

DAV University, Jalandhar
Department of Commerce & Business Management



Scheme and Syllabi
for
Bachelor of Business Administration [BBA]
2017 Batch
(Program ID-30)

DAV UNIVERSITY, JALANDHAR

Scheme of Courses BBA (Program ID-30) Bachelor of Business Administration

Category of Course	No of Courses	Credit Per course	Total Credits
Core Discipline	29	4	116
Skill Enhancement Course (SEC)	3 1 1	4 3 1	16
Ability Enhancement Course (AEC)	1 1 1	4 3 1	8
Discipline Specific Elective (DSE)	4	4	16
Dissertation/Project	-	-	-
	TOTAL		156

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Scheme of Courses BBA (Program ID-30) Bachelor of Business Administration

Semester 1

S.No	Paper Code	Course Title	L	T	P	Cr	Course Type
1	COM105	Business and Labour Laws	4	0	0	4	Core Discipline
2	CSA151	Computer Applications in Business	4	0	0	3	Skill Enhancement Course (SEC)
3	CSA153	Computer Applications in Business- Laboratory	0	0	2	1	Skill Enhancement Course (SEC)
4	ECO101	Micro Economics	4	1	0	4	Core Discipline
5	MGT101	Principles and Practice of Management	3	1	0	4	Core Discipline
6	MTH153A	Business Mathematics	4	0	0	4	Core Discipline
7	EVS100	Environmental Studies	4	0	0	4	Ability Enhancement Course (AEC)
			23	2	2	24	

Semester 2

S.No	Paper Code	Course Title	L	T	P	Cr	Course Type
1	COM106	Basic Financial Accounting	4	1	0	4	Core Discipline
2	ECO102	Macro Economics	4	1	0	4	Core Discipline
3	ECO104	Business Statistics	4	1	0	4	Core Discipline
4	MGT102	Marketing Management	4	1	0	4	Core Discipline
5	MGT103	Business Environment	4	0	0	4	Core Discipline
6	SGS107	Human Values and General Studies	4	0	0	4	Skill Enhancement Course (SEC)
7	ENG151A	Basic Communication Skills	3	0	0	3	Ability Enhancement Course (AEC)
8	ENG152	Basic Communication Skills Laboratory	0	0	2	1	Ability Enhancement Course (AEC)
			27	4	2	28	

L: Lectures T: Tutorial P: Practical Cr: Credits

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Semester 3

S.No	Paper Code	Course Title	L	T	P	Cr	Course Type
1	COM209	Cost and Management Accounting	4	1	0	4	Core Discipline
2	ECO201	Indian Economy	4	0	0	4	Core Discipline
3	MGT204	OB and HRM	4	1	0	4	Core Discipline
4	MGT205	Indian Financial System	4	0	0	4	Core Discipline
5	MGT206	Research Methodology	4	1	0	4	Core Discipline
6	MGT207	Business Ethics and Corporate Social Responsibility	4	0	0	4	Core Discipline
			24	3	0	24	

Semester 4

S.No	Paper Code	Course Title	L	T	P	Cr	Course Type
1	MGT202	Entrepreneurship Theory and Practice	4	0	0	4	Core Discipline
2	ECO203	International Trade	4	1	0	4	Core Discipline
3	COM208	Banking and Insurance	4	0	0	4	Core Discipline
4	MGT208	Financial Management	4	1	0	4	Core Discipline
5	MGT209	Operations Research	4	1	0	4	Core Discipline
6	MGT210	Event Management	4	0	0	4	Core Discipline
			24	3	0	24	

N.B At the end of the examination of 4th Semester the students will undergo compulsory summer training for a period of 6-8 weeks. Every student will submit the Summer Training Report within two weeks from the start of teaching for 5th Semester.

L: Lectures T: Tutorial P: Practical Cr: Credits

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Semester 5

S.No	Paper Code	Course Title	L	T	P	Cr	Course Type
1	COM313	Direct Taxes	4	1	0	4	Core Discipline
2	COM314	Basic Corporate Accounting	4	1	0	4	Core Discipline
3	COM315	Company Law and Audit	4	0	0	4	Core Discipline
4	MGT305	Production and Operation management	4	1	0	4	Core Discipline
5	MGT306	Seminar on Business Exposure	0	0	2	4	Skill Enhancement Course (SEC)
6		Specialization Elective-I	3	1	0	4	Discipline Specific Elective (DSE)
7		Specialization Elective-II	3	1	0	4	Discipline Specific Elective (DSE)
			22	5	2	28	

Semester 6

S.No	Paper Code	Course Title	L	T	P	Cr	Course Type
1	MGT307	Management Information Systems	4	1	0	4	Core Discipline
2	MGT309	Export Import Procedures and Documentation	4	1	0	4	Core Discipline
3	COM316	Indirect Taxes	4	1	0	4	Core Discipline
4	MGT310	Strategic Management	4	0	0	4	Core Discipline
5	MGT311	Comprehensive Viva Voce*	0	0	0	4	Skill Enhancement Course (SEC)
6		Specialization Elective-III	3	1	0	4	Discipline Specific Elective (DSE)
7		Specialization Elective-IV	3	1	0	4	Discipline Specific Elective (DSE)
			22	5	0	28	

* Viva-Voce of 6th Semester would be based on papers taught in all the Semesters.

L: Lectures T: Tutorial P: Practical Cr: Credits

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For Semester 5 and 6

Specializations Elective: Marketing

MGT351	Retail Management	3	1	0	4
MGT352	Consumer Behaviour	3	1	0	4
MGT353	E-Business	3	1	0	4
MGT354	Services Marketing	3	1	0	4

Specialization Elective: Finance

MGT357	Financial Institutions and Markets	3	1	0	4
MGT358	Foreign Exchange Management	3	1	0	4
MGT359	Investment Management	3	1	0	4
MGT360	Derivatives and Risk Management	3	1	0	4

Specializations Elective: HRM

MGT361	Organisation Change and Development	3	1	0	4
MGT362	Training and Development	3	1	0	4
MGT363	Knowledge Management	3	1	0	4
MGT364	Performance Management	3	1	0	4

Specializations Elective: Operations

MGT365	Project Management	3	1	0	4
MGT366	Logistics and Supply Chain Management	3	1	0	4
MGT367	Total Quality Management	3	1	0	4
MGT368	Business Process Management	3	1	0	4

Specializations Elective: Family Business

MGT369	Dynamics of Family Business	3	1	0	4
MGT370	Professionalization in Family Business	3	1	0	4
MGT371	Succession Planning and Leadership in Family Business	3	1	0	4
MGT372	Case Studies in Family Business	3	1	0	4

Course Title: Business and Labour Laws

Course Code: COM105

L	T	P	Credits
4	0	0	4

Course Objective: This course aims to acquaint the students with legal environment and to build understanding of legal principles of business and labour law. This course will also help students to know the laws available for the protection of consumer against unfair trade practices.

Learning Outcomes: Key learning outcomes focus on the understanding, recognition and application of business and labour laws. On completion of this course, learner will be able to apply this legal analysis in planning and decision-making of business to avoid legal conflicts.

Unit - A (Indian Contract Act, 1872) Hours

- Classification and Essentials of Contracts 2
- Offer and Acceptance- Legal Rules as to Offer and Acceptance, Communication and Revocation of Offer and Acceptance 2
- Consideration- Meaning, Legal Rules as to Consideration, Meaning of Stranger to Contract, Contracts without Consideration. 2
- Capacity to Contract- Minors, Persons of Unsound Mind, Persons Disqualified by any Law. 2
- Free Consent- Meaning of Free Consent, Coercion, Undue Influence, Misrepresentation, Fraud, and Mistake. 2
- Performance -Meaning, Offer to Perform, Effect of Refusal of a Party to Perform a Contract, Contracts which need not to Perform, By Whom must Contracts be Performed, Who can Demand Performance, Time and Place of Performance. 3
- Discharge of Contract- Meaning, Discharge by Performance, Consent, Impossibility, Laps of Time, Operation of Law, Breach of Contract. 4
- Remedies for Breach of Contract- Rescission of the Contract, Suit for Damages, Suit upon Quantum Meruit, Suit for Specific Performance of the Contract, Suit for Injunction. 3

Unit – B (Special Contracts)

- Bailment- Meaning, Classification of Bailment, Rights and Duties of Bailor and Bailee, Law relating to Lien. Pledge- Meaning, Rights and Duties of Pawner and Pawnee. 2
- Indemnity & Guarantee- Meaning of Contracts of Indemnity & Guarantee, Kinds of Guarantee, Difference between Indemnity and Guarantee, Rights of Surety, Discharge of Surety. 2
- Agency- Definition of Agent and Principal, Test of Agency, Type of Agents, 2

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Creation and Termination of Agency

- Sales of Goods Act- Essentials of Contract of Sale, Distinction between Sale and Agreement to Sale, Distinction between Sale and Hire- Purchase Agreement, Classification of Goods, Effect of Destruction of Goods. 2
- Condition and warranties- Meaning and Difference between Condition and warranties, Express and Implied Condition and Warranties, Caveat Emptor 1
- Unpaid seller- Definition, Rights of Unpaid Seller against the Goods and Buyer Personally. 1
- Negotiable Instruments Act, 1881- Meaning, Characteristics and Types of Negotiable Instruments. 1
- Notes, Bills and Cheques- Meaning and Essential Elements of Promissory Note, Meaning and Essential Elements of Bills of Exchange, Distinction between Promissory Notes and Bill of Exchange. Meaning of Cheque, Distinction between Bill of Exchange and Cheque, Crossing of Cheques. 3
- Parties to Negotiable Instruments, Capacity of Parties to a Negotiable Instrument, Holder and Holder in Due Course, Meaning of Negotiation, Indorsement, Kinds of Indorsement, Dishonour of Negotiable Instrument, Duties of Holder upon Dishonour of Negotiable Instrument. 4

Unit – C (Industrial Laws)

- The Factories Act, 1948- Meaning and Definition of Factory, Approval, Licensing and Registration of Factories, The Inspecting Staff, General Duties of Occupier, Health, Safety and Welfare, Working of Adults, Employment of Young Persons and Women, Annual Leave with Wages, Penalties. 3
- Employee State Insurance Act- Applicability of Act, Rules and Rate of Contributions, Sickness Benefits Benefit, Maternity Benefit, Disablement Benefit, Dependent's Benefit, Medical Benefit, Funeral Benefit, Penalties. 4
- Employee Provident Fund Act- Application of the Act, Object of Act, Employees' Provident Fund Scheme, Employees' Pension Scheme and Fund, Employees' Deposit-linked Insurance Scheme and Fund, Administration of the Schemes, Penalties and Offences. 5

Unit – D (Other Industrial Laws and Consumer Protection Act.)

- Payment of Wages Act-Applicability of the Act, Scope and Object of Act, Definition of Wages, Rules regarding Payment of Wages, Deductions of Wages, Kinds of Deductions, Enforcement of the Act, Claims Arising out of Deductions from Wages or Delay in Payment of Wages and Penalty for Malicious or Vexatious Claims, Appeal 3
- Minimum Wages Act- Object and Scope of Act, Provisions regarding Fixation and Revision of Wages, Minimum Rate of Wages, Procedure for Fixing and Revising Minimum Wages Safeguards available in Payment of 2

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Minimum Wages, Enforcement of the Act, Offences and Penalties.

- Industrial Disputes Act- Definition of Industrial Dispute, Object and Extent of Act, Causes of Industrial Dispute, Modes of Settlement of industrial Dispute -Conciliation, Adjudication and Arbitration. Strikes vs. Lock-outs 2
- Consumer Protection Act, 1986: Introduction and Objectives of the Act, Who is Consumer, Various Definitions, Restrictive Trade Practices and Unfair Trade Practices, Consumer Protection Redressal agencies-District Forum, State Commission and National Commission. 3

Total 60 Hours

Text Book:

1. Kapoor, N.D., Elements of Mercantile Law, New Delhi, Sultan Chand & Sons, Latest Edition.

Reference Books:

- 1.Kumar, R., Legal Aspects of Business, New Delhi, Cengage Learning India Pvt. Ltd., Latest Edition.
2. Pathak, A., Legal Aspects of Business, New Delhi, Tata McGraw Hill Education, Latest Edition.
- 3.Tulsian, P.C., Business Law, New Delhi, Tata McGraw Hill Education, Latest Edition.

Course Title: Computer Applications in Business
Course Code: CSA151

L	T	P	Credits
4	0	0	3

Course Objective: To familiarize the students with computers and their use, and make them proficient in the use of computer applications relevant to business contexts.

UNIT – A

Hours

12

Introduction

- Block Diagram of Computer: Basic Functions of Each Component
- Classification of Digital Computers Based on Size
- Uses Of Computers
- Operating System Basics - Role of Operating System
- Features of Well Known PC Operating Systems
- Networks & Data Communication
- The Uses of a Network
- How Networks Are Structured: Network Topologies
- Media & Hardware
- Internet & Online Resources: How Internet Works
- Features of the Internet
- Accessing the Internet, Working on the Internet

UNIT – B

10

Word Processing

- Editing and Formatting a Document, Text Formatting, Paragraph Formatting, Headers and Footers
- FIND command & REPLACE command, Checking Spelling and Grammar; On-line Spelling and Grammar correction using Auto correct
- Auto Text, Using Thesaurus, Using Clip Gallery. Inserting Graphics From files
- Working with Tables -Creating Table , Entering Text in the Table
- Changing Format of Text of cells, Changing Column width and Row height, Formatting Table Border
- Using Mail Merge - Mail Merge Procedure, Printing a document

UNIT – C

12

Spreadsheets

- Basic Operations - Arithmetic operators, Comparison operators, Text operator & (ampersand) Reference operator
- Modifying the worksheet layout - Changing Width of Column, Changing Height of Row, Deleting Rows/Columns/Cells, Moving and copying contents of cell, Alignment of text in the cell
- Printing the workbook - Setting up Print Area, Setting up Margins, Defining Header and Footer, Controlling Gridlines
- Working with functions - Date and time function, Statistical function, Financial function, Mathematical and Trigonometric

functions, Lookup and Reference Functions, Data Base functions, Text function, Logical functions

- Introduction to CHARTS - Formatting Charts
- Working with MACRO, Importing and exporting files

UNIT – D

11

Presentations

- Creating a presentation slide, Design Templates and Blank presentations
- Power Point standard toolbar buttons
- Working with the text in a slide, Arranging Text in Different Levels
- Changing Font, Font Size and Bold; Moving the frame and inserting clip art; Different slide layouts; Formatting the Slide Design; Work with the Slide Master; Saving the presentation
- The Auto Content Wizard; Using Existing Slides; Using the different views of a slide
- Adding Transitions and Animation, Running Slide Show

Reference Books:

1. K. Kumar, and R. Rajkumar, Computer Applications in Business, New Delhi, Tata McGraw Hill, Latest Edition.
2. Kogent Learning Solutions Inc, Office 2010 in Simple Steps, New Delhi, DreamTech Press, Latest Edition.
3. Goel A., Computer Fundamentals, New Delhi, Pearson Education India, Latest Edition.
4. Silberschatz & Korth A., Database System Concepts, New York, McGraw-Hill , Latest Edition.
5. Taxali R. K., P C Software Made Simple, New Delhi, Tata McGraw-Hill, Latest Edition.
6. Simpson A., Robinson C., Mastering Access 2000, New Delhi, BPB Publication, Latest Edition.

Course Title: Computer Applications in Business - Laboratory
Course Code: CSA153

L	T	P	Credits
0	0	2	1

- The laboratory will comprise of using commands and tools available in MS Word, PowerPoint, and Excel.
- Assignments based on the applications of above mentioned software packages.

Course Title: Micro Economics
Course Code: ECO101

L	T	P	Credits
4	1	0	4

Course Objective: Micro Economics is the analysis of economics at the individual level. This course explores why people make certain economic decisions and what is the relation of the individual producer or consumer to the economy as a whole.

Learning Outcome: Upon completion of course, students should be able to understand the economic theory and principles to decision making.

Unit – A (Demand and Supply Analysis)	Hour
• Introduction to Economics , Micro economics and Macro economics	1
• Demand, Types of Demand	1
• Determinants of demand, Demand function	1
• Law of demand, Demand schedule, Demand curve	1
• Why demand curve slopes downward, Exceptions to the law of demand	1
• Movements along a demand curve, Shift in demand curve	1
• Supply: Meaning, Determinants of supply	1
• Supply schedule and supply curve	1
• Movements along a supply curve, Shift in supply curve, Exceptions of the law of supply	1
• Market equilibrium, Shifts in market equilibrium due to change in supply, Shifts in market equilibrium due to change in demand, Shifts in market equilibrium due to change in supply and demand	1
• Elasticity of demand, Types of elasticity of demand	1
• Degrees of price elasticity of demand	1
• Methods of measurement of elasticity of demand	4
• Determinants of elasticity of demand, Consumer preferences and choices	3
Unit – B (Cardinal and Ordinal Approach)	
• Utility analysis; Law of diminishing marginal utility	1
• Law of equi-marginal utility	1
• Ordinal approach, Indifference curve analysis, Properties of Indifference curve	2
• Marginal rate of substitution, Budget line, Shift in budget line	1
• Consumer equilibrium; conditions of consumer equilibrium	1
• Price effect, Income effect, Substitution effect	3
• Decomposition of the price effect into income and substitution effect	2
Unit – C (Production Theory)	
• Introduction , Production function, Types of inputs, Factors of production	1
• Total Product, Average Product, Marginal Product and their relationship	1
• Return to factor; short run and Long run production function, Homogenous and non-homogenous production function.	1
• Marginal rate of Technical Substitution, Principle of marginal rate of technical substitution	1

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• Isoquants, properties of isoquants, Iso cost lines, shifts in Iso-cost lines	1
• Law of variable proportion	1
• Expansion path, Producer's Equilibrium	1
• Return to scale; Constant, increasing and decreasing return to scale	1
• Cost analysis, cost function and Types of costs	1
• Traditional theory; Different shapes of cost curves in short run	2
• Different shapes of cost curves in long run	3
• Economies of scale; Internal and external economies and diseconomies.	1
Unit – D (Market Forms)	
• Meaning and features of perfect competition	1
• Short run equilibrium of firm under perfect competition	1
• Long run equilibrium of firm under perfect competition	1
• Shut down point , Supply curve of firm, Supply curve of industry	1
• Monopoly; meaning, features	1
• Short run equilibrium of firm under monopoly	1
• Long run equilibrium of firm under monopoly	1
• Price discrimination under monopoly	1
• Degrees and conditions of price discrimination	1
• Monopolistic competition; meaning, features	1
• Short run equilibrium of firm under monopolistic competition	1
• Long run equilibrium of firm under monopolistic competition	1
• Product differentiation, Selling cost	2
• Dumping	1
Total	60

Reference Books:

1. Bernheim, B. D., Whinston, M. and Sen, A. *Microeconomics*. New Delhi: Tata McGraw-Hill Education, latest edition.
2. Geetika, et.al. *Managerial Economics*. New Delhi: Tata McGraw-Hill, latest edition.
3. Salvatore, D. *Microeconomics: Theory and Applications*. New Delhi. Oxford University Press, latest edition.
4. Salvatore, D. *Managerial Economics*. New Delhi. Oxford University Press, latest edition.
5. Vengedassalam, D. and Karunakaran, M. *Principles of Economics*. Malaysia. Oxford University Press. Latest edition.

