			Legal Aspects of Business				Pre Requisites			
I-T-P			C	Minor Duration	Major Duration	Internal Marks	Co-requisites		Major Marks	Total Marks
L	T	S/P					Minor-I Marks	Minor-II Marks		
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Develop an understanding of basic provisions of business laws and their application.

CO2: Develop legal analysis and reasoning, legal research, problem solving skills.

CO3: Demonstrate a commitment to professionalism and responsibility to the legal system of India.

COURSE CONTENTS

UNIT I: Law of Contract

The Indian Contract Act, 1872, General Principles; Essential Elements of a Valid Contract, Offer and Acceptance, Competence of Contracting Parties, Consent, Consideration, Legality of Object and Consideration. (10 Contact Hours)

UNIT II: Law of Contract

The Indian Contract Act, 1872, Void Agreements, Contingent Contracts, Performance of Contracts, Discharge of Contracts, Quasi Contracts, Remedies for Breach of Contract, Contracts of Indemnity and Guarantee, Contracts of Bailment. (10 Contact Hours)

UNIT III: Law of Sale of Goods and Law of Negotiable Instruments

The Sale of Goods Act, 1930; General Principles, Conditions and Warranties, Transfer of Ownership, Performance of a Contract of Sale, Remedial Measures. Negotiable Instruments Act, 1881: Essentials of Negotiable instruments and Kinds of negotiable instruments. (10 Contact Hours)

UNIT IV: Law of Partnership

The Indian Partnership Act, 1932; General Principles, Formation of Partnership, Rights and Liabilities of Partners, Dissolution of Partnership Firms, Limited Liability Partnership Act, 2008. (9 Contact Hours)

UNIT V: Miscellaneous Acts

The Consumer Protection Act, 1986; Cyber Law -Need for Cyber laws – Cyber law In India – Information Technology Act – 2000 – Defining Cyber Crime – Types of Cyber Crimes – Preventing of Computer Crime, Protecting Intellectual Property Rights. (9 Contact Hours)

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Pathak, Legal Aspects of Business, TMH
- V.S. Datey, Business & Corporate Laws, Taxmann
- Saravanavel & Sumathi, Business Law for Management, HPH
- ND Kapoor, Elements of Mercantile Law, Sultan Chand
- Dr. Avatar Singh, Principles of Mercantile Law, Eastern Book Company
- Maheshwari & Maheshwari, A Manual of Business Laws, Himalaya

Signature

BUL1271			Financial Accounting for Decision Making				Pre Requisites			
L-T-P			C	Minor Duration	Major Duration	Internal Marks	Co-requisites		Major Marks	Total Marks
L	T	S/P					Minor-I Marks	Minor-II Marks		
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Understand the relevance of financial statements for various stakeholders of business.

CO2: Apply the concept of accounting cycle for preparation of financial statements.

CO3: Analyze the key elements of the financial statements like revenue, inventories, long lived assets and accounts receivables.

CO4: Analyze the financial statements to assess the financial health of the business.

CO5: Assess the impact of changes in the accounting policies on the financial health of business.

COURSE CONTENTS

UNIT 1: Introduction to Financial Accounting (8 Contact Hours)

Elements of Financial Statements, Key Stakeholders of Financial Accounts of Business, Financial Accounting vs. Management Accounting, Accounting Regulation: ICAI, IASB, FASB, Accounting Standards: IFRS, Ind-AS.

UNIT 2: Accounting Principles & Accounting Cycle (8 Contact Hours)

Accounting Principles, Accounting Cycle, Preparation of Financial Statements using Accounting Cycle.

UNIT 3: Analysis of Key Elements of Financial Statements (12 Contact Hours)

Analysis of Revenue: Concepts and Applicable Methods, Managerial Discretion and Earning Management, Analysis of Inventory: Nature of Inventory, Inventory Valuation, Analysis of Receivables: Credit Losses, Allowance for Credit Losses, Ageing of Receivables, Analysis of Long-Lived Assets: Initial Recognition, Depreciation, Asset Revaluation and Impairment, Intangible Assets and Amortization.

UNIT 4: Cash Flow Statements (10 Contact Hours)

Cash Flow Statements: Elements of Cash Flow Statements, Preparation of Cash Flow Statements, Interpretation of Cash Flow Statements.

UNIT 5: Financial Statement Analysis (10 Contact Hours)

Standalone and Consolidated Financial Statements, Methods of Financial Statement Analysis: Common Size Analysis, Trend Analysis, Ratio Analysis, Du Pont Analysis, Qualitative Financial Statement Analysis, Earning Analysis.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Accounting-Text and Cases, 13e, Robert Newton Anthony, David F Hawkins, Kenneth A Merchant, (AHM), McGraw Hill Education, 2011.
- Financial Accounting Management: An Analytical Perspective, Ambrish Gupta, Pearson Education, India.

Spade *SM*

BUL1261			Principles of Management				Pre Requisites			
L-T-P							Co-requisites		Major Marks	Total Marks
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks		
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Demonstrate proficiency in fundamental management theories and concepts and how they apply to real world situations.

CO2: Develop an understanding of the challenges of management and successfully manage and resolve conflict.

CO3: Employ analytical tools to assess management related business problems and reach defensible conclusions.

