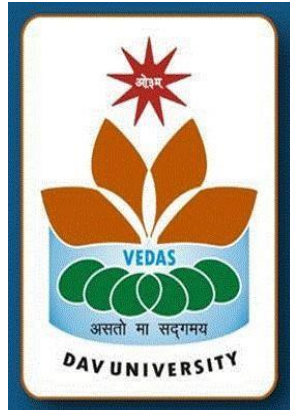


DAV University, Jalandhar

Department of Commerce & Business Management



Scheme and Syllabi

for

Bachelor of Business Administration

(Honours/Honours with Research)

(As per NEP-2020)

Batch-2024 & onwards

BBA program prepares a student for a career in Business organizations catering to different levels in an organization. BBA program teaches the students theory and practice of different functional areas of management and prepares them for decision-making roles in organizations. The program offers a better understanding of the business world and aims at building students' entrepreneurial skills by giving them hands-on training.

PROGRAMME EDUCATIONAL OBJECTIVES (PEO's)

PEO1- To enable the learners to have an exhaustive understanding of business functions.

PEO2- To inculcate interpersonal, logical and analytical skills amongst the students.

PEO3- To develop entrepreneurial mindset amongst the learners.

PROGRAMME OUTCOMES (POs)

After the successful completion of undergraduate course, BBA graduates will be able to :

PO1: Critical Thinking: Take informed actions after identifying the assumptions that frame our thinking and actions, checking out the degree to which these assumptions are accurate and valid, and looking at our ideas and decisions (intellectual, organizational, and personal) from different perspectives.

PO2: Effective Communication: Speak, read, write and listen clearly in person and through electronic media in English and in one Indian language, and make meaning of the world by connecting people, ideas, books, media and technology.

PO3: Social Interaction: Elicit views of others, mediate disagreements and help reach conclusions in group settings.

PO4: Effective Citizenship: Demonstrate empathetic social concern and equity centred national development, and the ability to act with an informed awareness of issues and participate in civic life through volunteering.

PO5: Ethics: Recognize different value systems including your own, understand the moral dimensions of your decisions, and accept responsibility for them.

PO6: Environment and Sustainability: Understand the issues of environmental contexts and sustainable development.

PO7: Self-directed and Life-long Learning: Acquire the ability to engage in independent and life-long learning in the broadest context socio-technological changes

PROGRAMME SPECIFIC OUTCOMES (PSO's)

PSO1- To empower the students to use the information and communication technology in business operations.

PSO2- To develop the ability to critically analyze the complex business problems using appropriate tools and techniques.

PSO3- To orient the students to work collaboratively in teams, demonstrating initiative, and responsibility through industry exposure.

Code	Definitions
L	Lecture
T	Tutorial
P	Practical
HS Courses	Humanities & Social Science
BS	Basic Science Courses
ES	Engineering Science Courses
PC	Program Core Courses
PE	Program Elective Courses
OE	Open Elective Courses
EEC	Employment Enhancement Courses (Project/Summer
AEC-C	Internship/Seminar)
VAC-C	Ability Enhancement Course-Common
	Value Added Course-Common

Mapping of PEO with POs

PEOs / POs	PEO 1	PEO 2	PEO 3
PO1	Yes	Yes	Yes
PO2		Yes	Yes
PO3	Yes	Yes	
PO4			Yes
PO5	Yes	Yes	Yes
PO6	Yes		
PO7	Yes	Yes	Yes

Mapping of PEO with PSO

PEOs / PSOs	PEO 1	PEO 2	PEO 3
PSO1	Yes	Yes	
PSO2	Yes	Yes	Yes
PSO3	Yes		Yes

Scheme of Courses- Bachelor of

Business Administration (BBA)

Credit Details			
S.No.	Course Category	Course Category Abbreviation	3-Yr BBA (Credits)
1.1	Discipline Specific Courses-Core	DSC	59
1.2	Discipline Specific-Skill Enhancement Courses-Core	DS-SEC	2
1.3	Discipline Specific-Value Added Courses-Core	DS-VAC	-
Total of Discipline Specific Core Courses			
2	Minor Courses	MC	24
3	Multidisciplinary Courses	MDC	9
4	Ability Enhancement Course- Common	AEC-C	8
5	Value Added Courses-Common	VAC-C	8
6.1	Skill Enhancement Courses- Common	SEC-C	8
6.2	Skill Enhancement Courses-Summer Internship	SEC-SI	2
Total Credits			120

Semester & Course Wise Details of Credits										
S.No.	SEMESTER	DSC/ DS-SEC	MINOR	MDC	AEC	SEC	VAC	SEC-SI	SEC-RP	Total
1	I	4x2=8 3x1=3	-	3	2	2	2	-	-	20
2	II	5x1=5 4x1=4	-	3	2	2	2x2=4	-	-	20
3	III	4x2=8 5x1=5	-	3	2	2	-	-	-	20
4	IV	4x2= 8	4x2=8	-	2	-	2	-	-	20
5	V	4x2=8	4x2=8	-	-	2	-	2	-	20
6	VI	4x3=12	4x2=8	-	-	-	-	-	-	20
TOTAL CREDITS										120

Semester 1

S.No	Paper Code	Course Title	L	T	P	Cr	Course Type
1	MGN101	Principles and Practices of Management	4	0	0	4	DSC
2	ECN101	Micro Economics	4	0	0	4	DSC
3	ECN107	Business Statistics	2	0	2	3	DS-SEC
4		Multi-disciplinary Elective	-	-	-	3	MDC
5		Ability Enhancement Course (AEC)-Common	-	-	-	2	AEC-C
6		Skill Enhancement Course (SEC)-Common	-	-	-	2	SEC-C
7		Value Added Courses-Common	-	-	-	2	VAC-C
						20	

L- Lectures T- Tutorial P- Practical Cr.- Credits

Note:

- Student is required to opt for 1 Multi-disciplinary Course of three credits from the relative basket, 1 Ability enhancement course of two credits from the relative basket, 1 Skill Enhancement course of two credits from the relative basket and 1 Value Added course of three credits from the relative basket.
- Students will not be allowed to choose or repeat any Multi disciplinary course which he/she has already undertaken at higher secondary level (12th class)

Semester 2

S.No	Paper Code	Course Title	L	T	P	Cr	Course Type
1	CMR103	Basic Financial Accounting	4	1	0	5	DSC
2	ECN102	Macro Economics	4	0	0	4	DSC
3		Multi-disciplinary Course	-	-	-	3	MDC
4		Ability Enhancement Course	-	-	-	2	AEC-C
5		Skill Enhancement Course (SEC)-Common	-	-	-	2	SEC-C
6		Value Added Course I	-	-	-	2	VAC-C
7		Value Added Course II	-	-	-	2	VAC-C
						20	

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

Note:

- Student is required to opt for 1 Multi-disciplinary Course of three credits from the relative basket., 1 Ability enhancement course of two credits from the relative basket, 1 Skill Enhancement course of two credits from the

relative basket and 1 Value Added course of three credits from the relative basket.