Course Title: Principles and Practice of Management
Course Code: MGT101

L	T	P	Credits
3	1	0	4

Course Objective: Student will learn about the development of management theory and will understand the importance of management. The course also aims at explaining the basic functional elements of management.

Learning Outcomes: After completion, of course students will be able understand basic management theories and modern practices. Learning will be on the basic roles, skills and functions of management. Students can use and follow modern techniques and strategies of management in the light of ethics and social responsibility.

Unit – A (12 hours)

Management- Meaning, nature, scope, objectives and importance of management
Levels in management, and Managerial Roles
Management as an Art and Science, Management as Profession
Functions of Management and Functional Areas
Evolution of management thought

Unit – B (14 hours)

Planning- Meaning, Characteristics, Need & Importance.
Planning Process and Types
Components of Plan
Concept of MBO, process
Organizing-Concept, characteristics, process,
Organization-Meaning, Characteristics and Types of organisation structures
Meaning of Authority and Responsibility, Delegation, Decentralization and
Departmentation, Span of control.

Unit – C (12 hours)

Staffing- Definition, Characteristics and Importance
Direction & Coordination- Meaning, features and Importance, Tools & Techniques of
Directing
Leadership- Concept, importance and styles
Motivation- Meaning and Significance
Communication- Meaning, Characteristics, importance and process
Supervision- Definition and characteristics
Controlling- Nature, concept, process, types, scope, importance

Unit – D (7 hours)

Emerging issues in management: American and Japanese styles

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Meaning-TQM, Six-sigma, MIS, QWL, WLB, MBE

Managerial ethics: need and importance, Corporate social responsibility

Total time: 45 hours

1. Text Book:

1. Rudani, R., Principles of Management, New Delhi, Tata McGraw-Hill
Education,
Latest Edition.

Reference Books:

1. Koontz H. & Weihrich, Essentials of Management, New Delhi, Tata
McGraw-Hill
Education, Latest Edition.

2. Prasad L. M., Principles and Practices Of Management, New Delhi, Sultan
Chand &
Sons, Latest Edition.

3. Stoner J.A.F., Freeman R E and Gilbert D R, Management, New Delhi,
Pearson
Education, Latest Edition.

Course Title: Business Mathematics

Course Code: MTH153

L	T	P	Credits
4	0	0	4

Course Objectives: This course builds the foundation of students for other quantitative courses and also prepares them for competitive exams.

Learning Outcomes: The students will be able to handle the quantitative aptitude part in competitive examinations. They will also better understand the quantitative portions in the functional areas of management.

UNIT-A

Matrices and Determinants

(14 Hours)

Concepts of basic algebra, Set theory, Types of Matrices, Algebra of Matrices, Determinants, Adjoint of a Matrix, Inverse of a Matrix via adjoint Matrix, Homogeneous System of Linear equations, Condition for Uniqueness for the homogeneous system, Solution of Non-homogeneous System of Linear equations (not more than three variables), Condition for existence and uniqueness of solution, Solution using inverse of the coefficient matrix.

UNIT-B

Ratio and Proportion

(10 Hours)

Ratio and Proportion, Percentage-Meaning and Computations of Percentages, time, speed, distance, Simple Interest, Compound interest (reducing balance & Flat Interest rate of interest), Equated Monthly Instalments (EMI), Problems.

UNIT-C

Commercial Arithmetic

(13 Hours)

Profit and Loss: terms and formulae, Trade discount, Cash discount, Problems involving cost price, selling Price, Trade discount and Cash Discount. Introduction to commission and brokerage, Problems on Commission and brokerage, Partnership, Stock and Shares.

UNIT-D

Progressions

(12 Hours)

Concept of LCM, GCD, HCF, Progression: Arithmetic, Geometric, Harmonic, Mean, Median, Mode, Remainder theorem, even odd functions, Binomial theorem, Quadratic equations, Properties of Logarithm, Permutation and Combination.

Reference Books:

1. Padamlochan H., Business Mathematics, New Delhi, S. Chand, Latest Edition.
2. Kapoor, V.K., Business Mathematics, New Delhi, Sultan Chand & Sons, Latest Edition.
3. Bari., Business Mathematics. Mumbai. New Literature Publishing Company, Mumbai, Latest Edition.

Course Title: Environmental Studies
Paper Code: EVS100

L	T	P	Credits
4	0	0	4

Course Objective: This course aims at understanding the students in aspects of environmental problems, its potential impacts on global ecosystem and its inhabitants, solutions for these problems as well as environmental ethics which they should adopt to attain sustainable development.

Unit 1

The multidisciplinary nature of environmental studies (2 Hours)

Definition, scope and importance, Need for public awareness

Natural Resources: Renewable and non-renewable resources: (8 Hours)

Natural resources and associated problems.

(a) **Forest resources:** Use and over-exploitation, deforestation, case studies. Timber extraction, mining, dams and their effects on forests and tribal people.

(b) **Water resources:** Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams-benefits and problems.

(c) **Mineral resources:** Use and exploitation, environmental effects of extracting and using mineral resources, case studies.

(d) **Food resources:** World food problems, changes caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problems, water logging, salinity, case studies.

(e) **Energy resources:** Growing energy needs, renewable and non-renewable energy sources, use of alternate energy sources, case studies.

(f) **Land resources:** Land as a resource, land degradation, man induced landslides, soil erosion and desertification.

- Role of an individual in conservation of natural resources.
- Equitable use of resources for sustainable lifestyles.

Ecosystem: (4 Hours)

- Concept of an ecosystem
- Structure and function of an ecosystem
- Producers, consumers and decomposers
- Energy flow in the ecosystem
- Ecological succession
- Food chains, food webs and ecological pyramids
- Introduction, types, characteristic features, structure and function of the following ecosystem:

a. Forest ecosystem

b. Grassland ecosystem

c. Desert ecosystem

d. Aquatic ecosystems (ponds, streams, lakes, rivers, ocean estuaries)

Unit II

Biodiversity and its conservation 4 Hours

- Introduction – Definition: Genetic, Species and Ecosystem Diversity
- Bio-geographical classification of India

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- Value of biodiversity: Consumptive use, Productive use, Social, Ethical, Aesthetic and Option values
- Biodiversity at global, national and local levels
- India as a mega-diversity nation
- Hot-spots of biodiversity
- Threats to biodiversity: habitat loss, poaching of wildlife, man wildlife conflicts
- Endangered and endemic species of India
- Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity, global and national efforts.

Environmental Pollution

8Hours

- Definition, causes, effects and control measures of:
 - a. Air pollution
 - b. Water pollution
 - c. Soil pollution
 - d. Marine pollution
 - e. Noise pollution
 - f. Thermal pollution
 - g. Nuclear pollution
- Solid waste management: Causes, effects and control measures of urban and industrial wastes.
- Role of an individual in prevention of pollution
- Pollution case studies
- Disaster management: floods, earthquake, cyclone and landslides

Unit III

Social Issues and the Environment

7 Hours

- Population growth, variation among nations, Population explosion – Family Welfare Programmes.
- Environment and human health,
- From unsustainable to sustainable development
- Urban problems and related to energy
- Water conservation, rain water harvesting, watershed management
- Resettlement and rehabilitation of people; its problems and concerns. Case studies.
- Environmental ethics: Issues and possible solutions
- Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust. Case studies.
- Wasteland reclamation
- Consumerism and waste products
- Environmental Laws: The Environment Protection Act, 1986; The Air (Prevention and Control of Pollution) Act, 1981; The Water (Prevention and control of Pollution) Act 1974; The Wildlife Protection Act, 1972; Forest Conservation Act, 1980.
- Issues involved in enforcement of environmental legislation
- Public Awareness

Unit IV

Human Population and Environment

5 Hours

- Population Growth and Variations among Nations
- Population Explosion

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- Human Rights
- Value Education
- HIV / AIDS
- Women and Child Welfare
- Role of Information Technology in Environment and Human Health
- Case Studies

Field Work

5 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 (Field work equal to 5 lecture hours)

Suggested Readings:

1. Odum, EP. *Basic Ecology*. Japan: Halt Saundurs, 1983.
2. Botkin, DB, and Kodler EA. *Environmental Studies: The Earth as a living planet*. New York: John Wiley and Sons Inc., 2000.
3. Singh, JS, Singh, SP, and Gupta SR. *Ecology, Environment and Resource Conservation*. New Delhi: Anamaya Publishers, 2006.
4. De, AK. *Environmental Chemistry*. New Delhi: Wiley Eastern Ltd., 1990.
5. Sharma, PD. *Ecology and Environment*. Meerut Rastogi Publications, 2004.

Course Title: Basic Financial Accounting
Course Code: COM106

L	T	P	Credits
4	1	0	4

Course Objective: To develop the understanding of the framework of financial accounting with special reference to the guidelines of Accounting Standard Board.

Learning Outcomes: After the completion of the course Students will be able to understand, prepare and use the financial accounts.

Unit-A (Introduction to Financial Accounting)	Hours
• Meaning and Objectives of Accounting, Accounting Terminology, Advantages and Disadvantages of Accounting	2
• Relationship between Accountancy and Accounting and Book Keeping	2
• Users of Accounting Information	1
• Relationship of Accounting with other Disciplines	1
• Generally Accepted Accounting Principles (Assumptions and Principles)	2
• Accounting Standards.	1
• Double Entry System of Book- keeping	1
• Accrual and Cash basis of Accounting	3
• Accounting Equation- Meaning and Procedure of Developing Accounting Equation	4
Unit-B (Journal, Ledger and Trial Balance)	
• Journalizing- Meaning and Rules of Debit and Credit, Format of Journal, Identification of Transactions, Recording of Transactions in Journal	3
• Distinction between Journal and Ledger, Preparation of Ledgers from Journal, Posting, Balancing of Accounts	2
• Meaning, Objectives and Advantages of Trial Balance, Meaning and Methods of Preparation of Trial Balance	2
• Errors Revealed and Not Revealed by Trial Balance	4
• Rectification of Errors	4
Unit-C (Subsidiary Books and BRS)	
• Subsidiary Books- Need of Subdivision of Journal, Meaning and Advantages of Special Journals, Cash Book (Single, Double and Triple column), Petty Cash Book.	3
• Purchases Book, Sales Book, Purchases Returns Book, Sales Returns Book, Receivable Book, Payables Book, Journal Proper.	2
• Bank Reconciliation Statements, Purpose and Use of Preparing Bank Reconciliation Statement	2
• Causes of Disagreement of Cash Book and Pass Book	3

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- Preparation of BRS by taking Favourable and Unfavourable Balances of Cash Book and Pass Book. 5

Unit- D (Depreciation Accounting and Financial Statements)

- Meaning and Causes of Depreciation, Factors affecting Depreciation 1
- Methods of Depreciation (Straight Line and Written Down value Method) and Change in Method of Depreciation. 2
- Provisions and Reserves 1
- Financial Statements- Meaning and Usefulness of Financial Statements, Recognition of Assets, Liabilities, Income and Expenses 1
- Treatment of Items which may be Direct Items, Indirect Items, Incomes and Expenses, Classification of Capital and Revenue 1
- Preparation of Trading Account, Profit and Loss Account and Balance Sheet 3
- Treatment of Items of Adjustment, Treatment of Items of Adjustment Appearing outside the Trial Balance 4

Total 60 Hours

Text Book:

1. Tulsian, P. C., Financial Accounting, New Delhi, Pearson Education, Latest Edition.

Reference Books:

1. Gupta, R.L. & Radhaswamy, M., Financial Accounting, New Delhi, Sultan Chand and Sons, Latest Edition.
2. Shukla. M.C., Grewal T.S. & Gupta, S.C., Advanced Accounts, New Delhi, S. Chand & Co. Latest Edition.
3. Bhattacharyya, A. K., Financial Accounting, New Delhi, Prentice Hall of India, Latest Edition.
4. Shankaranarayana, H. V. & Ramanath, H. R., Financial Accounting, New Delhi, Cengage Learning, Latest Edition.

Course Title: Macro Economics

Course Code: ECO102

L	T	P	Credits
4	1	0	4

Course Objective: The objective of the course is to introduce the students about macroeconomic analysis which help them to understand the way in which the overall economy operates.

Learning outcome: After completion of syllabus students will learn about the various tools applied for the smooth functioning of the economy.

UNIT –A	Hours
Introduction to Macroeconomics , Micro economics and Macro economics	1
Importance and scope of Macroeconomics	1
National Income : Concepts	1
Productive Vs. Non-productive intermediate and final output	1
Methods of measuring National Income	3
Problems in measuring National Income	1
Circular Flow of Income; Two sector, three sector and four model	3
UNIT-B	
Classical Theory of Income Output and Employment Determination	2
Say's Law of market	2
Keynes Theory of Income Output and Employment.	3
Classical theory versus Keynes theory of income and employment	1
Effective demand; Principle of effective demand	2
Consumption Function; Concepts of consumption function	1
Attributes of consumption function, Factors affecting propensity to consume	1
Psychological law of Consumption	1
Investment function, Types of investment	1
Determinants of induced Investment	1
Factors affecting investment decisions	1
Multiplier; Concept of multiplier	1
Working of the multiplier	1
Static and Dynamic concept of multiplier	3
Types of Multiplier, Importance and Leakages of Multiplier	
UNIT C	
General Equilibrium of economy	1
IS Curve and its derivation	1
LM Curve and its derivation	1
IS-LM curve analysis	2
Inflation; meaning and Types of inflation	1
Causes of inflation and impact of inflation	2
Demand pull inflation	1
Cost push inflation	1
Control of inflation, Phillips curve	2
Business cycles; meaning, its phases	1
UNIT - D	
Monetary policy, Role of monetary policy	1
instruments of monetary policy	3
Fiscal policy; role of fiscal policy	2

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Instruments of fiscal policy	3
Latest fiscal and monetary policy of RBI	2
Balance of payment, meaning, its types, Structure	1
Balance of payment and Balance of trade	1
Factor responsible for disequilibrium in BOP	1
Methods to correct BOP	1

Reference Books:

1. Ackley, G. *Macro Economics: Theory and Policy*. New Delhi. Macmillan publishers. Latest edition.
2. Branson, William H. *Macro-Economic Theory and Policy*. Latest edition.
3. Dornbush, R., S. Fisher and R. Startz. *Macro Economics*. New Delhi. Tata Mc. Graw Hill. Latest edition.
4. Rana, K.C. and Verma, K.C. *Macro-Economic Analysis*. Jalandhar. Vishal Publishing Co. Latest edition.
5. Shapiro, E. *Macroeconomic Analysis*. New Delhi. Galgotia Publications. Latest edition.

Course Title: Business Statistics
Course Code: ECO104

L	T	P	Credits
4	1	0	4

Course Objectives: To make the students learn the practical applications of statistics and its use in real world business practices.

Learning Outcome: After completion of syllabus students will be able to apply Statistics tools in research and business Economics.

Unit – A

Hours

- Scope and limitation of statistics 1
- Tabulation and classification of data 1
- Discrete and continuous frequency distribution 3
- Diagrammatic and graphic presentation of data. 3

UNIT-B

- Measures of Central Tendency 1
- Arithmetic mean 1
- Individual series 1
- Discrete series 1
- Continuous series 1
- Properties of arithmetic mean 1
- Combined mean 1
- Correcting incorrect value 1
- Open end classes, less than and more than series 1
- Median its uses 1
- Individual, discrete and continuous series 1
- To find missing value 1
- Mode Its importance 1
- Mode: individual series, discrete series and continuous series 1
- Merits and demerits of AM, Median and mode 1
- Dispersion; meaning 1
- Range 1
- Quartile deviation 1
- Interquartile range 1

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• Mean deviation	1
• Standard deviation	1
• Variance	3
• Coefficient of variance	3

UNIT-C

• Correlation, Definition, types of correlation	1
• Simple, partial and multiple correlation	1
• Correlation problem solution with direct method	1
• Correlation problem solution with short cut method	1
• Correlation problem solution with step deviation method	1
• Properties of correlation	1
• Regression; definition, importance of regression	1
• Regression vs correlation	1
• Problem solution with direct method	1
• Problem solution with short cut method	2
• Problem solution with step deviation method	2

UNIT-D

• Index Numbers: Meaning	1
• Scope and limitations of Index numbers	1
• Paasche's method	1
• Dorbisich- Bowley method	1
• Fisher's Index numbers	1
• Marshal-Edge worth price Index	1
• Walsch Price Index	1
• Kelly's price index	3
• Consistency of index numbers.	2

Reference Books:

1. Gupta, S.C., Fundamentals of Statistics, Mumbai, Himalya Publishing House, Latest Edition.
2. Gupta, S.P., Statistical Methods, New Delhi Sultan Chand and Sons, Latest Edition.
3. Black, K., Business Statistic for Contemporary Decision Making, New Delhi, Wiley Publisher, Latest Edition.
4. Richard, I. L.& David, S. R., Statistics for Management, New Delhi, Pearson Education, Latest Edition.
5. Sharma J. K., Business Statistics, New Delhi, Addison Wesley, Latest Edition.