COURSE CONTENTS

UNIT I: Introduction to Management and Organizations (10 Contact Hours)

Definition of Management – Science or Art – Manager Vs Entrepreneur – types of managers – managerial roles and skills –

Evolution of Management – Scientific, human relations, system and contingency approaches – Organization culture and

Environment – Current trends and issues in Management.

UNIT II: Planning

(9 Contact Hours)

Nature and purpose of planning – planning process – types of planning – objectives – setting objectives – policies – Planning premises – Planning Tools and Techniques – Decision making steps and process.

UNIT III: Organising

(9 Contact Hours)

Nature and purpose – Formal and informal organization – organization chart – organization structure – types – Line and staff authority – departmentalization – delegation of authority – centralization and decentralization.

UNIT IV: Directing

(10 Contact Hours)

Foundations of individual and group behaviour – motivation – motivational techniques – job satisfaction – job enrichment – leadership – types and theories of leadership – communication – process of communication – barrier in communication – effective communication – communication and IT, Coordination.

UNIT V: Controlling

(10 Contact Hours)

System and process of controlling – budgetary and non-budgetary control techniques – use of computers and IT in Management control – Productivity problems and management – control and performance – direct and preventive control – reporting.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Vasishth, Neeru, Principles of Management, Taxmann
- Koontz & Weihrich, Essentials of Management, TMH
- Mullins, Management & OB, Pearson
- Stephen P. Robbins, Mary Coulter, Agna Fernandez, Management, Pearson
- James A. F. Stoner, Daniel R. Gilbert, R. Edward Freeman, Management, Pearson.

Smash

BUI 1412			Business Etiquette and Soft Skills				Pre Requisites			
L-T-P							Co-requisites		Major Marks	Total Marks
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks		
2	0	2	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Understand the importance of etiquettes.

CO2: Maintain professional appearance and image.

CO3: Influence people and establish networks.

COURSE CONTENTS

UNIT I: Etiquettes

Functional, Psychological and Emotional Aspects of Etiquette and Soft Skills, Business Etiquette Rules, Impact of good manners on professional relationships. (9 Contact Hours)

UNIT II: Professional Grooming

Professional Standards in the Workplace, Importance of being positive and looking good, Dress Codes, Impact of appearance and attitude on being successful. (9 Contact Hours)

UNIT III: Language Skills

Art of Listening, Speaking, Reading and Writing, How to become a well-rounded communicator, Strengthening the ability to negotiate and influence. (10 Contact Hours)

UNIT IV: Cultural Diversity

Parameters of Cultural Differences, Cultural Errors, Global Etiquette, Social Etiquette, Workplace Civility, Meeting protocol, Formality Vs Informality. (10 Contact Hours)

UNIT V: Technology

Telephone, E-mail, Social Media, Video Conferencing Etiquettes, Netiquette Rules, Usage of technology to connect and market, Misuse of technology and its impact on Professional life. (10 Contact Hours)

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Everything about Corporate Etiquette by Vivek Bindra
- Bridging the Soft Skills Gap: How to Teach the Missing Basics to Today's Young Talent by Bruce Tulgan
- How to Develop Self-Confidence & Influence People By Public Speaking by Dale Carnegie
- Master of Business Etiquette: The Ultimate Guide To Corporate Etiquette And Soft Skills by Cyrus M. Gonda

Speedy

BUL1262				Organizational Behaviour			Pre Requisites			
L-T-P							Co-requisites		Major Marks	Total Marks
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks		
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Understand behavior of the individuals at individual including attitudes, learning, personality, perception, and motivational theories.

CO2: Understand group behavior in organizations, including communication, leadership, power and politics, conflict, and negotiations.

CO3: Understand the organizational system, including organizational structures, culture, and change.

COURSE CONTENTS

UNIT I

Management & OB, Challenges and Opportunities for Organisation Behaviour, Organisation Behaviour Model; Foundations of Individual Behaviour: Learning. (9 Contact Hours)

UNIT II

Attitudes, Personality, Perception, Emotional Intelligence, Motivation Theories and Applications. (9 Contact Hours)

UNIT III

Foundations of Group Behaviour: Group Development; Group Behaviour; Sociometry. (10 Contact Hours)

UNIT IV

Conflict management. Transactional analysis; Johari Window; Organization as a system: Organizational Change. (10 Contact Hours)

UNIT V

Organizational Culture; Organizational Development; Stress management. (10 Contact Hours)

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Koontz & Weihrich, Essentials of Management, TMH
- Mullins, Management & OB, , Pearson
- Robbins, Judge, Sanghi, Organizational Behaviour, Pearson
- Greenberg et al. ,Managing Organizational Behaviour, Phi
- Fred Luthans, Organisational Behaviour, TMH

Spach *cu*

BUL1272			Cost and Management Accounting				Pre Requisites			
L-T-P			C	Minor Duration	Major Duration	Internal Marks	Co-requisites		Major Marks	Total Marks
L	T	S/P					Minor-I Marks	Minor-II Marks		
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Cost and management accounting concepts.

CO2: Applications of concepts in decision making.