- *Students will not be allowed to choose or repeat any Multi-disciplinary course which he/she has already undertaken at higher secondary level (12th class)*

FIRST EXIT:

The students will be awarded “**Undergraduate Certificate in Business Administration**” after exit at this point, provided they secure 4 Credits in skill/work-based vocational courses or internship/apprenticeship for 4-6 weeks (with minimum 120 hours) during summer term. `

Semester 3

S.No	Paper Code	Course Title	L	T	P	Cr	Course Type
1	CMR204	Cost & Management Accounting	4	1	0	5	DSC
2	MGN202	Marketing Management	4	0	0	4	DSC
3	MGN203	Human Resource Management	4	0	0	4	DSC
4		Multi-disciplinary Course-	-	-	-	3	MDC
5		Ability Enhancement Course (AEC)	-	-	-	2	AEC-C
6		Skill Enhancement Course (SEC)-Common	-	-	-	2	SEC-C
						20	

L- Lectures T- Tutorial P- Practical Cr.- Credits

Note:

- *Student is required to opt for 1 Multi-disciplinary Course of three credits from the relative basket, 1 Ability enhancement course of two credits from the relative basket and 1 Skill Enhancement course of two credits from the relative basket.*
- *Students will not be allowed to choose or repeat any Multi disciplinary course which he/she has already undertaken at higher secondary level (12th class).*

Semester 4

S.No	Paper Code	Course Title	L	T	P	Cr	Course Type
1	MGN208	Financial Management	4	0	0	4	DSC
2	CMR205	Business and Corporate Laws	4	0	0	4	DSC
3		Value added Course	-	-	-	2	VAC-C
4		Ability Enhancement-Common	-	-	-	2	AEC-C
5		Minor -1	4	0	0	4	MC
6		Minor -2	4	0	0	4	MC
						20	

L- Lectures T- Tutorial P- Practical Cr.- Credits

Note:

- *Student is required to opt for 1 Ability enhancement course of two credits from the relative basket.*
- *The student is required to opt two minor disciplines out of Marketing /HRM/ Finance/International Business baskets. A program elective course shall be offered to the students if at least 20% of the total strength of the class or 10 students, whichever is higher.*

- *Continuing students will undergo an internship in approved organizations for minimum 6 weeks during the summer vacations. They will be required to present Summer Internship Project (SIP) Report during the 5th Semester.*

SECOND EXIT:

The student will be awarded “Undergraduate Diploma in Business Administration” after exit at this point provided that he/she secure 4 Credits in skill/work based vocational courses or internship/apprenticeship for 4 – 6 weeks (with minimum 120 hours) offered during first year summer term or second year summer term.

Semester 5

S.No	Paper Code	Course Title	L	T	P	Cr	Course Type
1	CMR301	Basic Corporate Accounting	4	0	0	4	DSC
2	MGN301	Strategic Management	4	0	0	4	DSC
3	CMR302	Excel Modeling	0	0	4	2	SEC
4	MGN302	Seminar on Summer Internship	0	0	0	2	SEC-SI
5		Minor -3	4	0	0	4	MC
6		Minor -4	4	0	0	4	MC
						20	

L- Lectures T- Tutorial P- Practical Cr.- Credits

Note: *The student is required to opt two minor disciplines out of Marketing /HRM/ Finance/International Business baskets. A program elective course shall be offered to the students if at least 20% of the total strength of the class or 10 students, whichever is higher. The student is required to select the course from the same basket as it was selected in the previous semester.*

Semester 6

S.No	Paper Code	Course Title	L	T	P	Cr	Course Type
1	MGN303	Business Environment	4	0	0	4	DSC
2	MGN304	Knowledge Management	4	0	0	4	DSC
3	MGN305	Production and Operations Management	4	0	0	4	DSC
4		Minor -5	4	0	0	4	MC
5		Minor -6	4	0	0	4	MC
						20	

L- Lectures T- Tutorial P- Practical Cr.- Credits

Note: *The student is required to opt two minor disciplines out of Marketing /HRM/ Finance/International Business baskets. A program elective course shall be offered to the students if at least 20% of the total strength of the class or 10 students, whichever is higher. The student is required to select the course from the same basket as it was selected in the previous semester.*

THIRD EXIT:

*The student will be awarded “**Bachelor of Business Administration**” Degree after exit at this point.*

Course Code	Ability-Enhancement Courses	Cr.	Course Code	Skill-Enhancement Courses	Cr.	Course Code	Value-Added Courses	Cr.
MGN901A	Personality Enhancement	1L+1P	MGN901S	Essentials of Entrepreneurship-Thinking and Action	2L+1P		Environmental Studies (Mandatory)	1L+2P
MGN902A	Personality Development	2P		Design Thinking	2P		Human Values and Ethics (Mandatory)	2L+0T
	Behavioural & Life Skills	1L+1P		Design Thinking & Innovation	2L		Gender Sensitization	2L
	Global Citizenship in Higher Education	2L		Data Analytics	2L+1P		Professional Ethics	2L
	Communication Skills (Mandatory)	1L+1P		Cyber Security	3 (2L+1P)		Sustainable Development	2L
	Health & Yoga	1L+1P		Digital Fluency	1L+1P		Green Technologies	2L
	Technical Report Writing	2L		Fundamentals of Computer programming & IT(FCPIT)	2L		General Studies	2L
MGN903A	Leadership Management	2L		Python Programming	3 (2L+1P)		NSS	2 (1L+1P)
	Therapeutic Yoga	1L+1P		Disaster Preparedness and Planning	2L			
	Creative & Critical Thinking	1L+1P		Intellectual Property Rights	2L			
	Community Engagement & Social Responsibility	1L+1P		Apiculture	2P			

	(Mandatory)							
				NCC*	3 (2L+1 P)			

Multidisciplinary Studies

Course Code	Course Name	Faculty/Department
	Basics of Physics	Physics
	Basics of Chemistry	Chemistry
	Basics of Biology	Zoology & Botany
	Introductory Biotechnology	Biotechnology
	Introductory Microbiology	Microbiology
	Functioning of the Human Body	Zoology
	Introductory Botany	Botany
MGN901M	Business Management for Beginners	CBME
MGN902M	Fundamental of Mutual Funds	CBME
ECN901M	Economics for Beginners	CBME
	Professional Communication	English
	Fine Arts	Arts, Fine Arts & Performing Arts
	Jyotish: 'Eye of the Veda'	Vedic Studies
	Mathematical Statistics	Mathematics
	Introductory Journalism	JMC
	Professional Photography	JMC
	Library Information Sciences	Library Sciences

MINOR COURSES

1. FINANCE AND INVESTMENT MANAGEMENT

Minor Discipline Electives: Finance and Investment Management						
Course Code	Semester	Course Name	L	T	P	Cr
CMR206	4	Banking and Insurance	4	0	0	4
CMR207	4	Financial Services	4	0	0	4
CMR303	5	Financial Institutions and markets	4	0	0	4
CMR304	5	Investment Management	4	0	0	4
CMR305	6	Personal Financial Planning	4	0	0	4
CMR306	6	Security Analysis and Portfolio Management	4	0	0	4

2. MARKETING

Minor Discipline Electives: Marketing						
Course Code	Semester	Course Name	L	T	P	Cr
MGN209	4	Integrated Marketing Communication	4	0	0	4
MGN210	4	Consumer Behaviour	4	0	0	4
MGN306	5	Retailing	4	0	0	4
MGN307	5	Service Marketing	4	0	0	4
MGN308	6	E-Business and Digital Marketing	4	0	0	4
MGN309	6	Rural Marketing	4	0	0	4

3. HUMAN RESOURCE MANAGEMENT

Minor Discipline Electives: Human Resource Management						
Course Code	Semester	Course Name	L	T	P	Cr
MGN211	4	Performance Management system	4	0	0	4
MGN212	4	Organization Change and Development	4	0	0	4
MGN310	5	Manpower Planning and HRD	4	0	0	4
CMR307	5	Industrial Relations and Labour Laws	4	0	0	4
CMR311	6	Strategic HRM	4	0	0	4
MGN311	6	Global HRM	4	0	0	4

4. INTERNATIONAL BUSINESS

Minor Discipline Electives: International Business						
Course Code	Semester	Course Name	L	T	P	Cr
CMR208	4	International Business	4	0	0	4
MGN213	4	International Marketing	4	0	0	4