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Course Title: Marketing Management
Course Code: MGT102

L	T	P	Credits
4	1	0	4

Course Objective: The course aims at making participants understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm with a view to better understand and appreciate the complexities associated with the marketing function.

Learning Outcomes: At the end of the course a students should be able to identify and analyse key trends, opportunities and problems in local and regional marketing environments; research, define and evaluate markets for given products and product ideas, and services; specify products rigorously, match them with corresponding markets, and outline appropriate marketing strategies.

Unit – A	Hours
Introduction to marketing: Meaning, nature and scope of Marketing, Marketing philosophies, Marketing Management Process, concept of Marketing mix, Meta Market, Market place and space, Key customer markets.	7
Understanding marketing environment: Company's Microenvironment, Macro environment, Market analysis	8
Unit – B	
Market segmentation, targeting and positioning. Consumer buyer behaviour	7
Product planning and pricing: Product concept, types of products, major product decisions, product mix, brand, product life cycle, new product development process	10
Unit – C	
Pricing decisions: defining price, pricing process, policies and strategies.	6
Distribution channel decisions – types and functions of intermediaries, channel design decisions. Definition of retailing, wholesaling, logistics and supply chain management.	7
Unit – D	
Promotion and distribution decisions: Marketing Communication process, promotion mix tools: Advertising, personal selling, public relations and sales promotion	8
Emerging trends and issues in marketing: Direct and Online marketing, Rural marketing, Societal marketing, Green marketing, Retail marketing, Customer Relation Marketing.	7
	60 hours

Reference Books:

1. Czinkota, M.R. & Kotabe, M., Marketing Management, New Delhi, Vikas Publishing, Latest Edition.
2. Douglas, J., Darymple, J. & Parsons, L.J., Marketing Management: Text and Cases, New York, John Wiley and Sons. Latest Edition.
3. Kotler, P., Marketing Management: Analysis, Planning, Implementation & Control, New Delhi, Prentice Hall of India,. Latest Edition.
4. Michael, J.E., Bruce, J.W. & William, J.S., Marketing Management, New Delhi, Tata McGrawHill, Latest Edition.
5. Perreault, W.D. & Jerome, E.M., Basic Marketing, New Delhi ,Tata McGraw Hill, Latest Edition.
6. Pride, W.M. & Ferrell, O.C., Marketing :Concepts and Strategies, New Delhi, Biztantra Press, Latest Edition.
7. Ramaswamy, V.S. & Namakumari, S., Marketing Management: Planning, Control, New Delhi, MacMillan Press, Latest Edition.
8. Zikmund, A., Marketing, Mumbai, Thomson Learning, Latest Edition.

Course Title: Business Environment

Course code MGT103

L	T	P	Cr
4	0	0	4

Course Objective: This course integrates concept with real-world situations to help students grasp complex concepts, a clear understanding of which is required to comprehend the various facets of business environment.

Learning Outcome: The students will be able to scan the environmental factors which affect the business and appreciate their implications for strategic decision making.

Hours

Unit - A

- Business Environment: Meaning, Nature, Importance and scope of Environment. 1
- Types of environment- Internal and External 2
- Need and techniques of scanning the business environment 2
- Political Environment and Economic Environment 3
- Demographic and Social environment 2
- Industrial Policy, IDRA and Industrial Licensing 5

UNIT – B

- Monetary and Fiscal Policies 3
- Industrial Financial Institutions 2
- Planning in India 3
- Industrial Development Strategy 2
- Public, Private and Joint Sectors in India 3
- Privatisation and Disinvestment 1
- Price and Distribution control 1

UNIT - C

- Ecological Environment Protection: Green Management, Global Warming, The Environment Protection Act 1986 4
- Competition policy and law 2
- Company regulatory regulations in India, FERA, FEMA 3
- Latest EXIM policy 2
- Consumer rights and Consumer Protection Act 1986 3
- Right to Information act 2005 1

UNIT – D

- Globalization & its impact, Multinational corporations 2
- International Investments 2
- WTO: Agreements and Current Issues 4

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• Trading Blocs	3
• Patents and Trade Marks	2
• Development and regulation of foreign trade	2
Total	60

Text Book:

1. Francis C., Business Environment Text & Cases, Mumbai, Himalaya Publishing, Latest Edition.

Reference Books:

1. Paul, J., Business Environment, New Delhi, Tata McGraw Hill Publication, Latest Edition.
2. Puri, M., Economic Environment of Business, New Delhi, Himalaya Publishing House, Latest Edition.

Course Title: Human Values and General Studies

Course Code: SGS107

L	T	P	Cr
4	0	0	4

Course Objectives

- To sensitize students about the role and importance of human values and ethics in personal, social and professional life.
- To enable students to understand and appreciate ethical concerns relevant to modern lives.
- To prepare a foundation for appearing in various competitive examinations
- To sensitize the students about the current issues and events of national and international importance
- To provide opportunity to the students to study inter disciplinary subjects like Geography, Science, Economy, Polity, History, International Relations etc.

Part - A

Human Values

1. **Concept of Human Values:** Meaning, Types and Importance of Values. **2 Hrs**
2. **Value Education :** Basic guidelines for value education **2 Hrs**
3. **Value crisis and its redressal** **1 Hrs**

Being Good and Responsible

1. Self Exploration and Self Evaluation **2 Hrs**
2. Acquiring Core Values for Self Development **2 Hrs**
3. Living in Harmony with Self, Family and Society **3 Hrs**
4. Values enshrined in the Constitution: Liberty, Equality **3 Hrs**
Fraternity and Fundamental Duties.

Part - B

Value – based living

1. Vedic values of life **2 Hrs**
2. *Karma Yoga* and *Jnana Yoga* **2 Hrs**
3. *Ashta Marga* and *Tri-Ratna* **2 Hrs**

Ethical Living:

1. Personal Ethics **2 Hrs**

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- | | | |
|----|---------------------|-------|
| 2. | Professional Ethics | 3 Hrs |
| 3. | Ethics in Education | 2 Hrs |

Part-C

General Geography

World Geography	3 Hrs
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The Universe, The Solar System, The Earth, Atmosphere, The World we live in, Countries rich in Minerals, Wonders of the World, Biggest and Smallest.

Indian Geography	3 Hrs
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Location, Area and Dimensions, Physical Presence, Indian States and Union Territories, Important sites and Monuments, Largest-Longest and Highest in India.

General History	3 Hrs
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Glimpses of India History, Ancient Indian, Medieval India, Modern India, Various Phases of Indian National Movement, Prominent Personalities, Glimpses of Punjab history with special reference to period of Sikh Gurus

Glimpses of World History	3 Hrs
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Important Events of World History, Revolutions and Wars of Independence, Political Philosophies like Nazism, Fascism, Communism, Capitalism, Liberalism etc.

Indian Polity: Constitution of India	3 Hrs
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Important Provisions, Basic Structure, Union Government, Union Legislature and Executive, State Government: State Legislature and Executive, Indian Judiciary, The Election Commission, Panchayati Raj System, RTI etc.

General Economy	3 Hrs
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The process of liberalization, privatization, globalization and Major World Issues, Indian Economy, Indian Financial System, Major Economic Issues, Economic Terminology.

Part-D

General Science	3 Hrs
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General appreciation and understandings of science including the matters of everyday observation and experience, Inventions and Discoveries

Sports and Recreation

3 Hrs

The World of Sports and recreation, Who's Who is sports, Major Events, Awards and Honours. Famous personalities, Festivals, Arts and Artists

Current Affairs

3 Hrs

National and International Issues and Events in News, Governments Schemes and Policy Decisions

Miscellaneous Information

Who is who

2 Hrs

Books and Authors, Persons in News, Awards and Honours, Abbreviations and Sports

References:

- 1.Human Values, A N Tripathi, New Age International Publishers, New Delhi, Third Edition, 2009
- 2.Professional Ethics, R. Surbhiramanian, Oxford University Press, New Delhi, 2013.
- 3.Human Values and Professional Ethics, Rishabh Anand, Satya Prakashan, New Delhi, 2012
- 4.Human Values and Professional Ethics, Sanjeev Bhalla, Satya Prakashan, New Delhi, 2012.
- 5.Human Values and Professional Ethics, Ritu Soryan Dhanpat Rai & Co. Pvt. Ltd., First Edition, 2010.
- 6.Human Values and Professional Ethics by Suresh Jayshree, Raghavan B S, S Chand & Co. Ltd. , 2007.
- 7.Human Values and Professional Ethics, Yogendra Singh, Ankur Garg, Aitbs publishers, 2011.
- 8.Human Values and Professional Ethics, Vrinder Kumar, Kalyani Publishers, Ludhiana, 2013.
- 9.Human Values and Professional Ethics, R R Gaur, R. Sangal, GP Bagaria, Excel Books, New Delhi 2010.
10. Values and Ethics, Dr. Bramwell Osula, Dr. Saroj Upadhyay, Asian Books Pvt. Ltd., 2011.
11. Indian Philosophy, S. Radhakrishnan, George Allen & Unwin Ltd., New York: Humanities Press INC, 1929.

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12. Essentials of Hinduism, Jainism and Buddhism, A N Dwivedi, Books Today, New Delhi – 1979
13. Dayanand : His life and work, Suraj Bhan, DAVCMC, New Delhi – 2001.
14. Esence of Vedas, Kapil Dev Dwivedi, Katyayan Vedic Sahitya Prakashan, Hoshiarpur, 1990.
15. Vedic Concepts, Prof. B B Chaubey, Katyayan Vedic Sahitya Prakashan, Hoshiarpur, 1990.
16. Advance Objective General Knowledge, R. S. Aggarwal, S. Chand Publisher (2013)
17. Concise General Knowledge Manual 2013, S. Sen, Unique Publishers, 2013
18. Encyclopedia of General Knowledge and General Awareness by R P Verma, Penguin Books Ltd (2010)
19. General Knowledge Manual 2013-14, Edgar Thorpe and Showick Thorpe, The Pearson, Delhi.
20. General Knowledge Manual 2013-14, Mukhtikanta Mohanty, Macmillan Publishers India Ltd., Delhi.
21. India 2013, Government of India (Ministry of Information Broadcasting), Publication Division, 2013.
22. Manorama Year Book 2013-14, Mammen Methew, Malayalam Manorama Publishers, Kottayam, 2013.
23. Spectrum's Handbook of General Studies – 2013-14, Spectrum Books (P) Ltd., New Delhi

CURRENT AFFAIRS

Magazines

Economic and Political Weekly, Yojna, the Week, India Today, Frontline, Spectrum.

Competition Success Review, Competition Master, Civil Services Chronicle, Current Affairs, World Atlas Book

Newspapers

The Hindu, Times of India, The Hindustan Times, The Tribune

Course Title: Basic Communication Skills

Course Code: ENG151A

L	T	P	Credits
4	0	0	3

Course Objective:

- To enhance students' vocabulary and comprehensive skills through prescribed texts.
- To hone students' writing skills.

Learning Outcomes: Students will be able to improve their writing skills as well as will enrich their word power.

Unit – A Applied Grammar (Socio-Cultural Context) Hours

- Parts of Speech: Noun, Pronoun, Adjective, Verb, Adverb, Preposition, Conjunction, Interjection 4
- Tenses (Rules and Usages in Socio-cultural contexts) 5
- Modals: Can, Could, May, Might, Will, Would, Shall, Should, Must, Ought to 4
- Passives 3
- Reported/Reporting Speech 3

Unit – B Reading (Communicative Approach to be Followed)

- J M Synge: Riders to the Sea (One Act Play) 5
- Anton Chekhov : Joy (Short Story) 4
- Swami Vivekanand : The Secret of Work (Prose) 5

Unit – C Writing

- Paragraph and Essay Writing 4
- Letter Writing: Formal and Informal 4
- Notice and Email 4

References:

a. Books

1. Kumar, S. and PushpLata., Communication Skills, New Delhi, Oxford University Press, Latest Edition.
2. Vandana, R. S. The Written Word. New Delhi, Oxford University Press, Latest Edition.

b. Websites

1. www.youtube.com (to download videos for panel discussions)
2. www.letterwritingguide.com
3. www.teach-nology.com
4. www.englishforeveryone.org
5. www.dailywritingtips.com
6. www.englishworksheets.com

Course Title: Basic Communication Skills Laboratory

Course Code: ENG152

L	T	P	Credits
0	0	2	1

Course Objective:

- To improve fluency in speaking English.
- To promote interactive skills through Group Discussions and role plays.

Learning Outcome: Students will get exposure to speaking through the above mentioned interactive exercises. In addition, they will develop a technical understanding of language learning software, which will further improve their communicative skills.

Unit – A Speaking/Listening	
• Movie-Clippings	10 hours
• Role Plays	10 hours
• Group Discussions	10 hours

Instructions:

1. Each student will prepare a scrap file on any of the topics given by class teacher. Student should be able to justify the contents of his/her Scrap file, which carries the weightage of 10 marks. Marks will be given for originality, creativity and presentation of thoughts.
2. In the end of semester, viva exam will be conducted. Viva will be for 10 marks. Spoken English will be the focus of exam. Examiner will ask questions related to scrap file and other general (non-technical) topics.
3. In the End-term exam, lab activity will carry the weightage of 10 marks.
4. Acknowledge all the sources of information in your scrap file.

References:

a. Books

1. Gangal, J. K., A Practical Course In Spoken English. New Delhi, Prentice Hall of India Private Limited, Latest Edition.
2. Kumar, S. and PushpLata., Communication Skills. New Delhi, Oxford University Press, Latest Edition.

b. Websites

1. www.youtube.com (to download videos for panel discussions)
2. www.englishforeveryone.org
3. www.talkenglish.com
4. www.mindtools.com

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Course Title: Cost and Management Accounting

Course Code: COM 209

L	T	P	Credits
4	1	0	4

Course Objective: This course aims to build understanding of the central ideas and theories of modern finance and to develop familiarity with the analytical techniques helpful in financial decision making.

Learning Outcomes: The course will enable the participants to prepare and analyse Financial Statements, make efficient use of scarce financial resources for best possible output. They will develop controlling and decision making skills based upon quantitative evidences.

Unit –A	Hours
Accounting as an Information system. Uses of Accounting Information for the Decision Makers	2
Meaning, Scope, Functions, Branches of Accounting	2
Cost ascertainment and cost control	2
Installation of a costing system	2
Cost Concepts and Classifications, Components of cost sheet, preparation and analysis of cost sheet	4
Methods and techniques of costing	2
Role of cost accountant for an organisation	1
Unit – B	
Elements of Cost: Material, Labour	2
Material control: Concept and techniques	2
Accounting and control of purchases, Storage and issue of material	1
Method and pricing of material issue, treatment of material losses.	2
Classification of labour, Principles and methods of remuneration, performance linked Incentives.	2
Meaning, Classification, Allocation, Apportionment of factory overheads	2
Costing and control of administration, selling and distribution overheads	2
Concepts of Job-Order, Batch and Process Costing	2
Unit – C	
Meaning and Scope of Variable Costing, Comparison between Variable Costing and Absorption Costing	2
Volume-Cost-Profit Analysis, Contribution Margin, Break – Even	4

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Analysis, Profit Volume (P/V) Analysis	
Applications of Variable Costing: Multiple-Product Analysis, Optimal use of Limited Resources, Role of Variable Costing in Decision Making	2
Advantages and Limitations of Variable Costing	1
Nature and Functions of Budgeting, Preparation of Different Types of Functional Budgets.	4
Techniques of Budgeting: Fixed Versus Flexible Budgeting , Zero Based Budgeting and Performance Budgeting	3
Unit – D	
Meaning and Establishment of Cost Standards, Components of Standard Cost	2
Meaning and Significance of Quality Costs, Steps in Determination of standard cost, Types of Standards	2
Cost Variance Analysis: Materials, Labour and Overheads(Meaning, Types and Significance)	4
Variance reporting and Managerial uses of variances	2
Concept and Importance of Responsibility Accounting	1
Responsibility Centres – Cost Centre, Revenue Centre, Profit Centre, Investment Centre	3
TOTAL	60 Hours

Text Book:

1. Khan, M. Y. & Jain, P. K., Management Accounting, New Delhi, Tata McGraw-Hill Education, Latest Edition

Reference Books:

1. Needles, B.E., Powers, M. & Crosson, S.V., Accounting for Decision Making, New Delhi, Cengage Learning, Latest Edition for Indian context
2. Horngren, C. T., Sundem, G. L., Stratton, W. O. & Schatzberg, J., Introduction to Management Accounting, New Delhi, Pearson Education, Latest Edition
3. Sekhar, R. C. & Rajagopalan, A. V., Management Accounting, New Delhi, Oxford University Press, Latest Edition

Course Title: Indian Economy
Course Code: ECO201

L	T	P	Credits
4	0	0	4

Course Objective: The course acquaints the students with the features and problems of Indian Economy. Students will understand the national planning system, public finance, problems of Indian agriculture and industry in addition to the emerging issues faced by the Indian economy.