COURSE CONTENTS

(8 Contact Hours)

UNIT I: Basic Concepts and Definitions

Evolutionary phases of Cost Accounting – Cost Accountancy, Cost & Management Accountancy and Management Accountancy. Cost concepts: Meaning, Scope, Objectives, and Importance of Cost Accounting, Cost, Costing, Cost Control, and Cost Reduction. Elements of Cost, Components of total Cost, Cost sheet. Classification of costs: Fixed, Variable, Semi-variable, and Step costs; Product, and Period costs; Direct, and Indirect costs; Relevant, and Irrelevant costs; Shut-down, and Sunk costs; Controllable, and Uncontrollable costs; Avoidable, and Unavoidable costs; Imputed / Hypothetical costs; Out-of-pocket costs; Opportunity costs; Expired, and Unexpired costs; Conversion cost. Cost Ascertainment: Cost Unit, Cost Center, Profit Center, Cost Allocation and Cost Apportionment; Cost Reduction and Cost Control, Role of Management Accountant as a Business Strategist and advisor to the top management of a firm, Installation of Cost and Management Accounting system in a firm.

UNIT II: Cost Management Methods and Techniques

(9 Contact Hours)

Concept of cost, meaning and significance of cost management as business strategy, Significance of cost efficiency, cost culture and cost effectiveness, Tools and Techniques of Cost Management of different sectors of Economy. Cost Management with respect to different elements of total cost of production and services generated, techniques for Single, Output or Unit Costing, Job and Batch Costing, Contract Costing, Process Costing and Service Costing Methodologies with Case Study approach, TQM, Six-Sigma, JIT, Lean Manufacturing, Kaizen Costing.

UNIT III: Strategic Planning and Decision Making Techniques and Methods

(12 Contact Hours)

Cost-Volume-Profit Analysis - Contribution, PV Ratio, Margin of safety, Break-even-point, cost break-even-point, cash break-even-point, Composite break-even-point, Key Factor, Break-even Analysis. Relevant Costs and Decision Making: Pricing, Product/ Services, Make or Buy, Exploring new markets, Shut down or continue, acceptance of an export order, Activity based costing, Activity based Management, decisions on further processing with respect of Joint products and by products – profit planning and reporting for new business, existing business, Product profitability, Customer profitability, Segment profitability etc., Basic concept of Transfer Pricing under the Spirit of goal congruence.

UNIT IV: Budgeting as Expenditure Management Technique

(9 Contact Hours)

Budgets and Budgetary Control - Meaning, Types of Budgets, Meaning of Functional Budgets, Preparation of Budgets – Budget monitoring, Variance analysis and reporting for Strategic Management actions, Steps in Budgetary Control, Fixed and Flexible Budgeting, Responsibility Accounting and Reporting with respect to Strategic Business Units (SBUs), Strategic Management aspects of Cost Centre, Profit Centre, Investment Centre and Performance management of them.

UNIT V: Cost Control and Management by Exception

(10 Contact Hours)

Standard Costing and Variance Analysis - Material, Employee cost & Overhead Variances, Sales Variance Analysis, Variance accounting, investigation of Variances, statutory Cost Audit and Reporting as a tool of Performance Management. Evolution of Cost Audit in India, definition, meaning and significance of Cost Audit, Cost Audit as a tool and technique for efficiency and performance evaluation, Cost Audit as a guide to the Management in formulating Business Strategies- both in context of short term and long term with reference to Case study, Appointment, Qualifications and Disqualifications of Cost Auditors and Preparation of statutory Cost Audit reports under the spirit of Cost Accounting Standards issued by the Institute of Cost Accountants of India (ICAI).

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Maheshwari, S.N., and Mittal, S.N. Cost Accounting: Theory and Problems, Shree Mahavir Book Depot (Publishers), Delhi.
- M.N.Arora, Management Accounting, Theory, Problems and Solutions, Himalaya Publishing House
- Horngren, C.T., Foster, G, and Datar, S.M., Cost Accounting: A Managerial Emphasis, Prentice Hall of India Pvt. Ltd., New Delhi.
- Henke, E.O., and Spoede, C.W., Cost Accounting: Managerial Use of Accounting Data, PWS-KENT Publishing Company, Boston.

Spede *SM* *—*

BUL1061			Business Economics				Pre Requisites			
L-T-P							Co-requisites		Major Marks	Total Marks
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks		
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

- CO1: Students will be able to think in the terms of a rational business economist.
CO2: Students will be able to solve firm's related questions in the field of business economics.
CO3: to appraise, understand and use information captured from different market indicators.
CO4: to conduct analysis and understand the demand behaviour.