Bachelor of Business Administration (Batch 2024)

CMR312	5	International trade law	4	0	0	4
CMR313	5	International Finance	4	0	0	4
MGN311	6	Global HRM	4	0	0	4
CMR314	6	EXIM Procedures and Documentation	4	0	0	4



In hours			60
L	T	P	Credit
4	0	0	4

Course Code	MGN 101						
Course Title	Principles and Practices of Management						
Course Outcomes	On the completion of the course the student will be able to CO1: Understand various functions and functional areas of management and preview the contributions made by different contributors in the management. CO2: Outline the concept of business environment for planning and organizing and formulating organization structures. CO3: Examine the functions of staffing and tools of directing and controlling. CO4: Understand emerging issue of management						
Examination Mode	Theory						
*Assessment Tools	Continuous Assessment				MSE	MSP	ESE
Weightage	WQ	SAP	ABL/PBL	Lab Perf.			ESP
	10	10	5	-	25	-	50
Syllabus							CO Mapping
Unit 1	Management- Concept						1
•	Meaning, nature, scope, objectives and Functional Areas						1
•	importance of management Levels in management,						1
•	Managerial Roles Management as an Art and Science,						1
•	Management as Profession, Functions of Management						1
•	Evolution of management thought						1
Unit 2	Planning & organizing						2
•	Planning- Meaning, Characteristics, Need & Importance., process, Meaning of Authority and Responsibility,						2
•	Planning Process and Types Components of Plan Concept of MBO						2
•	Organizing-Concept, characteristics, process						2
•	Organization-Meaning, Characteristics and Types of organizational structures						2
•	Delegation, Decentralization and Departmentation, Span of control.						2
Unit 3	Staffing & Communication						3
•	Definition, Characteristics and Importance Direction & Coordination- Meaning, features and Importance, - and						3
•	Tools & Techniques of Directing Leadership						3
•	Concept, importance and styles Motivation- Meaning						3
•	Significance Communication- Meaning, Characteristics, importance and process Supervision- Definition and characteristics Controlling- Nature, concept, process, types, scope, importance						3
Unit 4	Emerging issues in management						4

•	American and Japanese styles of Management	4
•	Meaning-TQM, Six-sigma, MIS	4
•	QWL, WLB, MBE	4
•	Managerial ethics: need and importance, Corporate social responsibility	4
Reference Book/s	1. Rudani, R., Principles of Management, New Delhi, Tata McGraw-Hill Education. Koontz H. & Weihrich, Essentials of Management, New Delhi, Tata Mc Graw 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	



In hours			60
L	T	P	Credit
4	0	0	4

Course Code	ECN101							
Course Title	Microeconomics							
Course Outcomes	<p>On the completion of the course the student will be able to</p> <p>CO1: Apply the basic concepts of scarcity and opportunity cost and manipulate the basic demand and supply model to determine an equilibrium price and quantity, changes to equilibrium price and quantity, and their impact on resource allocation.</p> <p>CO2: Explain the theory of consumer behavior.</p> <p>CO3: Apply theory of the production and cost in real market situation.</p> <p>CO4: Evaluate the pricing decisions under different market structures and use basic cost-benefit calculations as a means of decision making (i.e., thinking like an economist)</p>							
Examination Mode	Theory							
*Assessment Tools	Continuous Assessment				MSE	MSP	ESE	ESP
Weightage	WQ	SAP	ABL/PBL	Lab Perf.				
	10	10	5	-	25	-	50	-
Syllabus								CO Mapping
Unit 1	Introducing Microeconomics							1
•	Basic economic problems.							1
•	Demand and Supply;							1
•	Types of demand, Determinants of Demand, Law of demand, Exception to law of demand. Demand schedule, Demand curve. Downward sloping demand curve, Movement along and shift in demand curve.							1
•	Supply; Meaning, its Determinants, Supply schedule and supply curve. Movements along a supply curve, Shift in supply curve, Exceptions of the law supply curve.							1
•	Market equilibrium							1
•	Elasticity of demand its types, degrees and methods of measurement and determinants of elasticity of demand.							1
Unit 2	Utility Analysis							
•	Cardinal Approach; Utility analysis; Law of diminishing marginal utility, Law of equi-marginal utility,							2
•	Ordinal Approach: Indifference curve analysis, properties of indifference curve, Marginal rate of substitution, Budget line, Shift in budget line, Consumer equilibrium, Price effect, Income effect, Substitution effect.							2
Unit 3	Production and Cost							

•	Production Function, Types of inputs, Factors of production, Total Product, Average Product, Marginal Product and their relationship, Short run and Long run production function, Marginal rate of Technical Substitution, Principle of marginal rate of technical substitution.	3
•	Isoquants, properties of isoquants, Iso-cost lines, shifts in Iso-cost lines, Law of variable proportion, Expansion path, Producer's Equilibrium.	3
•	Return to scale	3
•	Cost analysis, cost function and Types of costs	3
•	Traditional theory; Different shapes of cost curves in short run	3
•	Economies of scale; Internal and external economies and diseconomies.	3
Unit 4	Market Forms	
•	Markets: Perfect Competition	4
•	Markets: Monopoly	4
•	Markets: Monopolistic Competition.	4
•	Oligopoly (Brief Introduction)	4
Reference Book/s	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. Vengedasalam, D. and Karunakaran, M. Principles of Economics. Malayasia. Oxford University Press. Latest edition.	



In hours			45
L	T	P	Credit
2	0	2	3

Course Code	ECN107							
Course Title	Business Statistics							
Course Outcomes	On the completion of the course the student will be able to CO1: Illustrate matrix operation, minors, co-factors, use cofactor method to find inverse of a matrix, use Cramer’s rule to solve systems of equations. CO2: Demonstrate knowledge of basic concept to integrate is used to add small and discrete data, which cannot be added singularly and representing in a single value. CO3: Measure of central tendency provided to the teacher with a mathematical description of how well the students are performing and dispersion helps students for describing the spread of the data or its variation around a central value. CO4: understand problems to index numbers and different methods of analyzing them.							
Examination Mode	Theory+Practical							
*Assessment Tools	Continuous Assessment				MSE	MSP	ESE	ESP
Weightage	WQ	SAP	ABL/PBL	Lab Perf.				
	10	-	5	-	25	-	35	25
Syllabus								CO Mapping
Unit 1	Statistics- Concept							1
•	Definition, Scope and limitation of statistics							1
•	Tabulation and classification of data							1
•	Discrete and continuous frequency distribution							1
•	Diagrammatic and graphic presentation of data.							1
Unit 2								2
•	Measures of Central Tendency, Arithmetic mean, Individual series, Discrete series Mean deviation, Standard deviation Variance Coefficient of variance							2
•	Continuous series Properties of arithmetic mean Combined mean Correcting incorrect value Open end classes, less than and more than series Median its uses Individual, discrete and continuous series							2
•	To find missing value Mode Its importance Mode: individual series, discrete series and continuous series							2
•	Merits and demerits of AM, Median and mode							2
•	Dispersion; meaning, Range Quartile deviation, Interquartile range							2
Unit 3								3
•	Correlation, Definition, types of correlation Simple, partial and multiple correlation							3
•	Correlation problem solution with direct method, Correlation problem solution with short cut method Correlation problem							3

	solution with step deviation method Properties of correlation	
•	Regression v/s correlation, Regression; definition, importance of regression	3
•	Problem solution with direct method, Problem solution with short cut method, Problem solution with step deviation method	3
Unit 4		4
•	Index Numbers: Meaning, Scope and limitations of Index numbers, Laspeyre's method	4
•	Paasche's method, Dorbisch- Bowley method, Fisher's Index numbers	4
•	Marshal-Edge worth price Index, Walsch Price Index	4
•	Kelly's price index, Consistency of index numbers	4
Reference Book/s	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.	