Learning Outcome: After the completion of the course the students will be familiar with the features and problems of Indian Economy. Students will understand the national planning system, public finance, problems of Indian agriculture and industry in addition to the emerging issues faced by the Indian economy.

Hours

Unit – A

Nature of Indian Economy:

4

Features of Indian economy – Structural Changes in the Indian Economy Since Independence.

Human Resource: Demographic: Features of Indian population, Size and growth of population and economic development. Problem of over population, remedial measures to curb population.

5

Unit – B

Agriculture and Industrial development in India:

5

Agriculture: importance and Problems of Indian agriculture, remedial measures to overcome the backwardness of agriculture – strategy for agricultural development.

Green Revolution: meaning, effects, causes and suggestions for the success of Green revolution.

4

Industries: Growth and problems of major industries- Iron and Steel, Cotton Textiles.

4

Small Scale Industries- Problem and policy

4

Industrial policy, Role of public sector and private sector, Causes of industrial sickness

5

Unit C

Economic Planning: Importance of planning for Economic development, Salient features of India's five year plans priorities- target achievements, Failure factors affecting successful implementation of plans.

4

Foreign Trade of India: features, Balance of payments during the plan period – Chief imports and exports of Indian economy.

4

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India's balance of payment. Causes and remedial measures for the adverse balance of payment in India. 4

Unit – D

Public finance in India: Features of Indian tax system , defects of Indian taxation system, suggestions for improvement, 4

Major direct and indirect taxes –public debt in India – Centre-state financial relation. 4

Meaning and nature of unemployment, trends of unemployment, effects, causes and steps to be taken to overcome unemployment. 5

Meaning of poverty, trends of poverty, effects, causes and steps to be taken to overcome poverty. 4

Total 60

Text Book

1. Misra, S.K. & Puri, V.K., Indian Economy, Mumbai, Himalaya Publishing House, Latest Edition.

Reference Books:

1. Sundharam K.P.M, Datt, G. , Mahajan A., Indian Economy. New Delhi, S. Chand & Company, Latest Edition.
2. Ray, S.K. The Indian Economy, New Delhi, Prentice Hall of India, Latest Edition.
3. Das P.K., Indian Economics, New Delhi, Oxford University Press, Latest Edition.

Course Title: Organizational Behaviour and Human Resource Management

Course Code: MGT204

L	T	P	Credits
4	1	0	4

Objective: The course gives the introduction to both

Organizational Behaviour and Human

Resource Management. It develops the understanding of human behaviour at individual and group level in organisations. Further, it leads to sensitisation towards the formation and implementation of Human Resource policies and practices.

Learning outcome: Students will learn the dynamics of organizational behaviour and they are equipped with the latest contemporary strategies to handle challenges. Also the various theories by the researchers will guide their actions in right direction which will bring efficiency in their working styles.

Unit A

Hours
15

Organisation Behaviour- Meaning, nature, scope, multidisciplinary nature, OB model and other supportive models of OB.

Present and emerging challenges of Organisation Behaviour

Foundations of Individual Behaviour- Personal factors, Environmental factors, Psychological factors and Organisational systems & resources

Unit B

15

Foundations of Group Behaviour- concept & meaning, types of groups. Stages of group development. Group size & composition, group status, group role & relationships, group norms, group cohesiveness. Group think and group shift

Group Decision Making- Characteristics, techniques, advantages & disadvantages

Teams and Team Work- difference between groups & teams, types of teams. Team work through team building.

Unit C

14

Human Resource Management - meaning, definition, scope and objectives.

Functions of HRM

Models of HRM. Role of HRM manager. Present and emerging challenges of HRM.

Manpower Planning- meaning, factors affecting HRP process, sources

Job Analysis- meaning, job description & job specification, sources and uses.

Unit D

16

Recruitment- meaning, methods and sources of recruitment

Selection- meaning and selection process.

Career Planning and Development- Objective & subjective view of career, career stages, career anchors, career planning & career development

Human Resource Outsourcing, Turnover and Retention, Quality of Work life

Reference Books
1. Rao, V.S.P., Organisational Behaviour, New Delhi, Excel Books, Latest Edition.
2. Aswathappa,K., Organisational Behaviour- Text, Cases & Games, New Delhi, Himalaya Publishing House, Latest Edition.
3. Robbins, S.P., Judge, T. and Sanghi, S., Organizational Behavior, New Delhi, Pearson Education, Latest Edition.
4. Luthans, F., Organizational Behavior, New Delhi, Tata McGraw Hill, Latest Edition.
5. Rao, V.S.P., Human Resource Management-text and Cases, New Delhi, Excel Books, Latest Edition.
6. Aswathappa, K., Human Resource Management-Text and Cases, New Delhi, McGraw Hill, Latest Edition.

Course Title: Indian Financial System

Course Code: MGT205

L	T	P	Credits
4	0	0	4

Course Objective: This course introduces the students to the mechanism and regulation of financial markets and services.

Learning Outcomes: After studying this course students will be able to understand and analyse different financial instruments as per requirement of the business unit.

Unit – A (Overview of Financial System and Details of Banking Industry)	Hours
• Overview of the Financial System- Introduction, Components of Financial System, functions	4
• Financial Market Reforms	2
• Structure of Central Banks and the Federal Reserve System- Reserve Bank of India	3
• Conduct of Monetary Policy- Tools, Goals, Strategy, and Tactics	3
• Banking and the Management of Financial Institution, Commercial Banking Industry- Structure and Competition, Savings Associations and Credit Unions	6
• Regulation of industry.	4
Unit- B (Financial Markets)	
• The Money Markets – Meaning, Functions, Instruments, Recent Trends	2
• The Capital Market, Mortgage Markets, Bond Market	4
• Government Securities Markets	4
• SEBI- Objectives and Functions	5
Unit- C (Other Financial Sources)	
• Non- Banking Financial Companies, Investment Banks	3
• The Mutual Fund Industry, Insurance Companies, Security Brokers and Dealers	6
• Venture Capital Firms	5
Unit- D (Foreign Exchange Markets)	
• Foreign Exchange Markets – Introduction, recent Developments, Problems. Convertibility	6
• Interest Rates in India	3
	60 Hours

Text Book:

1. Shapiro A.C., Multinational Financial Management, New Delhi, Prentice Hall, Latest Edition.

Reference books:

1. Apte, P.G., International Financial Management, New Delhi, Tata McGraw Hill, Latest Edition.

Course Title: Research Methodology

L	T	P	Credits
4	1	0	4

Course Code: MGT206

Course Objective: The course is designed to introduce the students to research methodology and its application.

Learning Outcomes: At the end of the course a student should be able to formulate a research problem; decide how to sample and collect data; how many data elements; how to analyse data by using computerized softwares; which tools and methods to apply and how to write a report.

Unit – A

Hours

Introduction to Research: Meaning of research, Objectives of research, Types, Research Approaches, Significance of Research, research Process, Criteria of Good Research, Problems Encountered by Researchers in India.

3

Defining the Research Problem: What is a Research Problem?, Selecting the Problem, Necessity of Defining the Problem, Technique Involved in Defining a Problem

4

Research Design: Meaning of Research Design, Need for Research Design, Features of a Good Design, Important Concepts Relating to Research Design, Different Research Designs, Basic Principles of Experimental Designs, factors affecting RDs, Relation among RDs, Developing a Research Plan.

7

Unit – B

Sampling design and Procedures: Sample or Census, The Sampling Design Process, A Classification of Sampling Techniques, Choosing Nonprobability Versus Probability Sampling, Uses of Nonprobability Versus Probability Sampling.

7

Measurement and Scaling: Non-comparative Scaling Techniques, Continuous Rating Scale, Itemized Rating Scale, Non-comparative Itemized Rating Scale Decisions, Multi-item Scales, Scale Evaluation, Choosing a Scaling Technique.

6

Unit – C

Methods of Data Collection: Collection of Primary Data, Observation Method, Interview Method, Collection of Data through Questionnaires, Collection of Data through Schedules, Some Other Methods of Data Collection, Collection of Secondary Data, Selection of Appropriate Method for Data Collection.

8

Questionnaire & form design: questionnaire & observation forms, questionnaire design process.

4

Methods of Data Collection: Collection of Primary Data, Observation Method, Interview Method, Collection of Data through Questionnaires, Collection of Data through Schedules, Some Other Methods of Data Collection, Collection of Secondary Data, Selection of Appropriate Method for Data Collection.

7

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Unit – D

Data preparation: editing, coding, transcribing 3

Data analysis: tests of significance based on t, f and z distribution and chi-square test; cross tabulation 8

Research Report Writing: Contents of Report, Executive Summary, Bibliography format. Presentation of Report. 3

60 Hours

Reference Books:

1. Malhotra, N.K., Marketing Research: An Applied Orientation, New Delhi, Pearson/Prentice-Hall, Latest Edition.
2. Proctor, T., Essentials of Marketing Research, New Delhi, Prentice Hall, Latest Edition.
3. Cooper & Schindler (2008), Graduate Research Method, New Delhi, Tata Mcgraw Hill, Latest Edition.
4. Kumar, R., Research Methodology, New Delhi, Pearson Education, Latest Edition.
5. Riley, M. et.al, Researching & Writing dissertation in Business & Management, Thomson Learning, Latest Edition.
6. Pannerselvam, R., Research Methodology, New Delhi, Prentice Hall India, Latest Edition.
7. Nandagopal, R. et.al., Research Methods in Business, New Delhi, Excel Books, Latest Edition.
8. Zikmund W. G., Business Research Methods, Mason, Thomson South Western Publication, Latest Edition.
9. Kothari, C.R., Research Methodology-Methods & Techniques, New Delhi, Vikas Publishers, Latest Edition.

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Course Title: Business Ethics and Corporate Social Responsibility

L	T	P	Credits
4	0	0	4

Course Code: MGT207

Course Objective: The course is designed to introduce the students with the basic concepts of business ethics, corporate governance and corporate social responsibility.

Learning Outcomes: At the end of the course a student should be able to make ethical decisions, analyze situations from an ethical point of view and appreciate corporate governance systems & corporate social responsibility programs.

Unit – A

Hours

Business Ethics : An Overview – Principles of Personal and Professional Ethics, Code of Conduct and Ethics for Managers, Significance and Importance of Business Ethics, Values, Ethics and Business Strategy, Corporate Governance Ethics

5

Concepts and Theories of Business Ethics – Personal Ethics and Business Ethics, Morality and Law, Management and Ethics, Normative Theories, Teachings of the Church, Indian Ethical Traditions

5

Ethical Dilemmas, Sources and Their Resolutions – Corporate Dilemma over Ethical Behaviour, Sources of Ethical Problems, Walton's Six Model of Business Conduct, Resolving Ethical Problems and Dilemmas

5

Unit – B

Ethical Decision Making in Business –Ethical Models that Guide Decision Making, Ethical Decision Making with Cross-Holder Conflicts and Competition, Kohlberg's Model of Cognitive Moral Development, Influences on Ethical Decision Making, Personal & Corporate values, Framework of Ethical Decision Making, Process of Making Good Ethical Decisions

5

Creating an Ethical Organization – Role of Accounting, Independent directors, Corporate Culture, Corporate Governance, Corporate Social Responsibility, Codes of Conduct, Ethics Committees, Ethics office, Ethics Training Programmes, Disciplinary System

5

Corporate Ethics : Good Governance - Definition, Significance and Issues of Governance, Major Thrust Areas, Model of Good Corporate Governance, Obligations to Investors, Employees, Customers, Regulations and Self-regulations

5

Unit – C

Corporate Ethics : Investors Rights, Privileges, Problems and Protection - Ethical Governance Needed to Protect Stakeholders, Theoretical Basis – Agency Costs, Long-term Shareholder Value, Rights of Shareholders, Dr JJ Irani Committee Report, Investor Protection, NK Mitra Committee on Investors Protection, Problems of Investors, Investor Protection

5

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Handmaid of Ethics : Corporate Social Responsibility – Social Responsibility of Business, Models of Implementation of CSR, Advantages, Scope and Steps to Attain CSR, External Standards of CSR, Indian Perspective, Ethics and Social Responsibility **10**

Unit – D

Role of various agencies in ensuring ethics in corporations – Public Opinion, Role of Auditors, Board of Directors in Ensuring Ethical Business, Media and Business Ethics, Ethics In Advertising, Role of Government Agencies in Ensuring Ethical Practices, Role of Judiciary, Role of SEBI in Ensuring Ethical Corporate Governance, Role of Whistle Blowing **10**

Ethics and Indian Business – Impact of Globalization, Role of Securities Market, Phenomenal Growth of Indian Capital Market, Nature of Indian Capital Market, Development of the Indian Capital Market, Deficiencies of Indian Capital Market, Unethical Issues in India, Ethical Attitudes of Managers, Questionable Business Practices **5**

60 Hours

Reference Books:

1. Fernando, A.C., Business Ethics – An Indian Perspective, New Delhi, Pearson Education, Latest Edition.
2. Stanwick, P. A. & Stanwick S. D., Understanding Business Ethics, New Delhi Pearson Education, Latest Edition.
3. Weiss W. J., Business Ethics Concepts and Cases, New Delhi Cengage Learning, Latest Edition.

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Course Title: Entrepreneurship Theory and Practice

L	T	P	Credits
4	0	0	4

Course Code: MGT202

Course Objectives: Understanding entrepreneurship and its relevance and importance in the 21st century.

Learning Outcomes: The students will be able to understand how to become an entrepreneur and will understand the role of entrepreneurial leadership plays in the nurturing and growth of a start up.

UNIT-A	Hours
Fundamentals of Entrepreneurship,	3
Entrepreneurship Development in Emerging Markets	3
Entrepreneurial Leadership	3
UNIT-B	
Creativity and Business Ideas	2
Idea to opportunity	1
Legal Aspects of Business	3
Entrepreneurship and Intellectual Property Rights	3
UNIT-C	
Business Plan	2
Marketing Plan	1
Operation and Production Plan	1
Venture Team Building and Organizational Plan,	1
Insight from Financial Statements	1
UNIT-D	
Financing Venture	1
Launching a Venture	1
Managing Growth	1
Start-up to Going Public	2
Revival, Exit and End to a Venture	1
Total	30 Hours

Text Book:

1. Kumar, A., Entrepreneurship: Creating and Leading an Entrepreneurial Organization, New Delhi, Pearson Education, Latest Edition.

Reference Books:

1. Roy, R., Entrepreneurship, New Delhi, Oxford University Press, Latest Edition.
2. Jain P. C., Handbook for New Entrepreneurs, New Delhi, Oxford University Press, Latest Edition.

Course Title: International Trade

Course Code: ECO203

L	T	P	Credits
4	1	0	4

Course Objectives:: To understand the important linkages between domestic economy and its external sector. To provide comprehensive, up-to-date, and clear exposition of the theory and principles of international economics of international trade.

Learning Outcome: students will be able to understand the economic problems and issues faced by the world economy.

Unit – A Trade Theories and Commercial Policy **Hours**

- Theories of absolute advantage 2
- comparative advantage 2
- opportunity cost 2
- Heckscher-Ohlin theory of trade- its main features, assumptions and limitations 4
- Terms of trade; concepts and secular deterioration in terms of trade 4

UNIT-B

- Commercial Policy 2
- Rationale of protection 1
- Tariff to trade 1
- Non-tariff barriers to trade 3
- Quota 1
- Voluntary export restraints 2
- Export subsidies 1
- Dumping and international cartel 3
- Tariff and quota (partial equilibrium analysis). 3

UNIT- C

- **Balance of Trade and Balance of Payments** 1
- Concepts and components of balance of trade 1
- Concepts and components of balance of payments 1
- Equilibrium in balance of payments 2
- Disequilibrium in balance of payments 2
- Various measures to correct deficit in the balance of payment 1

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• Meaning, concept of equilibrium exchange rate	2
• Determination of exchange rate	1
• Fixed exchange rates	1
• flexible exchange rates	3
• floating exchange rate.	3
UNIT-D International Monetary System and International Institutions	
• Bretton wood systems and its breakdown	2
• International liquidity	1
• Special drawing rights,	1
• I.M.F. its function	4
• World bank its function	3
Total	60

Reference Books:

1. Green, A. D., International Trade Policy, London Macmillan Publishers Ltd., Latest Edition.
2. Heller, R., International Trade Theory and Empirical Evidence, New Delhi, Prentice Hall, Latest Edition.
3. Ingo Walter, I., International Economics, New York, Ronald Press, Latest Edition.
4. Soderston, B., International Economics, New York , McMillan, Latest Edition.
5. Salvatore, D.L., International Economics, New Delhi, Prentice Hall, Latest Edition.
6. Todaro, M., Economic Development, New York, Longman, Latest Edition.
7. Yeagre, International Monetary Relations, Theory, History and Policy, New York, Harper and Row, Latest Edition.

Course Code: COM208

Course Objective: To enable the students with the basic principles of Banking and Insurance sectors and throw a light on the changing environment of principles, practices and governance of both the sectors.

Learning Outcomes: After the completion of the course Students will be able to use the banking and insurance services and can work in these organisations in a better way.