COURSE CONTENTS

UNIT I

Micro Economics and it's scope. Wants & scarcity, Functions of Economic system, Circular flow of economic activity – price determination and functions of prices-concept of margin, Economic Models, Methodology, Value judgment, Positive and normative analysis. (9 Contact Hours)

UNIT II

Market analysis-market demand and market supply-market equilibrium-adjustment to changes in demand and supply / static and dynamic analysis- comparative static analysis, Types of elasticity-price, income & cross elasticity. (9 Contact Hours)

UNIT III

Utility Analysis – Total and Marginal Utility – Cardinal & Ordinal Utility. Indifference Curves-Characteristics, MRS-Special Types of Indifference Curves, Consumer's Income. Budget Line-Changes in Income and Prices and Budget line, Consumer's choice, Utility Maximisation, The Changes in demand and Engel's Curve, Changes in Price Substitution Effect and Income Effect / Hicksian and Slutskys Analysis Normal, Inferior and Giffen Goods, Revealed preference theory. Strong Ordering and Weak Ordering. (10 Contact Hours)

UNIT IV

Fundamental Theorem of Consumption Theory, Derivation of Demand Curve under Cardinal, Ordinal and Revealed Preference Theory, Production function –AP and MP Production with one variable input, Production with two variable inputs, Cost of Production, Nature of Production, Costs, Short run and Long run Costs. (10 Contact Hours)

UNIT V

Least cost input Combination, Expansion path, Introduction to Modern Cost Curves. Concepts of revenue. Price and output determination under different market structure. Price output decision under perfect competition, monopoly, discriminating monopoly, monopolistic competition, and oligopoly. (10 Contact Hours)

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks shall be awarded on students' work in the form of Case Study analysis/ quizzes / Reports / Presentations / Seminars/Assignments, which shall be evaluated by the concerned faculty.

Reference Books

- Stigler G., 'Theory of Price', Prentice Hall of India, New Delhi.
- Sen A. 'Microeconomics: Theory and Application', Oxford University Press, New Delhi.
- Kreps David M., 'A Course in Microeconomic Theory', Princeton University Press, Princeton.
- Varian H., 'Microeconomic Analysis', W.W Norton New York.
- Koutsoyiannis, A., 'Modern Microeconomics', Macmillan Press, London.
- Layard, P.R.G. and A.W. Walters., 'Microeconomic Theory', McGraw Hill, New York.
- Ahuja H.L., 'Advanced Economic theory: Microeconomic Analysis', S. Chand and Co. Ltd. New Delhi.
- Sen, A "Microeconomics: theory and Applications", Oxford University Press, New Delhi.

Signature

BUL1012			Business Environment				Pre Requisites			
L-T-P			C	Minor Duration	Major Duration	Internal Marks	Co-requisites		Major Marks	Total Marks
L	T	S/P					Minor-I Marks	Minor-II Marks		
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Students aware of the Indian Economic Environment and the policy and planning framework underlying the economic system.

CO2: Student should be able to meaningfully follow and interpret major economic and environmental trends and government policy decisions and understand their implications on industry.

COURSE CONTENTS

UNIT I

Concept of business environment: Significance and nature, the interaction matrix of different environment factors, the process of environmental scanning, basic philosophies of capitalism and socialism with their variants. (9 Contact Hours)

UNIT II

Politico-legal environment: Relationship between business and Government of India; Constitutional provisions affecting business; Introduction to some important business laws: MRTP, Industrial (development and regulation) Act 1951, FEMA, SEBI Act, Consumer Protection Act; Changing dimensions of these laws and their impact on business. (9 Contact Hours)

UNIT III

Economic environment: Philosophy and strategy of planning in India; Problem of poverty; Concept of mixed economy: the public sector and the private sector, their changing roles; Industrial policy in India in recent years; Policy with regard to small scale industries and labour; The monetary policy, fiscal policy and union budget as an instrument of growth and their impact on business. Financial institutions and their relevance to business operations. (10 Contact Hours)

UNIT IV

Technological and socio-cultural environment: Impact of technology on Organization, Process of Technological Adaptation and Development, Patents, Technological Collaborations, Government Guidelines, Technology Assessment at government level, ISO Standards and Bureau of Indian Standards. Impact of culture and values: Salient features of Indian culture and values and their implications for industrialization and economic growth; Emergence of middle class and consumerism; Development of business entrepreneurship in India; Social responsibility and Indian business. (10 Contact Hours)

UNIT V

Liberalisation in India: The New Economic Policy; Globalisation; Policy changes for liberalization, Industrial policy; Exim policy; Banking policy; FDI policy; Reforms in capital market; Structural reforms; Impact of reform measures, Salient Features of WTO. Natural Environment: Economic Development and Pollution, Increased Pollution Levels, Changing role of Government, Regulations and its impact on business & industry, Green Marketing, Environmental Technology, Ecological implications of technology, Sustainable Development. (10 Contact Hours)

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Paul, Justine- Business Environment: Text & Cases (Tata McGraw-Hill), Latest edition.
- Cherunilam, Francis- Business Environment: Text & Cases (Himalaya Publishing). Latest edition.
- Shaikh Saleem- Business Environment (Pearson), Latest edition.
- Adhikari M- Economic Environment of Business (Excel Books), 2000, 8th ed, Sultan Chand.
- Ghosh- Economic Environment of Business (Vikas), 2004.
- Morrison J- The International Business Environment (Palgrave, 2003).
- Agarwal R- Business Environment (Excel Books), 2002.
- Bedi S K- Business Environment (Excel Books), 2004.
- George A and Steiner G A- Business, Government and Society (Macmillan).
- Ashwathappa - Business Environment (Himalaya Publishing), 2006, Latest Edition.
- Kuppaswamy, B- Social Change in India (Vikas Publishing), Latest Edition.
- 12) Kreps- Microeconomics for managers (Norton), 2007.