In hours			60
L	T	P	Credit
4	1	0	5

Course Code	CMR103						
Course Title	Basic Financial Accounting						
Course Outcomes	<p>On the completion of the course the student will be able to</p> <p>CO1: Recognize the applicability of concept of accounting to understand the financial statements.</p> <p>CO2: Apply the accounting standards and principles to record business transactions in journal, ledgers, and trial balance along with rectification of errors revealed and not revealed in trial balance.</p> <p>CO3: Preparation of various subsidiary books and Bank reconciliation statements taking balances from cash as well as pass book.</p> <p>CO4: Prepare financial statements of business with adjustment entries for decision making.</p>						
Examination Mode	Theory						
*Assessment Tools	Continuous Assessment				MSE	MSP	ESE
Weightage	WQ	SAP	ABL/PBL	Lab Perf.			ESP
	10	10	5	-	25	-	50
Syllabus							CO Mapping
Unit 1	Theoretical framework of Accounting and Accounting process						1
•	Meaning and Objectives of Accounting, Accounting Terminology, Advantages and Disadvantages of Accounting, Relationship between Accountancy and Accounting and Book Keeping, Users of Accounting Information						1
•	Relationship of Accounting with other Disciplines, GAAP, Accounting Standards and Introduction to IFRS						1
•	Accounting Equation-Meaning and Procedure of Developing Accounting Equation						1
Unit 2	Journal, Ledger and Trial Balance						2
•	Meaning and Rules of Debit and Credit, Format of Journal, Identification of Transactions, Recording of transactions in Journal						2
•	Distinction between Journal and Ledger, Preparation of Ledgers from Journal, Posting, Balancing of Accounts						2
•	Meaning, Objectives and Advantages of Trial balance, and Methods of Preparation of Trial Balance						2
•	Errors Revealed and Not revealed by Trial Balance						2
Unit 3	Subsidiary Books and BRS						3
•	Subsidiary Books- 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						3

	Returnsbooks Receivable Book, Payables Book, Journal Proper	
•	Bank Reconciliation Statements, Purpose and Use of Preparing BankReconciliation Statement	3
•	Bank Reconciliation Statements, Purpose and preparation of BRS	3
Unit 4	Depreciation Accounting and Financial Statements	4
•	Meaning and Causes of Depreciation, Factors affecting Depreciation, Methods of Depreciation (Straight line and Written down value method)	4
•	Provisions and Reserves	4
•	Financial Statements- Meaning, Preparation of Profit and Loss Accountand Balance Sheet	4
Reference Book/s	<ol style="list-style-type: none"> 1. Tulsian, P. C. Financial Accounting. New Delhi: PearsonEducation, Latest Edition 2. Gupta, R.L and Radha swamy, M. Financial Accounting. NewDelhi: Sultan Chand and Sons, Latest Edition. 	



L	T	P	Credit
4	0	0	4

Course Code	ECN102							
Course Title	Macro Economics							
Course Outcomes	<p>On the completion of the course the student will be able to</p> <p>CO1: Explain the concepts of Macroeconomics and its interrelations with Microeconomics.</p> <p>CO2: Associate the current economic phenomenon with existing theory and put their views on contemporary economic issues.</p> <p>CO3: Analyse the money market, inflation and business cycle, which will support the students to predict the macro variables for smooth understanding of economic problems.</p> <p>CO4: Understand the working of monetary, fiscal policy for price stability, management of economic fluctuations and Balance of Payment is of great value in forecasting and evaluating its business and economic conditions.</p>							
Examination Mode	Theory							
*Assessment Tools	Continuous Assessment				MSE	MSP	ESE	ESP
Weightage	WQ	SAP	ABL/PBL	Lab Perf.				
	10	10	5	-	25	-	50	-
Syllabus								CO Mapping
Unit 1	Introduction to Macroeconomics, Micro economics and Macroeconomics							1
•	Importance and scope of Macroeconomics							1
•	National Income: Concepts							1
•	Methods of measuring National Income							1
•	Problems in measuring National Income							1
•	Circular Flow of Income; Two sector, three sector and four model							1
Unit 2	Classical Theory of Income Output and Employment Determination							2
•	Say's Law of market							2
•	Keynes Theory of Income Output and Employment							2
•	Classical theory versus Keynes theory of income and employment							2
•	Consumption Function; Concepts of consumption function							2
•	Psychological law of Consumption							2
•	Investment function, Types of investment and its determinants							2
•	Multiplier; Concept of multiplier							2
•	Working of the multiplier							2
•	Types of Multipliers, Importance and Leakages of Multiplier							2
Unit 3	General Equilibrium of economy							3
•	IS Curve and its derivation							3
•	LM Curve and its derivation							3
•	IS-LM curve analysis							3

•	Inflation; meaning and Types of inflation	3
•	Causes of inflation and impact of inflation	3
•	Demand pull inflation	3
•	Cost push inflation	3
•	Control of inflation, Phillips curve	
•	Business cycles; meaning, its phases	
Unit 4	Monetary policy, Role of monetary policy	4
•	instruments of monetary policy	4
•	Fiscal policy; role of fiscal policy	4
•	Instruments of fiscal policy	4
•	Latest fiscal and monetary policy of RBI	4
•	Balance of payment, meaning, its types, Structure of balance of payment and balance of trade	4
•	Factor responsible for disequilibrium in BOP	4
•	Methods to correct BOP	4
Reference Book/s	<ol style="list-style-type: none"> 1. Dornbush, R., S. Fisher and R. Startz. <i>Macro Economics</i>. New Delhi. Tata Mc. Graw Hill. Latest edition. 2. Studenski, Paul, A. <i>The Income of Nations part 2, Theory and Methodology</i>, New York University Press, 1958. 3. Ackley, G. <i>Macro Economics: Theory and Policy</i>. Macmillan publishers. 1978. 4. Branson, William H. <i>Macro-Economic Theory and Policy</i>. Indian edition. 5. Dornbush, R., S. Fisher and R. Startz. <i>Macro Economics</i>. Tata Mc. Graw Hill. 2004. 6. Rana, K.C. and K.N. Verma. <i>Macro-Economic Analysis</i>. Vishal Publishing Co. 2014. Shapiro, Edward. <i>Macroeconomic Analysis</i>. Galgotia Publications. 1999. Indian edition. 	



L	T	P	Credit
4	1	0	5

Course Code	CMR204							
Course Title	Cost and Management Accounting							
Course Outcomes	After the completion of course the student will be able: CO1: To get insights into the concepts, techniques and methodology relevant to accounting function and to impart knowledge regarding elements of cost. CO2: To understand CVP analysis and Budgetary control and their application in managerial decision making CO3: To prepare and analyse Financial Statements make efficient use of scarce financial resources for best possible output. CO4: To prepare cash flow and Fund flow analysis.							
Examination Mode	Theory							
Assessment Tools	Continuous Assessment				MSE	MSP	ESE	ESP
	Quiz	Assignment	ABL/PBL	Lab Performance				
Weightage	10	10	5	-	25	-	50	-
Syllabus								CO Mapping
Unit 1	Introduction to Cost Accounting							
•	Meaning & need of cost accounting, Cost Concepts and Classifications, Methods and techniques of costing, Preparation of cost sheet and unit or output costing.							CO1
•	Material control: Concept and techniques, Pricing of material issues.							CO1
•	Methods of wage payment and incentive plans.							CO1
•	Overhead: classification; absorption of Overhead; under and over absorption of Overhead.							CO1
Unit 2	Marginal costing and Budgetary Control							
•	CVP Analysis; Contribution, P/V ratio, break-even point, margin of safety, Angle of incidence.							CO2
•	Budgetary control- concept of budget, budgeting and budgetary control, objectives, types of budgets, zero based budgeting.							CO2
Unit 3	Introduction to Management Accounting							
•	Meaning, nature, scope and limitations, Relationship of financial, cost and management accounting							CO3
•	Analysis of financial statements: Tools, Comparative statements, common size statements and trend analysis.							CO3
•	Ratio Analysis- Meaning and Types of Ratios.							CO3
Unit 4	Fund flow analysis and Cash flow analysis							
•	Meaning, preparation of statement of changes in working capital & Fund Flow statement							CO4
•	Cash Flow analysis: Cash from operating, investing & financing activities, preparation of cash flow statement							CO4
Text Books	I.Khan, M. Y. & Jain, P. K., Management Accounting, New Delhi, Tata McGraw-Hill Education, Latest Edition							