SECTION – A Banking and Types of Banks

- Introduction to Indian Banking System **2 hours**
- Historical aspects of Banking in India **2 hours**
- Nationalization of Banking sector in India **2 hours**
- Functions of Commercial Banks **1hour**
- Structure of Commercial Banks **1hour**
- Central Bank: Meaning, Functions and Structure **4 hours**
- Monetary Policy/Tools of Central Bank **4 hour**

Section B: Customer Relationship and Types of Banking Sectors

- Types of banks : Public, Private and Foreign Banks **2 hour**
- Types of banks : Co-operative banks and RRBs **1 hour**
- Banker-Customer Relationship **1 hours**
- Money laundering: Concept and Process **2 hours**
- Anti Money laundering **2 hours**
- Types of Banking Sectors: Retail Banking , Wholesale, Rural Banking, Banking and International Banking **3 hours**
- Negotiable instruments: Concept **1 hours**
- Types of Negotiable instruments **4hours**
- Electronic Banking: EFT, Tele Banking, E-cheques, Credit cards, ATM, Debit Cards and Smart Cards. **3 hours**

Section C: Insurance Services

- Introduction of Insurance: Concept and Nature of insurance **1 hours**
- Purpose/need of insurance and Benefits **2 hours**
- Principles of insurance **3 hours**

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- Functions of Insurance **1 hours**
- Types of Insurance **4 hours**
- Role of bancassurance in Indian Scenario **3 hour**

Section D: Life and General insurance

- Life Insurance: Features, Advantages, Types **1 hours**
- Life Insurance Products: Introduction, Traditional insurance products **1 hours**
- ULIPs: Linked Life Insurance Products, Types and recent trends **3 hours**
- General Insurance: Concept **1 hours**
- General Insurance products: Fire Insurance, Marine Insurance, Motor and Health Insurance. **3 hours**
- Reinsurance: Characteristics, Types, Growth of reinsurance in India and Global Players in reinsurance. **2 hours**

Total **60 Hours**

Text Book:

1. N. Jain & R.K. Jain: Modern Banking and Insurance, Regal Publications

Reference Books:

- 1 Sethi, J and Bhatia, N.: Elements of Banking and Insurance, PHI.
- 2 Agarwal, O.P: Banking and Insurance, Himalaya Publishing.
- 3 Vasanth Desai: Nature and Problems of Commercial Banking in India, Himalaya Publishing House

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Course Title: Financial Management

Course Code: MGT208

L	T	P	Credits
4	1	0	4

Course Objective: This course aims to build understanding of the central ideas and theories of modern finance and to develop familiarity with the analytical techniques helpful in financial decision making.

Learning Outcomes: After undergoing this subject, students will have sufficiently good hold over the techniques used finance to develop specialised skills for financial Management

UNIT-A

Hours

- Financial Management: An Overview 2
- The Cost of Capital 4
- Capital Structure and Firm Value 4
- Capital Structure Decisions 7

UNIT-B

- Dividend Policy and Firm Value 3
- Dividend Decision 1
- Techniques of Capital Budgeting 6
- Estimation of Projected Cash Flows 5

UNIT-C

- Sources of Long Term Finance 2
- Raising Long Term Finance 1
- Leasing 4
- Hire-Purchase and Project Finance 5

UNIT-D

- Working Capital Policy 3
- Cash and Liquidity Management 3
- Credit Management 5
- Inventory Management 5

Total

60 Hours

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Text Book:

1. Srivastva, R & Misra, A., Financial Management: Theory and Practice, New Delhi, Oxford University Press, Latest Edition.

Reference Books:

1. Jain, K., Khan, Y. M., Jain, K. P. & Khan, Y. M., Basic Financial Management, New Delhi, Tata McGraw-Hill Education, Latest Edition.
2. Van Horne J. C. and Dhamija S., Financial Management and Policy, New Delhi, Pearson Education, Latest Edition.
3. Chandra, P., Financial Management: Theory and Practice, New Delhi, Tata McGraw Hill Education, Latest Edition.

Course Title: Operations Research

L	T	P	Credits
4	1	0	4

Course Code: MGT209

Course Objective: The course is designed to introduce the students with various quantitative techniques which are of great importance for quantitative decision-making.

Learning Outcomes: At the end of the course a student should be able to handle the application of scientific methods, techniques and tools to problems involving the operations of a system so as to provide those in control of the system with optimum solution to the problem.

Unit – A

Hours

Introduction to OR- Introduction & history of OR, Operations research in India, Nature of Operations research, Definition of operation research, Features of OR, OR & management decision making, Limitation of OR, Types of OR models, Principles of OR modeling, Typical applications of OR/scope of OR, Phases and processes of OR study/ methodology of, operation research and Techniques/ tools of operations research

4

Linear Programming: Problem Formulation & Graphical Method- Linear programming problems, History of LP, Definitions of LP, Basic requirements, Terminology of LP, Basic assumptions of LP, General form of LP problem, Applications of LP methods, Administrative applications of LP, Solution procedure of LPP, Formulation of LPP, Merits of LPP, Limitations of LPP, Convex set, Graphic method of solving LPP, Unbounded problem, Infeasible problem, Multiple optimal solutions

2

Simplex Method- Introduction, Steps in the solution of LPP by simplex method, Minimization problem by Big M method/Penalty method, Rules for simplex method for minimization problem, Simplex problem (Mixed constraints), Special cases in applying the simplex method, Two phase simplex method

2

Unit – B

Duality- Concept of duality in LPP, Formulation of the dual problem, Rules for constructing the dual problem, Primal-Dual relationship, Interpreting the Primal-Dual relationship, -Dual of the Dual is Primal, -Dual Simplex, Steps in Dual Simplex

3

Sensitivity Analysis- Sensitivity analysis, Limitations of Sensitivity analysis

5

Transportation Models- Introduction, Terminology used in Transportation model, Basic assumptions of model, Tabular presentation of model, Optimal solution of Transportation problem, Methods for initial basic feasible solutions- NWCM, LCM, VAM, Optimality Tests- Stepping stone method,, Modified distribution method, Degeneracy in Transportation problem, Profit maximization in Transportation problem, Unbalanced Transportation problems, **Trans-shipment Problem**

7

Unit – C

Assignment Models- Introduction, Mathematical Formulation, Hungarian method [Minimization case]/HAM, Steps to follow, Maximization case in

6

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Assignment Problems, Travelling salesman Problems , Un-balanced Assignment Problem, Air Crew assignment, Prohibited assignment/ Constrained assignment problem, LPP formulation of Assignment Problem	
Queuing Theory - Introduction, Features of Queuing system, Service system, Basic Notations, Queuing models- Probabilistic, Deterministic, Mixed	5
Inventory control - Meaning, Inventory decisions, Types of Inventory, Factors affecting IC policy, Objectives of IC, Scope of IC, IC systems- P& Q, Inventory Models-Deterministic models (EOQ), Price break approach, Safety stocks-factors & methods, Approaches to IC- ABC, VED etc	7
Unit – D	
Game Theory - Introduction, Significance of Game theory, Essential features of Game theory, Limitations Game theory, Strategy & Types of strategy, The Maximin-Minimax principle, Saddle point, Types of problems-Games with pure strategies, Games with mixed strategies (8 methods), Limitations of Game theory	5
Network Analysis- PERT and CPM - Introduction, History of PERT & CPM analysis, Objectives of Network Analysis, Applications of Network Model, Terminology or Concepts used, Errors in Network Logic, Rules to frame a Network, Fulkerson's Rule to numbering of events, Stages of project management, Activity Times & Critical Path Computation of Critical Path Slack & Float, PERT- Steps & computing variance, Merits & demerits of PERT, CPM-Time estimating & Limitations, Comparison between PERT & CPM, Project Cost analysis- Direct & indirect costs, The lowest cost schedule, Crashing of jobs, Allocation & Leveling of resources (through CPM)	7
Decision Theory - Introduction, Components- Act, Event & Outcome, Types of decision making- Certainty, Risk, Uncertainty, Decision making under Risk, Decision making under Uncertainty, Decision Tree Diagram, Standard Symbol	7
60 Hours	

Reference Books:

- 1.Kalavathy, S., Operations Research, New Delhi, Vikas Publishing House, Latest Edition.
2. Kapoor, V.K., Operations Research, New Delhi, Sultan Chand & Sons, Latest Edition.
- 3.Paneerselvam, R., Operations Research, New Delhi, Prentice Hall of India, Latest Edition.
- 4.Sharma, J.K., Operations Research: Theory and Applications, New Delhi, Macmillan India Ltd., Latest Edition.
- 5.Taha, H.A., Operations Research: An Introduction, New Delhi, Prentice Hall of India, Latest Edition.
- 6.Vohra, N.D., Quantitative Techniques in Management, New Delhi, Tata McGraw Hill, Latest Edition.

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Course Title: Event Management
Course Code: MGT210

L	T	P	Credits
4	0	0	4

Course Objective: The course is designed to give in-depth understanding of concept issues and various aspects of event management.

Learning Outcomes: At the end of the course a students should be able to organise event, marketing event, handle various activities of event and outline appropriate strategies for managing event.

Hours

Unit – A

Introduction to Event Management: Events Defined, Event Management, Event Marketing, 5 Cs of Events, Event Designing, Events as a Marketing Communication Tool, The Diverse Marketing Needs Addressed by Events- Brand Building, Focusing the Target Market, Implementation of Marketing Plan, Marketing Research, Relationship Building, Creating Opportunities for Better Deals with Different Media, Events and the Economy. Advantages offered by Events, Event Infrastructure, Target Audience, Clients, Event Organisers and Venue, Media, Legal Compliance 15

Unit – B

Marketing of Event: Concept of Market in Events, Revenue Generating Customers, Nonrevenue Generating Customers, Segmentation and Targeting of the Market for Events, Positioning in Events and the Concept of Event Property, Repositioning of Events 9

Concept of Product and Pricing in Events: Benefit Levels, Event Hierarchy, Categories and Variations of Events, Categories of Events and their Characteristics, Competitive Events, Artistic Expression, Cultural Celebrations, Special Business Events, Retail Events, Reach-interaction Matrix, Event Variations, Pricing in Events- Risk Rating, Setting Pricing Objectives, Understanding Local Legislation and Tax Laws, Feedback from the Market, Skills Required for Negotiating the Best Price, Validation against Pricing Objectives, Checklist for Pricing of Events. Concept of Promotion in events-Networking Components 15

Unit – C

Event Management: Activities in Event Management- Pre-event Activities, During-event Activities and Post-event Activities, Planning, Organizing, Staffing, Leading and Coordination, Controlling. Event Management Information system.

Strategic Market Planning:Setting Objectives, Development of the Strategic Market Plan, Environmental Assessment, Competitive Assessment, Business Potential Assessment, Problem analysis, Opportunity and Resource analysis.

Unit – D

Strategies of Event Management :Strategic Approach, Strategic Alternatives Arising From Environmental Analysis, Maintenance Strategy, Developmental Strategy, Pre-emptive Strategy, Survival Strategy, Strategic Alternatives Arising from Competitive Analyses Sustenance Strategy, Rebuttal Strategy, Accomplishment Strategy, Venture Strategy Strategic Alternatives Arising from Defined Objectives, PREP Model, Risk versus Return Matrix, Forms of Revenue Generation. Event Objectives and Strategies. Implementation of Strategic Decisions. 13

Event Evaluation: The Basic Evaluation Process, Measuring Performance-Concept Research, Formative Evaluation, Objective Evaluation, Summative Evaluation, Correcting deviations, Critical Evaluation Points 8

60

Reference Books:

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1. Gaur, S.S. & Saggere, S. V., Event Marketing and Management, New Delhi, Vikas Publishing House, Latest Edition.
2. Wagen, L.V. & Carlos, B. R., Event Management, New Delhi, Pearson Education, Latest Edition.
3. Hoyle, L. H., Event Marketing, New Delhi, Wiley India, Latest Edition.
4. Selvan, N. K., Event Management and Marketing, Hyderabad, The Icfai University Press, Latest Edition.

Course Title: Direct Taxes

Course Code: COM 313

L	T	P	Credits
4	1	0	4

Course Objective: To gain knowledge of the provisions of Income - tax including Rules pertaining there to, relating to the following topics. ii. To develop ability to calculate taxable Income of 'Individual', 'Hindu Undivided Family' and 'Firm' assesses.

Learning Outcome: The students after reading this course will be able to do the tax Calculation and administration in a better way

Unit-A CONCEPTS AND DEFINITION

Hours

- History of Income Tax in India 2
- Introduction to DTC 2
- Fundamental Concepts and definitions under Income Tax Act 1961 1
- Rates of taxes 1
- Basis of charge 2
- Residential status and scope of total income 3
- Income Exempt from tax - Capital & Revenue 3

HEADS OF INCOME: SALARIES & HOUSE PROPERTY:

- Salaries: Chargeability 3
- Allowances and Taxability 2
- Perquisites - Valuation of perquisites 3
- Provident Funds 2
- Deduction from salaries (Theory & Advanced problems). 1
- Income from House Property: Annual Value-Self occupied property 3
- let out property -deemed to be let out property 5
- Permissible deductions. (Theory & Advanced problems). 4

HEADS OF INCOME : BUSINESS & PROFESSION: HEADS OF INCOME : CAPITAL GAINS & OTHER SOURCES:

- Meaning of Business Profession 3
- deductions expressly allowed-Specific disallowances 2
- Method of accounting - Maintenance of Books of Account - 2
- Capital Gains: Meaning, Types and Exemptions 4
- Income from Other Sources: Chargeability - Deductions - Amounts not deductible 3

Unit D:Deductions and Tax Liability

- Deductions from Gross Total Income and 1

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• Rebates and Reliefs , Agricultural Income	3
• Calculation of Tax Liability	5
Total	60 Hours

Text Book:

1. Lal, B. B., Income Tax, New Delhi, Pearson Education, Latest Edition.

Reference Books:

1. Pathak, A. & Godiawala, S., Business Taxation, New Delhi, Tata McGraw-Hill, Latest Edition.
2. Nag, C. K. & Karmakar, C., Direct and Indirect Tax, New Delhi, New Central Book Agency, Latest Edition.

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Course Title: Basic Corporate Accounting

Course Code: COM 314

L	T	P	Credits
4	1	0	4

Course Objective: This course trains the students in the preparation of accounts for companies as per the rules of company law. They should be able to draw the basic balance sheet of companies after undergoing this course.

Learning Outcomes: After the completion of the course Students will be able to understand, prepare and use the financial Records of the companies and will know the Procedural Aspects for the issue of various securities by the companies.

Unit A: Issue of Shares

Hours

- : Meaning, Characteristics and Kinds of Companies, Introduction to Share Capital, Issue of Shares at Par, Discount and Premium, Calls in Advance and Calls in Arrears, Issue of Shares for Consideration other than Cash **3**
- Pro-rata Allotment of Shares **4**
- Legal Provisions Related to Forfeiture and its Accounting Treatment
Reissue of Shares **2**
- Provisions Related to Reissue of Shares, Accounting Entries. Redemption of Preference Shares : Concept and Types of Preference Shares **5**
- Book Building, ESOS and Sweat Equity **5**

Unit B: Issue & Redemption of Debentures

- Meaning and Types of Debentures, Accounting Entries at the. Time of Issue of Debentures, **3**
- Conditions of Issue with Redemption Point of View, Issue of Debentures as Collateral Security, Treatment of Discount. **5**
- Redemption of Debentures : Redemption of debentures: Out of Capital and Profits, Redemption of Debentures through Sinking Fund, Insurance Policy Method, Purchase from Open Market. **6**

Unit C :Final Accounts of Companies

- Form and Contents of Profit and Loss Accounts, Form and Content of Balance Sheet as per Sixth Schedule **3**
- Divisible Profits: Provisions and Accounting Treatment **3**
- Adjustments in Profit and Loss Account. **5**
- Managerial Remuneration : Provisions Related to Managerial Remuneration **4**

Unit D:Valuation of Goodwill And Shares

- Introduction and Need for Valuation **2**

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• Methods of Calculation Valuation of goodwill	5
• Methods for Valuation of Shares	5
Total	60 Hours

Text Books:

1. Mukherjee, A. & Hanif, M., Corporate Accounting, New Delhi, Tata McGraw Hill, Latest Edition.

Reference Books:

1. Shukla, M. C., Grewal, T. S. & Gupta, B. C., Advanced Accounts, New Delhi, S. Chand, Latest Edition.
2. Gupta, R. L. & Radhaswamy, M., Advanced Accountancy, New Delhi, Sultan Chand and Sons, Latest Edition.

Course Title: Company Law and Audit

Course Code: COM315

L	T	P	Credits
4	0	0	4

Course Objective: This course will introduce the students to the corporate form of business in detail. They will learn how to form and manage the company as per the Indian law. Students will also understand the technicalities of auditing.

Learning Outcomes: After studying this course, students will be able to understand how companies are affected by business environment and learner will be equipped with abilities to understand company laws, apply such principles of these laws, and reflect on current legal issues. They should be able to write an audit report based on sound principles of auditing after undergoing this course.

Unit – A (Company Law) Hours

- Company- Definition, Characteristics of a company, Lifting or piercing the Corporate veil 2
- Classification of Companies- On the basis of Incorporation; Liability; Number of Members; Control; ownership 2
- Formation of company 3
- Memorandum of association- Contents of Memorandum, Alteration of Memorandum, Doctrine of Ultra Vires 3
- Articles of association- Contents of Articles, Legal effect, Constructive notice of Memorandum and Articles, Doctrine of Indoor Management, Exceptions to the doctrine of indoor management 4
- Prospectus- Definition, Shelf prospectus, Redherring prospectus, Abridged prospectus, Misstatements in Prospectus and their consequences 4

Unit – D (Management and Dissolution of Company)

- Shares- Definition, Stock and Shares, Types of Shares, application and allotment, calls on shares, share certificate, share warrant, Transfer of shares, Lien on shares, Surrender and Forfeiture of shares 2
- Share capital- Kinds, Alteration and Reduction of share capital 2
- Company Management- Directors, Appointment, Position, Disqualification, Duties of Directors, meetings of directors 3
- Meetings- Meaning, General Meeting of shareholders: Statutory, Annual General Meeting, Extraordinary General Meeting. Requisites of a Valid meeting 2
- Majority and Minority Powers, Prevention of Oppression. 3
- Winding up- Meaning of Winding up, Modes of winding up, Consequences of winding up order 4

Part C (Introduction to Auditing)

- Introduction to Auditing- meaning, nature and objectives. 2
- Audit planning and audit evidence 2
- Internal Control, Internal Check and Internal Audit 2

DAV UNIVERSITY, JALANDHAR

- Procedures of Auditing 5
- Appointment of Auditor, Qualification and Remuneration of an auditor 4

Part D (Valuation of Assets and Liabilities and Report Writing)

- Audit Types- Company audit, Cost Audit, Management Audit and Audit of Government Companies 3
- Duties and liabilities of an auditor. 2
- Standards on Auditing 4
- Report Writing 2

60 Hours

Text Book:

1. Kapoor, N.D., Elements of Mercantile Law, New Delhi, Sultan Chand & Sons, Latest Edition.
2. Basu, S. K. & Tripathi, A., Auditing, New Delhi, Pearson Education, Latest Edition.