Spoke

BUL2411			Computers and IT Skills				Pre Requisites			
L-T-P							Co-requisites		Major Marks	Total Marks
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks		
2	0	2	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Provide basic knowledge of Computer hardware and software.

CO2: Create and analyze tables and charts.

CO3: Connect and create via G-Suite.

COURSE CONTENTS

UNIT I: Introduction (9 Contact Hours)

History of Computers, Input and Output Devices, Parts of Computers, Types of Computers, History of MS-Windows, Internet, Intranet, Extranet.

UNIT II: Ms-Word (9 Contact Hours)

Toolbar, Tabs, Ribbons, Ruler, Text Basics, Proofing Features, Text formatting, Modifying Page layout, Working with Tables, Lists, Wordart.

UNIT III: Ms-Excel (10 Contact Hours)

Entering Data in Excel, Transforming and Managing Data, Pivot Tables and Charts, Formulas and Functions, Data Analysis, Data Visualization, Data Extraction.

UNIT IV: Ms-Power Point (10 Contact Hours)

Presentation Tips, Templates, Adding Tables, Illustrations, Animations, Integration with other Software.

UNIT V: G-Suite (10 Contact Hours)

Connect via G-mail, calendar, currents and hangouts. Create via Google forms, sheets, docs, apps, sites, Google Drive, Cloud Search.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Rajaraman, V; Introduction to Information Technology, PHI.
- Sinha, P.K. and Sinha Priti, Computer Fundamentals; BPB Publication.
- Saxena, S; Computer Application in Management, Vikas Publishing.
- Fundamentals of Computers Paperback by Reema Thareja (Oxford University Press)
- Data Visualization & Presentation With Microsoft Office by Valerie M. Sue and Matthew T. Griffin (Sage Publications)

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BUL2261			Introduction to Human Resource Management				Pre Requisites			
L-T-P							Co-requisites			
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks	Major Marks	Total Marks
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: To enable student to design an organization's human resource management process that is compliant with law and supports organizational mission and strategy, best practices adopted globally in HRM.

CO2: Assess how human resource planning can be done and Jobs designed in organizations.

CO3: Understand different ways to recruit, select, train employee and to do performance appraisal, wage and salary administration and maintain employee relations.

COURSE CONTENTS

UNIT I

Introduction to Human Resource Management: Definition and Concept, Features, Objectives, Functions, Scope and Development of Human Resource Management, Importance of Human Resource Management, Human Resource Practices. (10 Contact Hours)

UNIT II

Human Resource Planning: Concept of Human Resource Planning (HRP), Factors in HRP, Process of HRP, Job Analysis and Design: Job Analysis, Job Description, Writing a Job Description, Job Specification, Job Design. (10 Contact Hours)

UNIT III

Recruitment: Introduction, Concept of Recruitment, Factors Affecting Recruitment, Types of Recruitment, Selection: Introduction, Concept of Selection, Process of Selection, Selection Tests, Barriers in Selection. (9 Contact Hours)

UNIT IV

Training: Concept and Significance of Training, Training Needs, Training Methods, Types of Training, Performance Appraisal: Introduction, Concept of Performance Appraisal, Purpose of performance appraisal, Process, Methods of Performance Appraisal, Major Issues in Performance Appraisal. (9 Contact Hours)

UNIT V

Wages and Salary: Introduction, Nature and Significance of Wage and Salary Administration, Theories of Wages, Methods of Wage Fixation, Incentives: Introduction, Concept of Incentives, Effective Incentive System, Types of Incentive Scheme, Employee Relations: Introduction, Concept of Employee Relations, Managing Discipline, Managing Grievance, Employee Counselling. (10 Contact Hours)

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Dessler, Human Resource Management, PHI
- Mondy, Human Resource Management, PHI
- Gomez et al., Managing Human Resources, Pearson
- Aswathappa, Human Resource and Personnel Management, TMH
- Armstrong, Handbook of Human Resource Management Practices, Sage
- V.S.P. Rao, Human Resource Management, Excel Publisher
- Koontz & Weihrich, Essentials of Management, TMH

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BUL2401			Business Statistics				Pre Requisites			
L-T-P			C	Minor Duration	Major Duration	Internal Marks	Co-requisites		Major Marks	Total Marks
L	T	S/P					Minor-I Marks	Minor-II Marks		
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

- CO1: Explain basic statistical concepts in the applied form.
CO2: Interpret the meaning of the estimated statistical tools.
CO3: Apply different measuring and relevant tools/ methods for data.
CO4: Differentiate between statistical and mathematical concepts.