	2.Arora, M.N., Cost and Management Accounting - Theory and Problems, Himalaya Publishing House Pvt. Ltd, Latest Edition	
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In hours

60



L	T	P	Credit
4	0	0	4

Course Code	MGN202							
Course Title	Marketing Management							
Course Outcomes	<p>On completion of this course, students will be able to:</p> <p>CO1: Identify the core concept of marketing in different business scenario and understand marketing environment and marketing mix.</p> <p>CO2: Understand the concept of consumer behavior and apply decisions related to segmentation, targeting and positioning to design product and understand product life cycle.</p> <p>CO3: Discover the pricing practices that can be followed by companies and design distribution strategies.</p> <p>CO4: Understand the concept of promotion and enhance the ability to apply the same for advertising, sales promotion and personal selling.</p>							
Examination Mode	Theory							
*Assessment Tools	Continuous Assessment				MSE	MSP	ESE	ESP
Weightage	WQ	SAP	ABL/PBL	Lab Perf.				
	10	10	5	-	25	-	50	-
Syllabus								CO Mapping
Unit 1	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.							1
•	Understanding marketing environment: Company's Microenvironment, Macro environment, Market analysis							1
Unit 2	Market segmentation, targeting and positioning. Consumer buyer behavior							2
•	Product planning and pricing: Product concept, types of products, major product decisions, product mix, brand, product life cycle, new product development process							2
Unit 3	Pricing decisions: defining price, pricing process, policies and strategies.							3
•	Distribution channel decisions – types and functions of intermediaries, channel design decisions. Definition of retailing, wholesaling, logistics and supply chain management.							3
Unit 4	Promotion and distribution decisions: Marketing Communication process, promotion mix tools: Advertising, personal selling, public relations and sales promotion							4
•	Emerging trends and issues in marketing: Direct and Online marketing, Rural marketing, Societal marketing, Green							4

	marketing, Retail marketing, Customer Relation Marketing.	
Reference Book/s	<ol style="list-style-type: none"> 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. Zikmund, A., Marketing, Mumbai, Thomson Learning, Latest Edition. 	



In hours			60
L	T	P	Credit
4	0	0	4

Course Code	MGN203							
Course Title	Human Resource Management							
Course Outcomes	<p>On the completion of the course the student will be able to</p> <p>CO1. Appreciate the understanding of significance of HR analytics in HR decision making.</p> <p>CO2. Demonstrate the fundamental know-how of use of HR analytics in HR business processes.</p> <p>CO3. Reflect the understanding of forecasting, measuring and data handling for HR analytics.</p> <p>CO4. Exhibit the understanding of basics of predictive modelling in HR analytics.</p>							
Examination Mode	Theory							
	Continuous Assessment				MSE	MSP	ESE	ESP
Assessment Tools	Quiz	Assignment	ABL/PBL	Lab Performance				
Weightage	10	10	5	-	25	-	50	-
Syllabus								CO Mapping
Unit 1	Introduction to HRM							
•	Meaning, Scope. Definition and Objectives of HRM							1
•	Functions of HRM and Models of HRM Activities of HRM Challenges of HRM Role of HR Manager							1
•	Human Resource Planning, HR Planning process							1
•	Job analysis, Job description and Job specification Job Rotation, Job enlargement and Job enrichment							1
Unit 2	HR Procurement							
•	Recruitment and Selection Recruitment Process and Methods of Recruiting, Wage and Salary administration.							2
•	Selection process – type of tests and types of interviews Designing and conducting the effective interview Reference							2
•	background verification and medical evaluation HR interview, Job offer, Induction and Placement							2
•	Principles and techniques of wage fixation, job evaluation, incentive schemes							2
Unit 3	Performance and Training							
•	Appraising and Managing Performance, Appraisal process,							3
•	methods, and potential problems in performance Evaluations The appraisal interview and feedback interview.							3

•	Methods to improve performance Career Planning and Development Training and Development Nature of Training,	3
•	Methods of Training Need Assessment Training Design Training Evaluation	3
Unit 4	Issues in HRM	
•	HR outsourcing, Management of Turnover and retention,	4
•	Workforce Rationalization and International HRM	4
•	Quality of work life Industrial Relations Industrial Disputes and causes Remedial measures Collective Bargaining Grievance Management	4
Reference Books	1. DeCenzo, David A, and Stephen P. Robbins. Fundamentals of Human Resource Management. Hoboken, NJ: Wiley, Latest Edition 2.Noë, Raymond A. Fundamentals of Human Resource Management. Boston: McGraw-Hill/Irwin, Latest Edition 3. Dessler, Gary. Human Resource Management. Upper Saddle River, NJ: Prentice Hall, Latest Edition 4. Bernardin, H J, and Joyce E. A. Russell. Human Resource Management: An Experimental Approach. New York [etc.: McGraw- Hill, Latest Edition	



In hours			60
L	T	P	Credit
4	0	0	4

Course Code	MGN208							
Course Title	Financial Management							
Course Outcomes	<p>On completion of this course, students will be able to:</p> <p>CO1: Understand the role of the finance manager in growth of the firm by considering the agency relationship. Practical knowledge on the different concepts of cost of capital and application of relevance and irrelevance theories to take dividend decision and build the optimum capital structure to take the optimum financing decisions.</p> <p>CO2: Gain the knowledge on application of different techniques of capital budgeting under riskless and risky conditions for the investment decisions.</p> <p>CO3: Comprehend the peculiar features of different sources to fulfill short term and long- term financing needs of funds of an organization.</p> <p>CO4: Determine the working capital needs of a firm by focusing on different components of working capital management.</p>							
Examination Mode	Theory							
*Assessment Tools	Continuous Assessment				MSE	MSP	ESE	ESP
Weightage	WQ	SAP	ABL/PBL	Lab Perf.				
	10	10	5	-	25	-	50	-
Syllabus								CO Mapping
Unit 1	Financial Management: An Overview							1
•	The Cost of Capital							1
•	Capital Structure and Firm Value							1
•	Capital Structure Decisions							1
Unit 2	Dividend Policy and Firm Value							2
•	Dividend Decision							2
•	Techniques of Capital Budgeting							2
•	Estimation of Projected Cash Flows							2
Unit 3	Sources of Long-Term Finance							3
•	Raising Long Term Finance							3
•	Leasing							3
•	Hire-Purchase and Project Finance							3
Unit 4	Working Capital Policy							4
•	Cash and Liquidity Management							4
•	Credit Management							4
•	Inventory Management							4
Reference Book/s	<p>1. Jain, K., Khan, Y. M., Jain, K. P. & Khan, Y. M., Basic Financial Management, New Delhi, Tata McGraw-Hill Education, Latest Edition.</p> <p>2. Van Horne J. C. and Dhamija S., Financial Management and</p>							

	Policy, New Delhi, Pearson Education, Latest Edition. 3. Chandra, P., Financial Management: Theory and Practice, New Delhi, Tata McGraw Hill Education, Latest Edition.	
Textbooks	1. Srivastva, R & Misra, A., Financial Management: Theory and Practice, New Delhi, Oxford University Press, Latest Edition.	