Reference books:

1. Kumar, R. & Sharma, V., Auditing: Principles and Practice, New Delhi, Prentice Hall of India, Latest Edition.
2. Whittington, R. & Pany, K., Principles of Auditing and Other Assurance Services, United States, Tata McGraw-Hill Education, Latest Edition.
3. Kumar, R., Legal Aspects of Business, New Delhi, Cengage Learning, Latest Edition.
4. Pathak, A., Legal Aspects of Business, New Delhi, Tata McGraw Hill, Latest Edition.

Course Title: Productions and Operations Management

Course Code: MGT 305

Course Objective:

It is a subject where a student learns various steps of product design, development, production, plant location, storage, production planning and control. The students are motivated to apply concepts and principles of management to become more effective professional.

Learning outcome:

Students will be able to learn basic fundamentals of production operations and modern quality improving techniques which in turn enhance their managerial skills for achieving excellence in the field of production and quality.

Unit- A

16 hours

Operations management: Concept, Historical Milestones in POM, Operations strategy, transformation process model: inputs, responsibilities of operations manager. **Facility:** capacity, Location and Layouts. **Product Design and development** – Levels of product, product & service feature, product design and its characteristics, product development process (technical), product development techniques.

Unit- B

16 hours

Process and Service designs, Production Planning, Production Planning & Control (PPC), Manufacturing operations scheduling, **Productivity:** Method study; Work measurement, Employee Productivity.

Unit- C

14 hours

Operations Quality management, Quality Characteristics of Goods and Services, Modern Quality management, **Quality Control:** Statistical Process, Control Charts, Acceptance Plans, **Total Quality Management (TQM)** Model Concept of Six Sigma and its Application.

Unit- D

14 hours

JIT and Lean Production System: Elements of JIT, Benefits of JIT, JIT in services. **Inventory Management:** Concepts, Classification, Objectives, Factors Affecting Inventory Control Policy, Inventory Costs, Basic EOQ Model, Re-order level, ABC analysis. **Supply Chain Management, Maintenance management.**

Total Time: 60 hours

Reference Books:

1. Gaither & Frazier, Operations Management, Cengage learning
2. Buffa & Sarin, Modern Production/Operations Management, 8th John Wiley
3. Chary, Production and Operations Management, Tata McGraw-Hill
4. Mahadevan B, Operations Management: Theory and Practice, 2nd Edition, Pearson Education
5. Adam and Eben, Production & Operations, 5th ed Prentice Hall
6. Krajewski & Ritzman, Operations Management, 5th Pearson Education

Course Title: Management Information Systems

Course Code: MGT 307

L	T	P	Credits
4	1	0	4

Course Objective:

After completion of course students will be able to know the role & importance of MIS in business today. Students will become well versed with modern IT infrastructures, Information systems and latest trends in networking. Learning will improve their decision making once they understand the usage of database management systems and securing information systems.

Learning Outcomes: After completion of course students will be able to know the role & importance of MIS in business today. Students will become well versed with modern IT infrastructures, Information systems and latest trends in networking. Learning will improve their decision making once they understand the usage of database management systems and securing information systems.

Hours

Unit- A

16

Information Systems in global business today: Role, importance and transformation of business, Globalization Challenges and opportunities, Flattened world, Digital firms, E Business: Business processes & Information systems, Organization and MIS: Features of organization, Impact of information systems on business firms, Organizational synergies, Ethical and social Issues: Major concerns in Information systems, Ethical analysis.

Unit- B

17

IT infrastructures: Evolution, drivers of evolution, Components, hardware & software platforms trends., Foundations of Business Intelligence: Traditional file environment, Database management systems, Multidimensional data analysis, data mining, data bases and web, Management of data resources and database design, Telecommunications & Internets Networking in modern business, Communication networks., Wireless technology

Unit- C

16

Securing Information systems: System vulnerability and abuse, Tools for protection, Operational excellence: Enterprise systems, Supply Chain management systems, CRM systems, Enterprise Applications and Decision problems, E-commerce, Digital markets, Digital goods, M-commerce, Managing knowledge and collaboration: Knowledge management systems and intelligent techniques

Unit- D

11

Enhancing decision making: Decision making & information systems , Various decision support systems, Building information systems: System as planned organizational change , System analysis and design., Importance of project management, selection of projects, Establishment of business value of information systems.Growth & organization of International Information systems, Managing global systems

Total: 60 Hours

Text Book:

1. Laudon, K. C., & Laudon J. P., Managment Information Systems: Managing the Digital Firm, New Delhi, Pearson Education, Latest Edition.

Reference Books:

1. Jaiswal M. and Mittal M., Management Information Systems, New Delhi, Oxford University Press, Latest Edition.
2. Jawadekar W., Management Information Systems: Text & Cases, New Delhi, Tata Mcgraw Hill Education, Latest Edition.

DAV UNIVERSITY, JALANDHAR

Course Title: Export Import Procedures and Documentation

Course Code: MGT309

L	T	P	Credits	Marks
4	1	0	4	100

Objective: The objective of this course is to acquaint the students with Export-Import Procedures and documentation in various operations involved in international trade. The main emphasis is also laid on developing a systematic approach to handling export-import business

Learning Outcome: After the completion of the course, the students will be acquainted with Export-Import Procedures and the various operations involved in international trade so as to handle foreign operations smoothly.

UNIT-I

Hours

EXIM Policy Framework: Policy Framework for India's Foreign Trade in Pre- and Post-Liberalization Era 2

Export- Import Policy, Infrastructural Support for India's Foreign Trade: Policy Formulating, Export Promotion Councils, Commodity Boards and Product Development Authorities; Support Organizations and Services – IIFT, ITPO, SEZ 8

Export Inspection Agencies; Indian Council of Arbitration; FIEO, Commercial Representatives Abroad; State Governments and their Role in Trade Promotion; Role of Public Sector Organizations. 7

UNIT-II

Setting up Export Company, IEC Number / RCMC from Export Promotion Council, Terms of Shipment, Processing of Export Order. 5

Documentation: ADS, Performa Invoice, Commercial Invoices, Packing List, Inspection Certificate, Certificate of Origin, Shipping Bills, AR1 Form, Mate's Receipt, GR Form, Bill of Exchange, Bill of Entry, Bank Realization Certificate, Bill of lading, Insurance Certificate, Airway Bill, Consular Invoice and other related documents, 7

ECGC, ECGC Policy, Marine Insurance Policy, Canalization Policy 3

UNIT-III

Methods and Terms of Payments for Exports; Letter of Credit, Instruments of Payment, Credit and Foreign Exchange Risk; Types of Risks, Quality control and Pre-Shipment Inspection. 4

Export Incentives: Major Incentives and Procedures for claiming them, Duty Exemption Schemes, Duty Remission Schemes, EPCG Scheme 6

Excise and Custom Clearance; Custom Clearance of Imports and Export Cargo – Regulations and Procedures 6

UNIT-IV

Methods of Financing: Pre-and Post-Shipment Finance, Role of EXIM Banks, Export Marketing and Different forms of International Trades 6

Information Technology and International Business: Electronic Procurement and 6

Reference Books:

1. Paul, Justin and Aserkar, Rajiv. Export Import Management. Oxford Higher Education, 2014, Print.
2. Jain, S, Khushpat. Export Import Procedures and Documentation, 2015, Print.

DAV UNIVERSITY, JALANDHAR

Course Title: Indirect Taxes

Course Code: COM-316

L	T	P	Credits
4	1	0	4

Course Objective: The course introduces the students to the indirect taxes in the Indian context. They should be able to file the tax returns for indirect taxes after undergoing this course.

Learning Outcome: The students after reading this course will be able to do the Indirect tax Calculation and administration in a better way.

Unit A: Introduction to Indirect Taxation and CST

Hours

- Definitions and meaning of Indirect Tax 2
- Incidence and levy of tax 2
- Determination of turnover and tax payable 1
- Registration of dealer, 3
- Forms under CST 4

Unit B: Central Excise

- Definitions: Goods, Manufacture, Excisable goods. Classification of Goods 2
- Nature and Contemporary Legislation for the same 3
- Liability for the central excise 2
- Determination of Tariff Headings, Valuation of Goods, Transaction Value 3
- Manner and Payment of Duty and letter of Undertaking 4
- Interest, Penalty, Confiscation, Seizure, Duty Payment under protest, Refunds, Appeals, Excise Audit 4

Unit C: Service Tax

- Extent. Definitions, Charge of Service Tax, Commencement and Application. 3
- Valuation of Taxable Services for Service Tax 2
- Valuation of Taxable Services for Changing Tax 2
- Payment of Service Tax. 1
- Registration 5
- Furnishing of Returns 4

Unit D: Value Added Tax (VAT)

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• Definitions	2
• Turnover of purchase and turnover of sales.	1
• Incidence of Tax	1
• Tax liability Rate of tax on goods specified in schedule.	1
• Registration	1
• Returns and self assessments Audit of registered dealer	1
• Deduction of tax at source Payment of tax	1
• Tax audit under VAT	3
• Administration, Collection, Enforcement (provisions), Assessment of VAT and other payments due to Change in rates of VAT and disclosure of information	2
Total	60 Hours

Text Book:

1. Pathak, A. & Godiawala, S., Business Taxation, New Delhi, Tata McGraw-Hill Education, Latest Edition.

Reference Books:

1. Nag, C. K. & Karmakar, C., Direct and Indirect Tax, New Delhi, New Central Book Agency, Latest Edition.
2. Cope, J. M., Business Taxation: Policy and Practice, London, Van Nostrand Reinhold Co., Latest Edition.

Course Title: Strategic Management

Course Code: MGT310

L	T	P	Credits
4	0	0	4

Course Objective: The objective of this course is to create in-depth understanding of various corporate strategies, their formulation, implementation and process of change in strategies. Further the course will enable students to appraise various strategies issues.

Learning Outcomes: At the end of the course a student should be able to formulate vision, mission statements, design business model, scan environment, formulate strategic plan, activate , evaluate and control strategy.

Unit – A

Hours

Definition, nature, scope, and importance of strategy; and strategic management (Business policy). Strategic decision-making. Process of strategic management and levels at which strategy operates. Role of strategists. **3**

Defining strategic intent: Vision, Mission, Business definition, Goals and Objectives. **6**

Environmental Appraisal—Concept of environment, components of environment (Economic, legal, social, political and technological). Environmental scanning techniques- ETOP, QUEST and SWOT (TOWS) PEST. **7**

Unit – B

Internal Appraisal – The internal environment, organisational capabilities in various functional areas and Strategic Advantage Profile. **5**

Methods and techniques used for organisational appraisal (Value chain analysis, Financial and non financial analysis, historical analysis, Industry standards and benchmarking, Balanced scorecard and key factor rating). Identification of Critical Success Factors (CSF). **6**

Unit – C

Corporate level strategies-- Stability, Expansion, Retrenchment and Combination strategies. Corporate restructuring. Concept of Synergy. **5**

Business level strategies—Porter’s framework of competitive strategies; Conditions, risks and benefits of Cost leadership, Differentiation and Focus **6**

strategies. Location and timing tactics. Concept, Importance, Building and use of Core Competence.

Strategic Analysis and choice—Corporate level analysis (BCG, GE Nine-cell, Hofer's product market evolution and Shell Directional policy Matrix). Industry level analysis; Porters's five forces model. Qualitative factors in strategic choice. 7

Unit – D

Strategy implementation: Resource allocation, Projects and Procedural issues. Organisation structure and systems in strategy implementation 4

Leadership and corporate culture, Values, Ethics and Social responsibility. Operational and derived functional plans to implement strategy. Integration of functional plans. 7

Strategic control and operational Control. Organistional systems and Techniques of strategic evaluation. 4

60 Hours

Reference Books:

1. Kazmi, A., Business Policy & Strategic Management, New Delhi, Tata McGraw Hill, Latest Edition.
2. Glueck, W.F. & Jauch, L.R., Business Policy and Strategic Management, New York, Tata McGraw Hill, Latest Edition.
3. Thomas, J.G., Strategic Management- Practices and Cases, New York, Harper and Row, Latest Edition.
4. Jeyarathnam, M., Strategic Management, Mumbai, Himalaya Publishing House, Latest Edition.
5. Sharplin, A., Strategic Management, New York, Tata McGraw Hill, Latest Edition.
6. Francis, C., Strategic Management, Mumbai, Himalaya Publishing House, Latest Edition.
7. White, C., Strategic Management, New York, Palgrave Macmilan, Latest Edition.
8. Hitt, M. A. & Hoskisson, R.E., Strategic Management – Competitiveness and Globalization, Mason, South Western Cengage, Latest Edition.
9. David H.J., Thomas L. W. & Wheelen, T., Essentials of Strategic Management, New Delhi, Prentice Hall, Latest Edition.
10. M.E. Porter: Competitive Advantage, New York, The Free Press, Latest Edition.

MARKETING

Course Title: Retail Management

Course Code: MGT351

L	T	P	Credits
3	1	0	4

Course Objective: The course is designed to give in-depth understanding of all aspects of retail business. This course provides an understanding of retailing as an economic and social process.

Learning Outcomes: At the end of the course a students should be able to identify and analyse key trends, opportunities and problems in local and regional retail environments; research, define and evaluate retail for given products and product ideas, and services; specify products rigorously, match them with corresponding markets, and outline appropriate retailing strategies.

Unit – A

Hours

Retailing Environment: An overview: Introduction, Evolution & Challenges of Retailing; Types of Retailers.

4

Ethical & Security Issues in retailing, Retailing in other countries, opportunity in Retailing, multichannel retailing.

5

Unit – B

Strategic Retail Planning: Strategic Retail Planning Process; Understanding the Retail Customer; Delivery value through retail formats; Role of Customer services and Relationship Marketing in Retail,

5

Retail location & Site decision. Retail buying. Retail Market Segmentation, Evaluating Areas for location.

6

Unit – C

Retail Mix: Product Merchandise; Pricing decisions in retailing; Promotion & Communication Mix in Retail and Multi-channel retailing, managing retail services; Category management.

6

Merchandise management process overview, considerations in setting up retail prices; Store design objectives.

5

Unit – D

Retail Operations: Supply chain management & vendor relation's role in Retail; Management of Human Resources; Financial Management Issues in Retail; The strategic profit model, the profit path.

6

Store operations - size & place allocation, Store Maintenance, Inventory Management; FDI in Retailing.

8

45 Hours

Reference Books:

1. Berman, B. & Evans, J.R., Retail Management, New Jersey, Practice Hall, Latest Edition.
2. Levy, M. & Wertz, B., Retailing Management, New York, Irwin/Mc-Graw Hill, Latest Edition.
3. Dunne, P.M., Lusch, R.F. & Carver, J.R.,: Retailing, Mason, South Western Cengage Learning, Latest Edition.
4. Daviss & Wold, B & Philippa, Managing Retail Consumption, New York, John Wiley & Sons, Latest Edition.
5. Bajaj, C., Retail Management, New Delhi, Oxford Publication, Latest Edition.
6. Pradhan, S., Retailing Management, New Delhi, Tata McGraw Hill, Latest Edition.
7. Varley, R., Retail Management, New Delhi, Macmillan, Latest Edition.

DAV UNIVERSITY, JALANDHAR

Course Title: Consumer Behaviour

Course Code: MGT 352

L	T	P	Credits
3	1	0	4

Course Objective:

The objective of this course is to make students acquainted with the various factors effecting consumer behavior and to understand the process of consumer buying. Based on the understanding of Consumer behavior, the students are expected to design the strategy.

Learning Outcome:

Students will learn the basics to judge the consumer perception and consumer buying behaviour which in turn will enhance their decision making ability.

Unit- A

11 hours

Consumer Culture, Consumer Behaviour, Consumer and society, Market Segmentation, Targeting, Personality: Theories, Product Personality, Self image.

Unit- B

12 hours

Motivation: Nature and Types of Motives, Types of Needs. Concept and Elements of Perception, Dynamics of perception, Consumer Imagery. Consumer Learning: Elements of learning, Behavioural and Cognitive Learning Theories, Functions of Attitude, Attitude Theories: Tricomponent, Multi attribute and Cognitive Dissonance, Attitude formation, Attitude Change Strategies

Unit- C

11 hours

Group behaviour: Meaning and types of group, Reference Groups, Family decision making, Family Life Cycle, Culture: Values and Norms, Characteristics and Affect on Consumer Behaviour, Sub culture, Cross cultural consumer, Social Class

Unit- D

11 hours

Consumer Research: Introduction, process, types. Consumption and Post purchase behaviour: Type of purchase decisions, Consumer satisfaction, and Customer loyalty.

**Total Time: 45
hours**

Text Books:

1. Schiffman, L.G. and Kanuk, L.L., 'Consumer Behavior', Pearson Education
2. Kumar, Dinesh., 'Consumer Behaviour', Oxford University Press

Reference Books:

1. Loudon, D. and Bitta, D., 'Consumer Behaviour', Tata McGraw Hill
2. Assael, H., 'Consumer Behaviour in Action', Cengage Learning
3. Blackwell, R.D., Miniard, P.W. and Engel, J.F., 'Consumer Behaviour', Cengage Learning

DAV UNIVERSITY, JALANDHAR

Course Title: E-Business
Course Code: MGT353

L	T	P	Credits
3	1	0	4

Course Objective: The course is designed to introduce the students with the importance and techniques used in E-business and also give knowledge of technology in E-business by highlighting its core application areas.