COURSE CONTENTS

UNIT I

Definition, Scope and Limitations of Statistics-Frequency distribution- Representation of data by Frequency polygon, Ogives and Pie Diagram. Measures of Central tendency- Arithmetic Mean, Median, Mode, Geometric Mean and Harmonic Mean-Weighted averages-Positional values- Quartiles, Deciles and Percentiles-Business Averages- Quadratic Mean and Progressive Average. (10 Contact Hours)

UNIT II

Measures of Dispersion: Absolute and Relative measures of Range, Quartile Deviation, Mean Deviation and Standard Deviation- Lorenz Curve- Gini Coefficient- Skewness and Kurtosis. (10 Contact Hours)

UNIT III

Correlation-Meaning, Types and Degrees of Correlation- Methods of Measuring Correlation- Graphical Methods: Scatter Diagram and Correlation Graph; Algebraic Methods: Karl Pearson's Coefficient of Correlation and Rank Correlation Coefficient - Properties and Interpretation of Correlation Coefficient. Simple linear regression-Meaning, Principle of Ordinary Least Square and Regression Lines. (9 Contact Hours)

UNIT IV

Index Numbers: Meaning and Uses- Unweighted and Weighted Index Numbers: Laspeyre's, Paasche's, Fisher's, Dorbish-Bowley, Marshall-Edgeworth and Kelley's Methods- Tests of Index Numbers: Time Reversal and Factor Reversal tests -Base Shifting, Splicing and Deflating- Special Purpose Indices-Wholesale Price Index, Consumer Price Index and Stock Price Indices. (9 Contact Hours)

UNIT V

Time Series Analysis-Components of Time Series, Measurement of Trend by Moving Average and the Method of Least Squares. Vital Statistics: Meaning and Uses- Fertility Rates: Crude Birth Rate, Net Reproduction Rate, Infant Mortality Rate and Maternal Mortality Rate-Sex Ratio and Couple Protection Ratio. (10 Contact Hours)

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks shall be awarded on students' work in the form of Case Study analysis/ quizzes / Reports / Presentations / Seminars/Assignments, which shall be evaluated by the concerned faculty.

Reference Books

- Hooda, R., 'Statistics for Business and Economics', Macmillan, ND.
- Medhi, J., 'Statistical Methods: An Introductory Text (2e)', New Age International, ND.
- Nagar, A.L. and R.K. Das, 'Basic Statistics (2e)', OUP, ND.
- Rao, C.R., 'Linear Statistical Inference and Applications', Wiley and Sons.
- Hoel, P.G., 'Introduction to Mathematical Statistics (5e)', Wiley and Sons.
- Johnson, R.A. and D.W. Wichern, 'Applied Multivariate Statistical Analysis', Prentice Hall, ND.

Smah *LN*

BUL2271			Introduction to Financial Management				Pre Requisites			
L-T-P			C	Minor Duration	Major Duration	Internal Marks	Co-requisites		Major Marks	Total Marks
L	T	S/P					Minor-I Marks	Minor-II Marks		
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

CO1: Have a conceptual understanding of various aspects of Financial Management.
CO2: Apply the principles of Financial Management in practical situations.

COURSE CONTENTS

(8 Contact Hours)

UNIT I

Introduction: Nature, scope and objective of Financial Management, Time value of money, Risk and return (including Capital Asset Pricing Model), Valuation of securities – Bonds and Equities.

(12 Contact Hours)

UNIT II

Investment Decision: The Capital Budgeting Process, Cash flow Estimation, Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index, Capital budgeting under Risk – Certainty Equivalent Approach and Risk- Adjusted Discount Rate.

(12 Contact Hours)

UNIT III

Financing Decision: Cost of Capital and Financing Decision: Sources of long-term financing Estimation of components of cost of capital. Methods for Calculating cost of equity capital, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average cost of capital (WACC) and Marginal cost of capital. Capital structure –Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach). Operating and financial leverage. Determinants of capital structure.

(6 Contact Hours)

UNIT IV

Dividend Decisions: Theories for Relevance and irrelevance of dividend decision for corporate valuation; Cash and stock dividends; Dividend policies in practice.

(10 Contact Hours)

UNIT V

Working Capital Decisions: Concepts of working capital, the risk-return trade off, sources of short-term finance, working capital estimation, cash management, receivables management, inventory management and payables management.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- James C. Van Horne and Sanjay Dhamija, Financial Management and Policy, Pearson Education
- Levy H. and M. Sarnat . Principles of Financial Management. Pearson Education
- Joy, O.M. Introduction to Financial Management. Mc Graw Hill Education.
- Brigham and Houston, Fundamentals of Financial Management, Cengage Learning
- Khan and Jain. Basic Financial Management, McGraw Hill Education
- Chandra, P. Fundamentals of Financial Management. McGraw Hill Education
- Singh, J.K. Financial Management- text and Problems. 2nd Ed. Dhanpat Rai and Company, Delhi
- Rustagi, R.P. Fundamentals of Financial Management. Taxmann Publication Pvt. Ltd
- Singh, Surender and Kaur, Rajeev. Fundamentals of Financial Management. Mayur Paperback, New Delhi
- Pandey, I.M. Financial Management. Vikas Publications

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PCE2041			Critical Thinking				Pre Requisites			
L-T-P			C	Minor Duration	Major Duration	Internal Marks	Co-requisites		Major Marks	Total Marks
L	T	S/P					Minor-I Marks	Minor-II Marks		
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: Elaborate the nature of thinking process in general.

CO2: Understand common fallacies and fuzziness.

CO3: Distinguish illusory experiences and confabulation.

CO4: Reinforce decision making and judgment.

CO5: Appreciate the need to revise beliefs and convictions.

COURSE CONTENTS

UNIT I

(16 Contact Hours)

What is Critical Thinking?