In hours			60
L	T	P	Credit
4	0	0	4

Course Code	CMR205							
Course Title	Business and Corporate Laws							
Course Outcomes	<p>On completion of this course, students will be able to:</p> <p>CO1: Interpret the legal provision related to Indian Contract act.</p> <p>CO2: Understand the statutory provisions of sales of goods act, contract of agency and negotiable instruments.</p> <p>CO3: will gain insights about company and its kinds along with the various stages involved in the formation of company.</p> <p>CO4: understand Company Administration and Corporate Meetings.</p>							
Examination Mode	Theory							
*Assessment Tools	Continuous Assessment				MSE	MSP	ESE	ESP
Weightage	WQ	SAP	ABL/PBL	Lab Perf.				
	10	10	5	-	25	-	50	-
Syllabus								CO Mapping
Unit 1	Indian Contract Act, 1872							
•	Classification and Essentials of Contracts							1
•	Offer and Acceptance- Legal Rules as to Offer and Acceptance, Communication and Revocation of Offer and Acceptance							1
•	Consideration- Meaning, Legal Rules as to Consideration, Meaning of Stranger to Contract, Contracts without Consideration.							1
•	Capacity to Contract- Minors, Persons of Unsound Mind, Persons Disqualified by any Law.							1
•	Free Consent- Meaning of Free Consent, Coercion, Undue Influence, Misrepresentation, Fraud, and Mistake.							1
•	Discharge of Contract- Meaning, Discharge by Performance, Consent, Impossibility, Laps of Time, Operation of Law, Breach of Contract.							1
•	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.							1
Unit 2	Special Contracts							
•	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
•	Agency- Definition of Agent and Principal, Test of Agency, Type of Agents, Creation and Termination of Agency							2
•	Negotiable Instruments Act, 1881- Meaning, Characteristics and Types of Negotiable Instruments.							2
•	Notes, Bills and Cheques- Meaning and Essential Elements of							2

	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.	
•	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.	2
Unit 3	Introduction to Company and Stages in its Formation	
•	Introduction to Company Meaning and Definition – Features –, High Lights of Companies Act 2013 - Body Corporate, Kinds of Companies	3
•	Formation of a Company Steps in formation of a Company, Promotion Stage, Incorporation Stage – Meaning, Contents, Forms of Memorandum of Association & Articles of Association and its alteration, Distinction between Memorandum of Association and Articles of Association Certificate of Incorporation, Subscription Stage	3
Unit 4	Company Administration and Corporate Meetings	
•	Director (Concept and Definition), DIN, Qualification, Disqualification, Appointment, Position, Rights, Duties, Power, Resignation, Liabilities, Removal and Resignation of director, Key Managerial Personnel (Definition, Appointment and Qualifications) – Managing Director, Whole time Directors, the Companies Secretary, Chief Financial Officer, Resident Director, Independent Director, Women director.	4
•	Corporate Meetings - Shareholder and Board, Types of Meetings – Annual General Meeting Extraordinary General meeting, Minutes of Proceedings of General Meeting, Meeting of BOD and other meetings (Section 118), Requisite of Valid Meeting- Notice, Agenda, Chairman, Quorum, Proxy, Resolutions, Minutes, Postal Ballot, E- voting, Video Conferencing	4
Reference Book/s	<ol style="list-style-type: none"> 1. A Compendium of Companies Act 2013, along with Rules, by Taxmann Publications. 2. Gogna, P.P.S – Company Law, S. Chand 3. Corporate Laws-Maheswari, Maheswari- Himalaya Publishing House 	



In hours			60
L	T	P	Credit
4	0	0	4

Course Code	CMR301						
Course Title	Basic Corporate Accounting						
Course Outcomes	<p>On completion of this course, students will be able to:</p> <p>CO1: 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.</p> <p>CO2: To understand how to communicate financial information to parties outside the business organization like equity investors, creditors, employees, suppliers and clients.</p> <p>CO3: Develop an understanding of accounting for share capital (including the issue, forfeiture and reissue of shares), accounting of preference shares and debentures and be able to perform journal entries of various accounts.</p> <p>CO4: Have a comprehensive understanding of the advanced issues in accounting for assets, liabilities and owner's equity</p>						
Examination Mode	Theory						
*Assessment Tools	Continuous Assessment				MSE	MSP	ESE
Weightage	WQ	SAP	ABL/PBL	Lab Perf.			ESP
	10	10	5	-	25	-	50
Syllabus							CO Mapping
Unit 1	Issue of Shares						
•	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						1
•	Pro-rata Allotment of Shares						1
•	Legal Provisions Related to Forfeiture and its Accounting Treatment Reissue of Shares						1
•	Provisions Related to Reissue of Shares, Accounting Entries. Redemption of Preference Shares : Concept and Types of Preference Shares						1
•	Book Building, ESOS and Sweat Equity						1
Unit 2	Issue & Redemption of Debentures						
•	Meaning and Types of Debentures, Accounting Entries at the Time of Issue of Debentures,						2
•	Conditions of Issue with Redemption Point of View, Issue of Debentures as Collateral Security, Treatment of Discount.						2
•	Redemption of Debentures : Redemption of debentures: Out of Capital and Profits, Redemption of Debentures through Sinking Fund, Insurance Policy Method, Purchase from Open Market.						2
Unit 3	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.	3
•	Managerial Remuneration: Provisions Related to Managerial Remuneration	3
Unit 4	Valuation of Goodwill and Shares	
•	Introduction and Need for Valuation	4
•	Methods of Calculation Valuation of goodwill	4
•	Methods for Valuation of Shares	4
Reference Book/s	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.	
Textbooks	2. Mukherjee, A. & Hanif, M., Corporate Accounting, New Delhi, Tata McGraw Hill, Latest Edition.	



In hours			60
L	T	P	Credit
4	0	0	4

Course Code	MGN301						
Course Title	Strategic Management						
Course Outcomes	<p>On the completion of the course the student will be able to</p> <p>CO1: Build the conceptual understanding regarding strategy, mission, and vision statement in the company along with the environmental appraisal.</p> <p>CO2: Get the in – depth knowledge about the internal appraisal held within an organization along with the methods and techniques used for organizational appraisal.</p> <p>CO3: Get the clear understanding regarding different levels of strategy such as business level strategies, corporate level strategies and also learn about the concept of strategic analysis & choice.</p> <p>CO4: Equip with the concept of strategy implementation and understanding about the strategic & operational control within an organization</p>						
Examination Mode	Theory						
*Assessment Tools	Continuous Assessment				MSE	MSP	ESE
Weightage	WQ	SAP	ABL/PBL	Lab Perf.			ESP
	10	10	5	-	25	-	50
Syllabus							CO Mapping
Unit 1	Strategic Management- Concept						1
•	Definition, nature, scope, and importance of strategy; and strategic management (Business policy)						1
•	Strategic decision-making. Process of strategic management and levels at which strategy operates. Role of strategists						1
•	Defining strategic intent: Vision, Mission, Business definition, Goals and Objectives.						1
•	Environmental Appraisal—Concept of environment, components of environment (Economic, legal, social, political and technological). Environmental scanning techniques- ETOP, QUEST and SWOT (TOWS) PEST.						
Unit 2	Appraisal system						2
•	Internal Appraisal – The internal environment, organisational capabilities in various functional areas and Strategic Advantage Profile.						2
•	Methods and techniques used for organisational appraisal (Value chain analysis, Financial and non financial analysis, historical analysis,						2
•	Industry standards and benchmarking, Balanced scorecard and key factor rating).						2
•	Identification of Critical Success Factors (CSF).						
Unit 3	Organizational strategies						3
•	Corporate level strategies-- Stability, Expansion, Retrenchment and						3