Learning Outcomes: At the end of the course a student should be able to use electronic commerce, electronic payment systems, and digital marketing

Unit – A

Hours

Marketing in the Digital world

E-marketing, Online marketing mix, The online consumer, CRM in a Web 2.0 world

10

Unit – B

Business Drivers in the Virtual World

Creating E-business Plan, Design and Development of Business Website, Social Media, Online Branding, Traffic Building, Web Business Models, E-commerce

15

Unit – C

Online Tools for Marketing

Engagement Marketing through Content Management, Online Campaign Management, STP Using Online Tools, Market Influence Analytics in Digital Ecosystem, Online Communities and Co-creation, The World of Facebook

15

Unit – D

Issues in E-business

Online Security, Online Payment Systems, Implementing E-Business Initiatives

5

Total

45

Reference Books:

1. Schneider Gary, E-Marketing, Cengage Learning, Latest Edition
2. Kulkarni Parag, Jahirabadkar and Chande Pradip, E-Business, Oxford University Press, Latest Edition
- 3 Ahuja Vandana, Digital Marketing, Oxford University Press, Latest Edition

L	T	P	Credits
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Course Title: Services Marketing
Course Code: MGT354

L	T	P	Credits	Marks
3	1	0	4	100

Course Objective: The course aims at imparting the skills of marketing of services, to understand the importance and role of services in the total marketing concept and to have an understanding about the conceptual issues in service marketing.

Learning Outcomes: At the end of the course a students should be able to identify and analyse key trends, opportunities and problems in local and regional service marketing environments; research, define and evaluate markets for given services; specify services rigorously, match them with corresponding markets, and outline appropriate marketing strategies.

Unit – A

Introduction to Services: meaning, importance, growth and characteristics of services, difference between goods and services, challenges for service marketers, Services marketing mix **4 hour**

The gaps model of service quality: the customer gap, the provider gaps, closing the gaps, **Consumer behaviour in services:** consumer choice, service purchase, consumer experience, evaluation, **customer expectations of service:** meaning and type of service expectations, zone of tolerance, factors influencing expectations, various issues of service expectations, **customer perceptions of service:** customer satisfaction, service quality, service encounters. **6 hour**

Building customer relationships: relationship marketing, value of customer, relationship development strategies, relationship challenges **3 hour**

Unit – B

Service recovery: the recovery paradox, customer's response to service failure, customer's recovery expectations, recovery strategies, service guarantees. **5 hours**

Service development and design: new service development, types of new services, stages in new service development, service blueprinting, **6 hours**

Physical evidence and servicescape: Physical evidence, types and roles of servicescape, framework for understanding servicescape, environmental dimensions of the servicescape, and guidelines for physical evidence strategy. **4 hours**

Unit – C

Employees' role in service delivery: service culture, critical importance of service employees, boundary-spanning roles, strategies for delivering service quality through people, customer-oriented service delivery **5 hour**

Customers' roles in service delivery: importance of customer in service delivery, customers' roles, self-service technologies- the ultimate in customer participation, strategies for enhancing customer participation, recruit, educate and reward customers, manage the customer-mix. **5 hours**

Unit – D

Integrated services marketing communications: need for coordination in **3 hours**

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marketing communication, key reasons for service communication, four categories of strategies to match service promises with delivery

Pricing of services: three key ways that service prices are different for consumers. approaches to pricing services, pricing strategies that link to the four value definition,

4 hours

45 hours

Reference Books:

1. Zeithmal A Valarie and Bitner Mary, Services Marketing, Tata McGraw Hill, New Delhi.
2. Adrian Paye: The Essence of Services Marketing, Prentice Hall India.
3. Sanjay P. Palankar: Services Marketing, Himalaya Publishing House.
4. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee: Services Marketing: People, Technology, Strategy, Pearson Education.
5. K. Rama Mohana Rao: Services Marketing, Pearson Education.
6. J.N. Jain and P.P. Singh: Modern Marketing of Services-Principles and Techniques, Regal Publications.
7. Deepak Bhandari and Amit Sharma: Marketing of Services, Vrinda Publications.
8. Bidhi Chand: Marketing of Services, Rawat Publications.

FINANCE

Course Title: Financial Institutions and Markets

Course Code: MGT357

L	T	P	Credits
3	1	0	4

Course Objective: The course aims at explaining the working and peculiarities of Indian financial system and institutions constituting the financial system. It also deals with different types of markets associated with a variety of financial instruments.

Learning Outcomes: After studying this course students will be able to understand and analyse different financial instruments as per requirement of the business unit.

Unit – A (Overview of Financial System and Details of Banking Industry) Hours

- Overview of the Financial System- Introduction, Components of Financial System, functions 4
- Financial Market Reforms 2
- Structure of Central Banks and the Federal Reserve System- Reserve Bank of India 3
- Conduct of Monetary Policy- Tools, Goals, Strategy, and Tactics 3
- Banking and the Management of Financial Institution, Commercial Banking Industry- Structure and Competition, Savings Associations and Credit Unions. Regional Rural Banks, Co-operative Banking, Credit Creation 4
- Regulation of industry, Problems and Policies of Allocation of Institutional Credit 2

Unit- B (Financial Markets)

- The Money Markets – Meaning, Functions, Instruments, Recent Trends 2
- The Capital Market, Mortgage Markets, Bond Market 4
- Government Securities Markets 2
- SEBI- Objectives and Functions, Unregulated Credit markets in India 3

Unit- C (Other Financial Sources)

- Non- Banking Financial Companies, Development Banks 3
- The Mutual Fund Industry, Insurance Companies, Security Brokers and Dealers 4
- Venture Capital Firms 3

Unit- D (Foreign Exchange Markets)

• Foreign Exchange Markets – Introduction, recent Developments, Problems. Convertibility	3
• Risk Management in Financial Institutions, Hedging with Financial Derivatives	2
• Interest Rates in India	1
	45 Hours

Text Book:

1. Mishkin, F. S. & Eakins, S. G., Financial Markets and Institutions, New Delhi, Pearson Education, Latest Edition.

Reference Books:

1. Christopher, V., Financial Institutions Instruments and Markets, New Delhi, Tata McGraw-Hill Education, Latest Edition.
2. Gurusamy, S., Financial Markets and Institutions, New Delhi, Tata McGraw-Hill Education, Latest Edition.
3. Burton, M., Nesiba, R. & Brown, B., An Introduction to Financial Markets and Institutions, Latest Edition.

DAV UNIVERSITY, JALANDHAR

Course Title: Foreign Exchange Management

Course Code: MGT358

L	T	P	Credits
3	1	0	4

Course Objective: This course introduces the students to the foreign exchange management and markets, theories and control.

Learning Outcomes: After studying this course students will be able to understand the mechanism of exchange management.

Unit – A	Hours
Meaning and problem of foreign exchange: The foreign exchange market.	4
Foreign Exchange Markets.	
Currency Market	4
Derivative Market, Spot, Options Markets	6
Conversion	2
Forward exchange operations. Arbitrage operations, Exchange control, Exchange , Arbitrage, hedging and speculation	
Unit- B	
Theories of Foreign Exchange Rate. Meaning, Types and their determination.	5
Purchasing Power Parity, Interest Rate Parity and Fisher's effect.	5
Unit- C	
International Agencies- WTO, IMF	4
SDR, ADR, GDR	3
Unit- D	
Exchange Rate Determination- Factors affecting exchange rate Inflation rates, interest rates	4
Government controls, Government intervention and government influence on Exchange Rate.	4
Relative income levels on exchange rates.	4
	45 hours

Text Book:

1. Kapoor, N.D., Elements of Mercantile Law, New Delhi, Sultan Chand & Sons, Latest Edition.

Reference books:

1. Kumar, R., Legal Aspects of Business, New Delhi, Cengage Learning, Latest Edition.
2. Pathak, A., Legal Aspects of Business, New Delhi, Tata McGraw Hill, Latest Edition.
3. Tulsian, P.C., Business Law, New Delhi, Tata McGraw Hill, Latest Edition.

Course Title: Investment Management

Course Code: MGT 359

L	T	P	Credits
3	1	0	4

Objectives: This paper intends to provide basic understanding of stock market and the ways of investing in it. It will enable the student to take up investment in stock market independently.

Learning Outcomes: After the completion of the course Students will be able to understand the concepts of investment and accordingly invest in different Investment Avenues.

Unit-A Investing Fundamentals	Hours
• Meaning and Nature of investments	2
• Different avenues for investment and their Norms	4
• Objectives of investments	1
• . Types of Investments - Commodities, Real Estate and Financing Assets. Buying and selling of stocks:	3
Unit-B Stock Market Investment	
• Indian Securities Market: the market participants, trading of securities, security market indices calculation of return and risk for an individual	3
• Sources of financial information. Role of Stock Exchange, Stock exchanges in India: BSE, NSE, OTCEI	2
• Trade-off between return and risk of stocks.	2
• Economic Analysis	3
• Industry Analysis	2
• Company Analysis Including ratios	2
Unit-C Mutual Funds	
• Background on Mutual Funds	3
• Mechanisms for Investing in Mutual Funds	3
• Need and advantages	3
• Motives of mutual fund investments	2
• Net Asset Value, Types of Mutual funds	2
Unit- D Derivatives	
• Meaning and concept of derivatives	2
• Kinds of derivatives	2

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• Guidelines for investing in derivatives	1
• Investing the derivatives	3
Total	45 Hours

Text Book:

1. Chandra, P., Investment Analysis and Portfolio Management, New Delhi, Tata McGraw Hill, Latest Edition.

Reference books:

1. Fischer, D. E. & Ronald J. J., Security Analysis and Portfolio Management, New Jersey, Prentice Hall, Latest Edition.
2. Reilly, Frank K., & Keith C. Brown, Investment Analysis and Portfolio Management, Thomson, Latest Edition.
3. Singh, P., Investment Management, Mumbai, Himalaya Publication, Latest Edition.

Course Title: Derivatives and Risk Management

Course Code: MGT360

L	T	P	Credits
3	1	0	4

Course Objective: This course introduces the students to the use of financial derivatives for risk management.

Learning Outcomes: After studying this course students will be able to understand the mechanism of financial derivatives for risk management.

Unit – A (Introduction to Derivatives)

Hours

- Derivatives- Introduction, Types and Advantages 3
- Regulation of Trading of Derivatives, SEBI guidelines related to Trade of Derivatives 2
- Forwards and Futures- Introduction, Distinction between Forwards and Futures Contracts 1
- Hedging Practices, Pay-offs, Cash Settlement vs. Physical Settlement 3
- Pricing Principles, Beta and Optimal Hedge Ratio 3

Unit- B (Introduction to Options)

- Options- Meaning, Types, Key Determinants of Option Prices 2
- Introduction of European and American Calls And Puts, Exotic and Asian Options 3
- Put Call Parity 3
- Strategies of Options- Strategies and Pay-offs 3

Unit- C (Swaps, Interest Rate Derivatives and Credit Derivatives)

- Swaps- Meaning and Mechanics of Swaps 6
- Interest Rate Derivatives and Euro- Dollar Derivatives 4
- Credit Derivatives 4

Unit- D (Risk Management)

- Risk Management with Derivatives- Meaning, Reasons of Managing Risk, Types of Risk in trading with Derivatives. 2

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- Hedging Types of traders: Hedgers, Speculators, and Arbitrageurs 2
- Hedging using Greeks 1
- Hedging with Futures 2
- Strategies of Hedging, Speculation and Arbitrage. 1

45 Hours

Text Book:

1. Hull, J.C., Options, Futures and Other Derivatives, New Delhi, Pearson Education, Latest Edition.

Reference books:

1. Parasuraman, Fundamentals of Financial Derivatives, New Delhi, Wiley, Latest Edition.
2. Varma J., Derivatives and Risk Management, New Delhi, Tata McGraw Hill, Latest Edition.

HRM

Course Title: Organizational Change and Development
Course Code: MGT361

L	T	P	Credits
3	1	0	4

Course Objectives

The aim of this course is to familiarize students with the rapidly growing scope of OD and the approaches which are becoming more and more diversified. A wide range of interventions are discussed as there is a critical need for them in organizations facing volatile and competitive global environment.

Learning Outcome:

Students will learn basics of organizational development and the latest trends which are prevailing in the organizations. They are able to understand formal and informal structures required in organizational development which in turn help them to take wise decisions and improve their actions in the required field.

Unit A

(10 Hours)

Nature, Assumptions, Characteristics & techniques. Historical framework of Organizational Development. The Lab training stem, The survey research and feedback stem, The Action Research stem, Steps involved in Organizational Development, Role of Managers, Factors affecting Organizational Development.

Unit B

(15 Hours)

Interventions designed at Individuals, Dyads/Triads, Team and Groups, Inter-group Relations, Total organization, Weisbord Model. Determinants of Organizational Design, Components of Organization Design, Organization - The Environment Interface, Organizational Decision Making Team Interventions, Inter-group Interventions, Comprehensive Interventions, Structural Interventions,

Unit C

(12 Hours)

Issues in Consultant - Client Relationship; Power, Politics and Organizational Development Why Organization Change, Need for change, Factors causing change- Environmental, Technological, Legal, Political, Social, & Cultural factors of change, Total Quality Management, Business Process Reengineering

Unit D

(8 Hours)

Guidelines for Facilitating change. Organizing for the Future, Organizations as learning systems, and Implications for future managers. Success and failure of organization change and development.

Total Hours: 45

Reference Books:

1. Palmer, I., Dunford, R., Akin, G., Managing Organizational Change a Multiple Perspectives Approach, New Delhi Tata McGraw Hill Publication, Latest Edition.
2. Thomas, G. C. & Christopher, G. W., Organizational Development and Change, New Delhi, Thompson Learning, Latest Edition.
3. Wendell, L. F. & Cecil N. B. Jr., Organization Development and Transformation, New Delhi, Prentice Hall, Latest Edition.

Course Title: Training and Development

Course Code: MGT362

L	T	P	Credits
3	1	0	4

Course Objectives: This paper is not pure academic oriented but practice based. It has been designed, keeping in view the needs of the organizations. Successful managerial performance depends on the individual's ability to observe, interpret the issues and modify his approach and behaviour. This paper will attempt to orient the students to tailor themselves to meet the specific needs of the organizations in training and development activities.

Learning outcome: Students will not only learn tools and techniques which are required for training of the employees but also the very basic need to understand the requirement of their development which in turn make them to perform extraordinary than their competitors as desired by the industry today.

Unit A (10 Hours)

Training: Introduction, Scope - Conceptual framework of training. Systems view on Training. Difference between Training, Development and Education. Problems, Roles & Responsibility of Training.

Learning- Nature, Principles, process, Models of learning, feedback, conditions of transfer of learning.

Unit B (10 Hours)

Need for Training – Types, Significance, Methods of Identification of Training needs, Reactive & Proactive approach to training, Training Outcomes, Competency Mapping. Training policy.

Training Design- Factors, Constraints, Training cost, developing training objectives, Facilitation of learning, Transfer outcome of training- factors, strategies.

Unit C (15 Hours)

Training Methods, Techniques & Aids – Types, approaches, technologies, methods & methodologies- Lecture, Group Discussion, Case Study, Incident process, Role play, Management games, In basket exercise, Conference, Seminar, Demonstration, Outbound learning, CBT, Satellite based, T-Group training. Matching methods with outcomes and training aids. Management Development.

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Training Implementation- Preparation, physical arrangements, room layout, process. Classroom Management, Group Climate.

Unit D

Trainer's skills, styles and competence, Trainer's style by Udai Pareek. **(10 Hours)**

Evaluation of Training Program: Kirkpatrick Model Of Evaluation, CIRO Model, Cost-Benefit Analysis, ROI of Training Technology in Training: Multimedia Training, E-Learning/Online Learning, Distance Learning.

Reference Books:

1. Blanchard, P. Nick & Thacker, James W., Effective Training: Systems, Strategies and Practices, New Delhi, Pearson Education, Latest Edition.
2. Deb, T., Training & Development: Concepts and Applications, Ane Books Pvt. Ltd., Latest Edition.
3. Patrick, J., Training: Research and Practice, London, Academic Press, Latest Edition.
4. Wendell, L. F. & Cecil N. B. Jr., Organization Development and Transformation, New Delhi, Prentice Hall, Latest Edition.
5. Armstrong, M., A Handbook of Human Resource Management Practice, London, Kogan Page, Latest Edition.
6. Craig, R. L., Training and Development Handbook: A Guide to Human Resource Development, New York, McGraw-Hill, Latest Edition.

Course Title: Knowledge Management

Course Code: MGT363

L	T	P	Credits
3	1	0	4

Course Objective: The course aims at training the students in different dimensions of knowledge management. It will bring forth the importance of knowledge sharing, learning, information technology in capturing and using the knowledge for innovative business solutions to gain an edge over competitors for enhanced performance.

Learning Outcomes: After studying this course, students will be able to share, capture and utilise knowledge for effective strategy making.