The Process of Learning and Critical Thinking.

Thought and Language.

UNIT II

(16 Contact Hours)

Problems of Definition and Fuzziness.

Cognitive Illusions: Ambiguous, Paradox, Distorting and Fiction.

Making Sound Decision.

UNIT III

(16 Contact Hours)

Pitfalls and Pratfalls in Decision Making.

Common Fallacies: Formal and Informal.

Belief Revision.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Diane F Halpern, Thought and Knowledge: An Introduction to Critical Thinking, Mahwah, NJ: Lawrence Erlbaum Associates Publishers, 2003.
- Jennifer Moon, Critical Thinking: An Exploration of Theory and Practice, London: Routledge, 2008.
- Sven Ove Hansson, 'Logic of Belief Revision,' The Stanford Encyclopaedia of Philosophy (Summer 2016 Edition) <http://plato.stanford.edu/archives/sum2016/entries/logic-belief-revision/>.

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BUL2281			Production and Operations Management				Pre Requisites			
L-T-P			C	Minor Duration	Major Duration	Internal Marks	Co-requisites		Major Marks	Total Marks
L	T	S/P					Minor-I Marks	Minor-II Marks		
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

- CO1: Identify and map the key elements of any production systems.
CO2: Take decisions with respect to key aspects of the design of production conversion systems.
CO3: Plan, manage and control the key elements of operations systems on ongoing basis.
CO4: Understand the complexity in modern production system and how to respond to those complexities.

COURSE CONTENTS

UNIT I: Managing Operations

Operations Function in Organization, Management Variables and Operations Conversion System, Historical Evolution of Production and Operations Management, Strategic Role of Operations Management, Recent Trends in Operations Management. (9 Contact Hours)

UNIT II: Planning (Designing) the Conversion System

Forecasting, Designing Products, Services and Process, Capacity Planning, Location Planning, Layout Planning. (10 Contact Hours)

UNIT III: Organizing and Scheduling the Conversion System

Job Design, Production and Operations Standard, Work Measurement, Project Planning and Scheduling Models, Operations Planning and Scheduling Systems. (10 Contact Hours)

UNIT IV: Controlling the Conversion Systems

Inventory Control Systems and Models, Material Requirement Planning, Quality Control Systems. (9 Contact Hours)

UNIT V: Dynamics of Operations Management

Sources of Complexity in Production System, Modeling Production Complexity, Dealing with Supply Chain Partners, Building Resilience Production System, Exogenous Factors (STEOP Framework) and Firms Response and Approach. (9 Contact Hours)

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Production and Operations Management: Concepts, Models, and Behavior, 5e, Everette E. Adam.Jr. and Ronald J. Ebert, Prentice Hall of India.
- Modern Production/Operations Management, 8e, Elwood S. Buffa and Rakesh K. Sarin, John Wiley and Sons, Canada.
- Production and Operations Management, 3e, S. N. Chary, McGraw Hill Co., India.
- Manufacturing Planning & Control for Supply Chain Management, Thomas E. Vollmann, William L. Berry, D. Clay Whybark, F. Robert Jacobs, Tata McGraw Hill Co., India.
- Projects: Planning, analysis, Selection, Financing, Implementation, and Review, 7e, Prasanna Chandra, McGraw Hill Co. India.

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BUL2251			Principles of Marketing				Pre Requisites			
L-T-P							Co-requisites		Major Marks	Total Marks
L	T	S/P	C	Minor Duration	Major Duration	Internal Marks	Minor-I Marks	Minor-II Marks		
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: To explore and further the understanding of marketing principles.

CO2: To understand of both the internal and external marketing environment.

CO3: To be able to assess the positioning and targeting opportunities for appropriate markets.

CO4: To develop skills for continuous learning and adaptation to the dynamic and competitive market environment in which one will be working.

COURSE CONTENTS

UNIT I (9 Contact Hours)
Marketing's Value to Consumers, Firms and Society, Marketing Process, Marketing Dynamics, Scope of Marketing, Core Concepts of marketing, Philosophies of marketing, Types of Marketing.

UNIT II (10 Contact Hours)
Systems Approach in Marketing, marketing Information System, Marketing organization, Sales Policy and Sales Force Management, Interface of Marketing with Finance, HR and IT; Marketing and Social responsibility.

UNIT III (10 Contact Hours)
Classification of Goods, Customers and Markets: Product and product Hierarchy, Customer Classification, Differences between industrial and consumer marketing; Consumer buying behaviour: Buying motives, perception, motivation, buying decisions, Indian consumer and consumer protection in India.

UNIT IV (9 Contact Hours)
Market Segmentation: factors, variables and strategies, Estimating market potential; Product pricing: objectives, decisions and methods; Marketing Audit, New product planning and development; Distribution and Sales management: Characteristics, forms of distributions, Sales force recruitment, training and allocation of work.