	Combination strategies. Corporate restructuring. Concept of Synergy.	
•	Business level strategies—Porter’s framework of competitive strategies; Conditions, risks and benefits of Cost leadership, Differentiation and Focus strategies.	3
•	Location and timing tactics. Concept, Importance, Industry level analysis; Porters’s five forces model. Qualitative factors in strategic choice	3
•	Strategic Analysis and choice—Corporate level analysis (BCG, GE Ninecell, Hofer’s product market evolution and Shell Directional policy Matrix).	3
Unit 4	Implementation and Control	4
•	Strategy implementation: Resource allocation, Projects and Procedural issues. Organisation structure and systems in strategy implementation 4. 7	4
•	Leadership and corporate culture, Values, Ethics and Social responsibility.	4
•	Operational and derived functional plans to implement strategy. Integration of functional plans	4
•	Strategic control and operational Control. Organistional systems and Techniques of strategic evaluation.	
Reference Book/s	<p>Kazmi, A., Business Policy & Strategic Management, New Delhi, Tata McGraw Hill, Latest Edition.</p> <p>2. Glueck, W.F. & Jauch, L.R., Business Policy and Strategic Management, New York, Tata McGraw Hill, Latest Edition.</p> <p>3. Thomas, J.G., Strategic Management- Practices and Cases, New York, Harper and Row, Latest Edition.</p> <p>4. Jeyarathnam, M., Strategic Management, Mumbai, Himalaya Publishing House, Latest Edition.</p> <p>5. Sharplin, A., Strategic Management, New York, Tata McGraw Hill, Latest Edition. 6. Francis, C., Strategic Management, Mumbai, Himalaya Publishing House, Latest Edition.</p> <p>7. White, C., Strategic Management, New York, Palgrave Macmilan, Latest Edition. 8. Hitt, M. A. & Hoskisson, R.E., Strategic Management – Competitiveness and Globalization, Mason, Southwestern Cengage, Latest Edition.</p> <p>9. David H.J., Thomas L. W. & Wheelen, T., Essentials of Strategic Management, New Delhi, Prentice Hall, Latest Edition.</p> <p>10. M.E. Porter: Competitive Advantage, New York, The Free Press, Latest Edition.</p>	



In hours			
L	T	P	Credit
0	0	4	2

Course Code	CMR302							
Course Title	Excel Modeling							
Course Outcomes	<p>On the completion of the course the student will be able to</p> <p>CO1: The student will practically learn about the foundations of MS-Excel</p> <p>CO2: The student will pragmatically get exposure to applying different formulas under MS-Excel</p> <p>CO3: The student is able to perform data modeling and visualization tools and techniques under MS Excel under different data sets.</p> <p>CO4: The student will get familiar with the advanced concepts of MS Excel under different data sets.</p>							
Examination Mode	Practical							
	Continuous Assessment				MSE	MSP	ESE	ESP
Assessment Tools	Quiz	Assignment	ABL/PBL	Lab Performance				
Weightage	-	-	-	20	-	30	-	50
Syllabus								CO Mapping
Unit 1	Foundations of MS-Excel							
•	Introduction to MS-excel							CO1
•	Data Entry, editing, and number formatting, Data formatting in excel, Working with cells and ranges							CO1
•	Managing worksheets in MS-excel,							CO1
•	Overview of Excel tables, Auto fill, custom list, and flash fill							CO1
Unit 2	Formulas and their applications in MS-Excel							
•	Basic formulas under MS-Excel							CO2
•	Mathematical and statistical formulas under MS-Excel							CO2
•	Logical formulas under MS-Excel							CO2
•	Working on different data sets with MS Excel formulas							CO2

Unit 3	Data modeling and visualization applications under MS-Excel	
•	Data Validation, sorting, and filtering under MS-Excel	CO3
•	Excel conditional formatting with data sets	CO3
•	Excel charting in MS Excel, Creating advanced and dynamic charts under MS Excel,	CO3
•	Pivot tables under MS-Excel	CO3
Unit 4	Advance concepts under MS-Excel	
•	Protecting worksheets, and workbooks under MS-Excel	CO4
•	Excel Macros	CO4
•	Excel VBA and applications	CO4
•	Power query, and Creating dashboards under MS-Excel	CO4
Text Books	1. Microsoft Excel 365 Bible; Michael Alexander (2022 edition) 2. Microsoft Excel 2019: Data Analysis & Business Model; L. Winston Wayne (Latest edition)	



In hours			
L	T	P	Credit
0	0	0	2

Course Title: - Seminar on Summer Internship

Course Code: - MGN302

GUIDELINES FOR SUMMER INTERNSHIP PROGRAM

All the students have to connect with their faculty mentors on Zoom or Google meet every week for 15 minutes as per the convenience of the mentors.

Each week student has to submit the report online and there will be 25 marks for Regular reporting on tinyurl.com/davusip2023

SEQUENCE OF THE FINAL REPORT TO BE SUBMITTED

1. Title
2. Certificate by the organization
3. Acknowledgement
4. Table of contents
5. Executive summary
6. Internship details (format on page 2 of the guidelines)
7. Daily dairy (format on page 3 of the guidelines)
8. Industry guides feedback (format on page 4 of the guidelines)

Final Report- Table of contents

In case research project allocated by the organization the report should have the following contents

1. Introduction-Purpose and Objectives
2. Literature Review and Research Methodology
3. Data Analysis, Data Interpretation, Findings, Recommendations and References

In case of routine or special work being performed in the organization

1. Introduction to organization
2. Concepts or process followed
3. Data presentation, Recommendations, References etc

Report print

1. Font Size : 12 Times New Roman
2. Line Spacing : 1.5
3. Paper Size : A4
4. Margins : One inch on all sides of the page

Students shall also maintain a daily dairy



In hours			60
L	T	P	Credit
4	0	0	4

Course Code	MGN303							
Course Title	Business Environment							
Course Outcomes	<p>On completion of this course, students will be able to:</p> <p>CO1- Articulate the concept of business environment and explore the political, economic, social, technological and legal factors affecting business environment.</p> <p>CO2- Interpret the fiscal policy and Central Bank's policy prevailing in India.</p> <p>CO3- Describe the concept of trade flow, capital flow and international linkages with respect to external environment.</p> <p>CO4- Outline the corporate governance policies, exchange rate regimes along with description of Indian Financial system.</p>							
Examination Mode	Theory							
*Assessment Tools	Continuous Assessment				MSE	MSP	ESE	ESP
Weightage	WQ	SAP	ABL/PBL	Lab Perf.				
	10	10	5	-	25	-	50	-
Syllabus								CO Mapping
Unit 1								
•	Business Environment: Meaning, Nature, Importance and scope of Environment.							1
•	Types of environment- Internal and External							1
•	Need and techniques of scanning the business environment							1
•	Political Environment and Economic Environment							1
•	Demographic and Social environment							1
•	Industrial Policy, IDRA and Industrial Licensing							1
Unit 2								
•	Monetary and Fiscal Policies							2
•	Industrial Financial Institutions							2
•	Planning in India							2
•	Industrial Development Strategy							2
•	Public, Private and Joint Sectors in India							2
•	Privatisation and Disinvestment							2
•	Price and Distribution control							2
Unit 3								
•	Ecological Environment Protection: Green Management, Global Warming, The Environment Protection Act 1986							3
•	Competition policy and law							3
•	Company regulatory regulations in India, FERA, FEMA							3
•	Latest EXIM policy							3
•	Consumer rights and Consumer Protection Act 1986							3
•	Right to Information act 2005							3
Unit 4								

•	Globalization & its impact, Multinational corporations	4
•	International Investments	
•	WTO: Agreements and Current Issues	4
•	Trading Blocs	4
•	Patents and Trade Marks	4
•	Development and regulation of foreign trade	4
Reference Book/s	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.	
Textbooks	1. Francis C., Business Environment Text & Cases, Mumbai, Himalaya Publishing, Latest Edition.	