Unit – A (Knowledge Influences)	Hours
• The Knowledge Context	2
• An Introduction to Strategic Knowledge Management	3
• The Knowledge Leader	4
• Developing and Sustaining a Knowledge Culture	4
Unit- B (Knowledge Foundations)	
• Supporting Knowledge Management through Human Resource Management Practices	5
• Supporting Knowledge Management through Technology	3
Unit- C (Knowledge Application)	
• Developing a Core Knowledge Framework	4
• Developing and Managing Knowledge Repositories	3
• Developing an Effective Knowledge Service	4
• Learning and Development in a Knowledge Setting	3
Unit- D (Knowledge Enhancement)	
• Evaluating the Effectiveness of the Knowledge Strategy	4
• Sustainable Knowledge Management	3
• Overall View of Strategic Knowledge Development	3
Total	45 Hours

Text Book:

1. Debowski, S., Knowledge Management, New Delhi, Wiley, Latest Edition.

Reference Book:

1. Awad, E.M. & Ghaziri, H.M., Knowledge Management, New Delhi, Prentice Hall of India, Latest Edition
2. Jashapara, A., Knowledge Management: An Integrated Approach, New Delhi, Prentice Hall of India, Latest Edition.
3. Meliha , H. and Albert, Z. Knowledge Management: An Integrative Approach, Chandos Publishing (Oxford) Ltd, Latest Edition.

Course Title: Performance Management
Course Code: MGT364

L	T	P	Credits
3	1	0	4

Course Objective: The objective of the course is to apprise the students about the importance of Performance Management in organizations and impart an understanding of the process of managing performance and to achieve the organization's current and future objectives.

Learning outcome:

Students will learn the dynamics of performance management and the various principles, tools and techniques required to analyse the performance of the employees. This will in turn make them well versed with all the managerial abilities by which they can evaluate the performance of the employees as required by the industry today.

Unit A (10 Hours)

Foundations of Performance Management: Concept and Philosophy underlying Performance Management, Significance, Objectives, Pre-Requisites, and Characteristics of Effective Performance Management

Unit B (15 Hours)

Planning and Implementation of Performance Management- Overview of Performance Planning, Defining Performance and Selecting a Measurement Approach, Developing Job Descriptions, Defining Performance Standards, Key Result Areas, Competencies and Skills, Characteristics of Effective Performance Metrics

Unit C (10 Hours)

Performance Appraisal and Monitoring: Characteristics of effective Appraisals; Methods of Performance Appraisal 360 degree appraisal, e-appraisal Performance Monitoring Appraisal and Management Practices in Indian Organizations

Unit D (10 Hours)

Other Performance Management and Development Issues: Coaching, Counselling and Mentoring; Potential Appraisal, Competency Mapping; Performance Related Pay. Role of HR Professionals in Performance Management

Reference Books :

1. Aquinis, H., Performance Management, New Delhi, Pearson Education, Latest Edition.
2. Fusch & Gillespie, Practical Approach to Performance Interventions and Analysis: A 50 Models for Building a High-Performance Culture, London, Pearson Education, Latest Edition.
3. Smither, J.W., Performance Management: Putting Research into Practice, New York, Wiley Publication, Latest Edition.
4. Bagchi., S.N., Performance Management, New Delhi, Cengage Learning, Latest Edition.

OPERATIONS

Course Title: Project Management
Course Code: MGT 365

L	T	P	Credits
3	1	0	4

Course Objective: The course aims at training the students in appraising the projects. The different kinds of appraisal enable them to the intensive specification for project management.

Learning Outcomes: After the completion of the course Students will be able to understand the meaning and criteria for appraisal the Projects.

Unit-A Introduction to Project Management	Hours
• Meaning and Objectives of a Project	2
• Need for Project Management	2
• Project Life cycle	1
• Project Management Framework	1
• Steps in Project Planning	2
• Managing Risk	1
• Components of Risk Management.	1
Unit- B Market and Financial Analysis	
• Meaning and significance	3
• Market and Demand Analysis	2
• Market Survey	3
• Demand Forecasting, Uncertainties in Demand Forecasting	2
• Methods of Demand forecasting: Time series projection methods & causal methods	2
• Time Value of Money, Internal Rate of Return, Benefit Cost Ratio	3
• Accounting Rate of Return, Net Present Value,	2
Unit C: Technical Analysis	
• Product Mix, Plant Capacity,	2
• Materials and Inputs, Machinery and Equipment, Technical arrangements	3
• Environmental aspects.	2
Unit D- Risk Analysis and Project Appraisal:	
• Measures of Risk, Sensitivity Analysis	2
• Scenario analysis, Break-even method, Simulation Analysis	3

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• Decision Tree Analysis, Application of project appraisal techniques in current environment.	2
• Social Cost Benefit Analysis, Assessment of various methods	1
• Project Evaluation techniques(PERT and CPM)	3
Total	45 Hours

Text Book:

1. Chandra, P., Projects - Planning, Analysis, Selection, Implementation and Review, New Delhi, Tata McGraw Hill, Latest Edition.

Reference Books:

1. Patel,M., Project Management-Strategic Financial Planning Evaluation and Control, New Delhi, Vikas Publishing, Latest Edition.
2. Robert, K. W., Robert, B. & David, B., Crane: Effective Project Management, New York, John Wiley and Sons, Latest Edition.

Course Title: Logistics and Supply Chain Management
Course Code: MGT 366

L	T	P	Credits
3	1	0	4

Course Objective:

Objective of the course is to make student acquaint with the supply chain systems and fundamentals of logistics management so that they are able to achieve excellence in the field of customer service, costing and logistics infrastructure.

Learning Outcome:

Students will able to learn benchmarking and importance of integration of various systems in logistics and supply chain management like networking systems, inventory systems, service, costing and logistics engineering in the dynamic global environment.

Unit- A

12 Hours

Competitive advantage in logistics, mission of logistics management, supply chain and competitive performance, changing logistics environment. Marketing and logistics interface, Customer service and retention, service driven logistics systems, service standards, total cost analysis, Logistics costing, customer profitability analysis, product profitability, Cost drivers and activity based costing

Unit- B

11 Hours

Benchmarking and logistics process, mapping processes, Supplier and distributor benchmarking, logistics performance indicators, Globalization in supply chain and challenges, Organization of global logistics.

Unit- C

11 Hours

Time based competition, concept of lead time, pipeline management, value engineering, lead time gap, Japanese philosophy, implications for logistics, quick response logistics, vendor managed inventory, logistics information systems, system dynamics, production strategy for quick response.

Unit- D

11 Hours

Logistics vision, logistics organizations, Logistics as vehicle for change, need for integration, supply chain as network, process integration and ECR, logistics partnership, supplier development, New organization paradigm, supply chain future, role of information in virtual supply chain.

Total: 45 Hours

Reference Books:

1. Martin C., Logistics and Supply Chain Management, New York, Pearson Education, Latest Edition.
2. Aliawadi, S.C. &Singh, P.R., Logistics Management, New Delhi, Prentice Hall of India, Latest Edition.
3. Bowersox D. J., Logistical Management, Canada, Macmillan Publishing Co., Latest Edition.

Course Title: Total Quality Management

Course Code: MGT 367

L	T	P	Credits
3	1	0	4

Course Objective:

The course is designed to develop a sound understanding of how the application of TQM assists the pursuit of business excellence and provide skills and strategies in human dimensions of quality and in the tools and techniques applicable to TQM and business excellence.

Learning Outcome:

Students will learn the major total quality management techniques and tools which are highly required in the industry like benchmarking, QFD, JIT, BPR, Six sigma, etc. and this will in turn make them able to strive for excellence in the field of production and quality.

Unit-A

12 Hours

Introduction to TQM: History, aims, objectives, benefits, gurus and their principles, TQM reasons for use of TQM, proven examples and benefits, methods to assist the progress of TQM, introduction to tools and techniques: brainstorming, benchmarking, check sheet, flow chart, line graph, run chart, histogram, FMEA, scatter diagram, control chart, QFD.

Unit-B

11 Hours

Customer focus: External and internal customers, Measuring customer satisfaction, Continuous improvement process, Role of TQM's control and improvement process, designing for quality, workforce teams: team work for quality, types of teams and tasks involved, characteristics of successful and unsuccessful teams, barriers to team work, Benchmarking, JIT

Unit- C

11 Hours

TQM for Marketing Function: Quality in marketing and sales, factors for excellence, BPR and IT: business process management, quality control. Organization for quality: quality circles, self managing teams, quality director, reliability of quality characteristics, quality leadership: developing a quality culture.

Unit- D

11 Hours

Total employee involvement: Awareness of quality, recognition and rewards, empowerment and self development, Education and training, cost of quality: cost of poor quality, categories of quality cost, analysis of quality costs, supporting technologies: overview of supplier quality assurance system, Six sigma.

Total: 45 Hours

Reference Books:

1. Rampersad, H.K., Managing Total Quality, New Delhi, Tata McGraw Hill Publishing, Latest Edition.
2. Mukherjee, P.N., Total Quality Management, New Delhi, Prentice Hall of India, Latest Edition.

Course Title: Business Process Management

Course Code: MGT 368

L	T	P	Credits
3	1	0	4

Course Objective:

Objective of the course is to make students acquaint with business processes and data management fundamentals. Also they will learn new IT tools and techniques of implementing management systems.

Learning Outcome:

Students will be able to learn data management process and best practices and techniques of business process management, which in turn enhance their managerial skills for achieving excellence.

Unit-A

11 Hours

Introduction to business process and business data concepts and theory, Data Management, History of data management systems, Organisation data management, Components of organisation memory, Data modeling in support of business processes, Data, information and knowledge managements

Unit-B

12 Hours

Business Process and Data Modelling Fundamentals & Best practices, Motivation of transfer from Business Functions to Business Processes, Methods, techniques and standard tools for business process conceptual design and visualisation - UML uses cases & activity diagrams, Modelling simulation of business processes and business data implementation/executions, using BPMN tools e.g. Microsoft Visio, Oracle BPM Suite, Modelio and Business Studio

Unit- C

11 Hours

Business Process Management (BPM) standards, notation/languages and IT tools, Business Process life cycle, Business process management notations & executive languages, Business process query languages, Workflow Management Systems, Web Services.

Unit- D

11 Hours

Analytical and experimental Evaluation methods and techniques of business processes, Multidimensional data modelling and analysis for evaluating business processes, Cost Benefit & Multi-criteria analysis, Six sigma business management strategy (quality management and statistical methods), Business process reengineering (BPR)

Total: 45 Hours

Reference Books:

1. Richard T. W., Data Management: Database and Organisation, New York, Wiley, Latest Edition.
2. John, J. & Johan, N., Business Process Management: Practical Guidelines to Successful Implementations, New York, John Wiley & Sons, Latest Edition.

FAMILY BUSINESS

Course Title: Dynamics of Family Business
Course Code: MGT369

L	T	P	Credits
3	1	0	4

Course Objectives: To understand the processes of initiating an innovative family business and developing it into a self sustaining and profitable enterprise and to analyze current issues and trends in family business management.

Learning Outcomes: The students will understand the dynamics of family business management and issues specific to family managed businesses. They will be able to improve the performance of family run businesses because of this training.

UNIT-A

11 Hours

The Nature of Family Business, Importance of Family Business, Uniqueness of Family Business Zero-Sum Dynamics and Family Culture, The Family Systems Perspective, Family Emotional Intelligence, The Family Business Interaction Factor, Family Unity and Continuity, Planning and Policy Making, Trust, Legal agreements, and Personal Responsibility Shareholder Priorities, Responsibility of Shareholders to the Company, The Role of the Board, Ownership Structure

UNIT-B

12 Hours

Next Generation Good Enough to Run the Business, Rewards and Challenges for Latter-Generation Family Members, Ingredients for Responsible Leadership: Family Relations, Succession and the Transfer of Power. Strategic Planning 101 and the Family business, Creating Value with Unique Business Model, The Lifecycle of the Firm, the Family, and the Need for Parallel Strategic Planning, The Customer Oriented Company, Estate Taxes and the Estate Plan, Pitfalls to Avoid in Estate and Ownership Transfer Planning

UNIT-C

11 Hours

The Perspective of Nonfamily Managers, a Nonfamily Manager as a Bridging President or CEO, Financial Considerations and Valuation of the Family Business. Governance Structure of Family Owned, Family Controlled Business, Advisory Boards, Board of Directors and Family Assembly. Family Meetings, The Family Council and Constitution, The Family Office.

UNIT-D

11 Hours

The Future of Family Business, Change, Adaptation and Innovation for Family Business, Organization Development Approaches to Change. Family Culture, Organizational Culture, and Cultural Blur in Family Firms, Family Firm Resources for the Future.

Total Hours: 45

Text Book:

1. Poza J.E., Family Business, Boston, Cengage Learning, Latest Edition.

Reference Books:

1. Thomas W.Z. & Norman M.S., Essentials of Entrepreneurship and Small Business Management, New Delhi, Prentice Hall of India, , Latest Edition.

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Course Title: Professionalization in Family Business

Course Code: MGT370

L	T	P	Credits
3	1	0	4

Course objective: To discuss in depth about the need and various aspects of professionalization starting from what is considered as a professionally run business, what one needs to do to professionalize and various challenges and hurdles that one needs to overcome in that journey and how to travel that path successfully.

Unit-A

Hours

The Nature, Importance, and Uniqueness of Family Business.

11

The Family Dynamics Challenge

The Ownership Challenge

Unit-B

The Governance and Professionalism Challenge

11

Diagnosing the Family Business and Creating Conditions for the Continued Spirit of Enterprise

Succession: Development and Selection of the Next Generation

Succession and the Transfer of Power

Unit-C

Change, Adaptation, and Innovation: The Future of Family Business

12

Family Business Governance: Boards of Directors, Family Councils, and Family Offices

Family Business Governance: Advisory Boards and Boards of Directors.

Unit- D

Estate Planning

11

The Owners Plan

Financial and Wealth Management

Key Nonfamily Management

Total

45 Hours

Reference Books:

1. Ernesto J. P. & Mary S. D., Family Business, Mason, South-Western Cengage Learning, Latest Edition.
2. Carlock, R.S., & Ward, J.L., Strategic planning for the Family Business: Parallel Planning to Unify the Family and Business, London, Palgrave, Latest Edition.

Course Title: Succession Planning and Leadership in Family Business

Course Code: MGT371

L	T	P	Credits
3	1	0	4

Course objective: To discuss in depth about the need and various aspects of professionalization starting from what is considered as a professionally run business, what one needs to do to professionalize and various challenges and hurdles that one needs to overcome in that journey and how to travel that path successfully.

Unit-A

Hours

The Business of Family Business: Why Family Business is Different

11

Defining Family Business Succession, Family Business Is Different and That Can Be a Good Thing, Impact of the Family Component on the Business, The Benefits and Challenges of Family Business, Family Business Best Practices, The Business of Family Business, Family Business Organizations/Information

A New Family Business Succession Model: Managing the Family Component

Managing the Family Component, Succession Processes, Succession Activities, Desired Outcomes, Family Business Guiding Principles

Unit-B

Management Succession: Integrating the Family Component into the Management Succession Process

17

Formalizing Management Processes, Taking the Lead, Family Communication and Decision Making Family Business Meetings, How To: Set Up the Family Business Meeting, Family Council Meetings Family Business Rules, How To: Establish Family Business Rules, Make a Commitment to Family Communication, Getting The Family Meetings Started – Outside Assistance, Management Succession Issues, Employment of Family Members, Grooming Family Managers to be Successors, Assessing Family Member Managers, Compensation for Family Members, Managing Family Disagreements, Integrating the Family Component in Business Planning

Ownership Succession: Integrating the Family Component into the Ownership Succession Process

Emotions and Comfort, Family Communication and Decision Making, Ownership Succession Issues Governance (Governing the Family Component), Board of Directors and Board of Advisers, Minority Shareholders: Managing Expectations, Shareholders Agreement

Unit-C

The family business leadership challenge

6

Attributes of the family business leader (family and non-family), Recruiting non-family leaders for the family firm, Culture and values in the family firm, Strategic direction and turning points in strategic approach, Shared leadership in family firms, Models of ownership of the family firm, Financial strategies and risk

Unit- D

The Life Cycle of The Family Business: Critical Roles, Phases And Challenges 11

The Spirit of Leadership, Family relationships, Retirement and succession, The family leader and the business leader, The chairman and CEO in a family business, Conflicts in the family firm: Types, traps and solutions

Total

45 Hours

Reference Books:

1. Ernesto J. P. & Mary S. D., Family Business, Mason, South-Western Cengage Learning, Latest Edition.
2. Carlock, R.S., & Ward, J.L., Strategic planning for the Family Business: Parallel Planning to Unify the Family and Business, London, Palgrave, Latest Edition.

Course Title: Case Studies in Family Business
Course Code: MGT372

L	T	P	Credits
3	1	0	4

Course Objective: To discuss real life family business problems and ways to tackle them.

Case 1 The Bingham and the Louisville Courier-Journal Companies

Case 2 SMALL FAMILY BUSINESS Power Play at the Inn

Case 3 The Ferré Media Group

Case 4 SMALL FAMILY BUSINESS “She’ll Always Be My Little Sister”

Case 5 The Vega Food Company

Case 6 Sigma Motion, Inc

Case 7 SMALL FAMILY BUSINESS The Ambivalent CEO of the Construction Company

Case 8 SMALL FAMILY BUSINESS Borrowing to Grow at Andrews Company

Case 9 SMALL FAMILY BUSINESS Adams Funeral Home

Case 10 Fasteners for Retail (Part A)

Case 11 Ferré Media Group (Part B)

Case 12 The Cousins Tournament

Case 13 PrivateCo Business Valuation Report

Case 14 Reliance Industries (Part A)

Case 15 SMALL FAMILY BUSINESS The Son-in-Law

Case 16 SMALL FAMILY BUSINESS The New MBA

Case 17 SMALL FAMILY BUSINESS Real Estate Development Partners, Inc

Case 18 SMALL FAMILY BUSINESS Glassking Distributor Company

Case 19 New Way Distributing

Case 20 The Reliance Group (Part B)

Total: 45 Hours

Reference Books:

1. Poza, E.J., Family Business”, Mason, Cengage Learning, Latest Edition.