UNIT V (10 Contact Hours)
Advertising: characteristics, types of advertising, media and nature of advertising campaign; Sales promotion: types, and methods, point of purchase, online promotions, brand management; Designing marketing control systems.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	Internal Marks (10) for Assignment shall be awarded on students' work in the form of Case Study / Role Plays / Projects / Assignments/ Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Kotler Philip T. Armstrong Gary Agnihotri and Prafulla, Principles of Marketing 17th Edition Pearson Education
- Govindrajan M., Marketing management: Concepts, Cases, Challenges and Trends, PHI Learning Pvt. Ltd. New Delhi
- Ramaswamy V.S. and Namakumari S. Marketing Management: Indian Context Global Perspective, 6th Edition Sage Publications India Pvt. Ltd. New Delhi

BUL2011			Business Ethics				Pre Requisites			
L-T-P			C	Minor Duration	Major Duration	Internal Marks	Co-requisites		Major Marks	Total Marks
L	T	S/P					Minor-I Marks	Minor-II Marks		
3	0	0	3	2 Minors of 3 Hours (1 Hr 30 minutes each)	3 Hours	10	20	20	50	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

- CO1: Understand the ethical challenges in front of the companies.
CO2: Understand the importance of ethical behavior in management w.r.t to 'Bhartiya' traditions.
CO3: Understand the relations between moral, legal and ethical behavior in management.
CO4: Take decisions related with respect to ethical grounds and high moral values.

COURSE CONTENTS

- UNIT I (12 Contact Hours)
Business ethics: Meaning of ethics, why ethical problems occur in business. Ethical principles in business: Utilitarianism: weighing social cost and benefits, Rights and duties, Justice and fairness, ethics of care, Integrating utility, rights, justice and caring.
- UNIT II (12 Contact Hours)
Management process and ethics: learnings from 'Bhartiya' tradition and systems, ethos of Vedanta in management, Code of Ethics, Benefits of Ethical codes.
- UNIT III (8 Contact Hours)
Concept of Karma, kinds of Karam Yoga, Nishkam Karma, and Sakam Karma, Quality of life and quality of work life.
- UNIT IV (6 Contact Hours)
Ethics, Morality and Regulations: Moral issues in business; Worker's and employee's rights, duties and responsibilities Profit maximization vs. social responsibility.
- UNIT V (10 Contact Hours)
Corporate social responsibility: Meaning, Evolution of corporate social responsibility, common indicators for measuring business social performance.

NOTE:	Evaluation shall be carried out in three stages. 2 Minors of 20 Marks each + 1 Major of 50 Marks
	10 Internal Marks shall be awarded on students' work in the form of Case Study / Assignments / Presentations / Seminars, which shall be evaluated by the concerned faculty.

Reference Books

- Kumar Shailendra, Rai Alok, Business Ethics, Cengage Learning, India
- Fernando A.C., Business Ethics and Corporate Governance, 2nd Edition, Pearson Education, India
- Crane A. and Matten Dirk, Business Ethics, 4th Edition Oxford University Press London
- Fernando A C Muralidheeran K P, and Satheesh E K, Business Ethics : An Indian Perspective, 3rd Edition, Pearson Paperback

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BUL3221			Software Packages – I (R Programming)				Pre Requisites			
L-T-P			C	Minor Duration	Major Duration	Internal Marks	Co-requisites		Major Marks	Total Marks
L	T	S/P					Minor-I Marks	Minor-II Marks		
2	0	2	3	NIL	3 Hours	0	0	0	100	100

COURSE OUTCOMES

After successful completion of this course, students shall be able to;

CO1: To use and program in the programming language R.

CO2: To use R to solve statistical problems.

CO3: To implement and describe Monte Carlo the technology.

CO4: To minimize and maximize functions using R.

COURSE CONTENTS

UNIT I

Introduction to R & Predicting Algae Blooms Starting with R, R Objects, Vectors, Factors, Generating Sequences, Sub-Setting, use of R as a calculator, functions, assignments and matrix operations, missing data and logical operators. (9 Contact Hours)

UNIT II

Conditional executions and loops, data management with sequences; Data management with repeats, sorting, ordering, lists; Vector indexing, factors, Data management with strings, display and formatting; Data frames, statistical functions, compilation of data. (10 Contact Hours)

UNIT III

Arrays and matrices, the use and definitions of procedures, functions, package, control structures (if, while, left), linear optimization, non-linear optimization, convergence properties and generation of random numbers. (10 Contact Hours)

UNIT IV

Graphics and plots, statistical functions for central tendency, variation, skewness and kurtosis, handling of bivariate data through graphics, correlations, programming and illustration with examples. (9 Contact Hours)

UNIT V

Simulation; Monte Carlo Simulation; Statistical Forecasting - Neural Networks; Predictive Analytics. Preparing and writing of a short term paper. (10 Contact Hours)

NOTE:	Research article and case studies will be used as per the course content.
	Evaluation shall be carried out in three stages, 2 minors of 20 marks each +1 major of 50 marks.
	Internal assessment will be based on practical lab-based assessment carrying 10 marks in total.

Reference Books

- Christian Heumann, Michael Schomaker and Shalabh, 'Introduction to Statistics and Data Analysis - With Exercises, Solutions and Applications in R', Springer.
- Pierre Lafaye de Micheaux, my Drouilhet, Benoit Lique, 'The R Software-Fundamentals of Programming and Statistical Analysis', Springer.
- Alain F. Zuur, Elena N. Ieno, Erik H.W.G. Meesters, 'A Beginners Guide to R (Use R)', Springer.

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