In hours			60
L	T	P	Credit
4	0	0	4

Course Code	MGN304						
Course Title	Knowledge Management						
Course Outcomes	<p>On completion of this course, students will be able to:</p> <p>CO1: To understand the concept of knowledge management and develop skills for building a sustaining knowledge culture.</p> <p>CO2: Students will be able to be able to develop human resource management practices and align with technology.</p> <p>CO3: To make the students conversant with knowledge framework and develop effective knowledge service.</p> <p>CO4: To enhance strategic knowledge and evaluate the effectiveness of knowledge strategy.</p>						
Examination Mode	Theory						
*Assessment Tools	Continuous Assessment				MSE	MSP	ESE
Weightage	WQ	SAP	ABL/PBL	Lab Perf.			ESP
	10	10	5	-	25	-	50
Syllabus							CO Mapping
Unit 1	Knowledge Influences						
•	The Knowledge Context						1
•	An Introduction to Strategic Knowledge Management						1
•	The Knowledge Leader						1
•	Developing and Sustaining a Knowledge Culture						1
Unit 2	Knowledge Foundations						
•	Supporting Knowledge Management through Human Resource Management Practices						2
Unit 3	Knowledge Application						
•	Developing a Core Knowledge Framework						3
•	Developing and Managing Knowledge Repositories						3
•	Developing an Effective Knowledge Service						3
•	Learning and Development in a Knowledge Setting						3
Unit 4	Knowledge Enhancement						
•	Evaluating the Effectiveness of the Knowledge Strategy						4
•	Sustainable Knowledge Management						4
•	Overall View of Strategic Knowledge Development						4
Reference Book/s	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.						

Textbooks	1. Debowski, S., Knowledge Management, New Delhi, Wiley, Latest Edition.	
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In hours			60
L	T	P	Credit
4	0	0	4

Course Code	MGN305								
Course Title	Production and Operations Management								
Course Outcomes	On completion of this course, students will be able to: CO1: Make students acquaint with Operation management development and strategies. CO2: Apply technique of LPP Graphic, Simplex & Assignment in optimizing production processes. CO3: Understand Supply chain Management and make students acquaint with modern production techniques like TQM, JIT, SIX Sigma. CO4: Acquire required skills to solve various problems of Transportation Problems and Network PERT-CPM.								
Examination Mode	Theory								
*Assessment Tools	Continuous Assessment				MSE	MSP	ESE	ESP	
Weightage	WQ	SAP	ABL/PBL	Lab Perf.					
	10	10	5	-					
Syllabus									CO Mapping
Unit 1	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. Productivity: Method study; Work measurement, Employee Productivity. Operations Quality management: Quality Characteristics of Goods and Services, Total Quality management, Quality Control.								1
Unit 2	Linear Programming: Definitions of LP, Basic requirements, Terminology of LP, Basic assumptions of LP, General form of LP problem, Applications of LP methods, Solution procedure of LPP, Formulation of LPP. Graphic method of solving LPP: Unbounded problem, Infeasible problem, Multiple optimal solutions. 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) Assignment Problems: Hungarian method [Minimization case]/HAM, Steps to follow, Maximization case in Assignment Problems, Travelling salesman Problems, Un-balanced Assignment Problem								2
Unit 3	Supply Chain Management: Purchasing; Importance, Purchase departments, Purchasing processes. Logistics; Movement of materials, shipment, Innovations in Logistics. Warehousing; warehousing operations, Inventory accounting. Third party logistics Management. E-Business and supply chain management. 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.	3
Unit 4	<p>Transportation Problems: Introduction, Terminology used in Transportation model, Optimal solution of Transportation problem, Methods for initial basic feasible solutions- NWCM, LCEM, VAM, Optimality Tests- Modified distribution method, Degeneracy in Transportation problem, Profit maximization in Transportation problem, Unbalanced Transportation problems.</p> <p>Network Analysis- PERT and CPM: Introduction, Objectives of Network Analysis, Applications of Network Model, Terminology or Concepts used, 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.</p>	4
Textbooks	<ol style="list-style-type: none"> 1. Kalavathy, S. Operations Research. New Delhi: Vikas Publishing House. 2. Gaither & Frazier, Operations Management, Cengage learning 	
Reference Book/s	<ol style="list-style-type: none"> 1. Buffa & Sarin, Modern Production/Operations Management, 8th John Wiley 2. Chary, Production and Operations Management, Tata McGraw-Hill 3. Mahadevan B, Operations Management: Theory and Practice, 2nd Edition, Pearson Education 4. Adam and Eben, Production & Operations, 5th ed Prentice Hall 5. Krajewski & Ritzman, Operations Management, 5th Pearson Education 	

MINOR COURSES

1. Finance and Investment Management



In hours			60
L	T	P	Credit
4	0	0	4

Course Code	CMR206							
Course Title	Banking & Insurance							
Course Outcomes	On the completion of the course the student will be able to CO1: Understand the Banking structure, Banking products and business development. CO2: Regulations related to customer services, inclusive banking and future banking. CO3: Understand the growth and development of insurance sector in India, Major reforms in insurance sector. CO4: Understand about the insurance operations, Ethics and Compliance in Insurance, Profitability Drivers for Insurance.							
Examination Mode	Theory							
*Assessment Tools	Continuous Assessment				MSE	MSP	ESE	ESP
	WQ	SAP	ABL/PBL	Lab Perf.				
	Weightage	10	10	5	-	25	-	50
Syllabus							CO Mapping	
Unit 1	Introduction to Banking						1	
•	Branch Banking, Customers and their needs						1	
•	Overview of Banking Products, Liability Products, Asset Products						1	
•	Third Party and fee-based Products						1	
•	Business Development, Transaction Processing						1	
Unit 2	Customer Services						2	
•	Compliance and Ethics						2	
•	Future of Banking						2	
•	Inclusive Banking						2	
•	Introduction to NBFCs						2	
•	Overview of Corporate banking						2	
•	Banking and me						2	
Unit 3	Insurance						3	
•	Need for insurance, Evolution of Insurance						3	
•	Overview of an Insurance Company						3	
•	Overview of Retail Insurance Products						3	
•	Overview of the Companion Products						3	
•	Overview of Insurance Distribution Channels						3	
•	Selling Insurance						3	
Unit 4	Insurance Operations						4	
•	Customer Service						4	

•	Ethics and Compliance in Insurance	4
•	Future of Insurance	4
•	Inclusive Insurance	4
•	Profitability Drivers for Insurance	4
Textbooks	1. N. Jain& R.K. Jain: Modern Banking and Insurance, Regal Publications	



In hours			60
L	T	P	Credit
4	0	0	4

Course Code	CMR207							
Course Title	Financial Services							
Course Outcomes	On the completion of the course the student will be able to CO1: Students will learn about financial services and its contribution in promoting industry. CO2: Understand the concept of Venture Capital and Investment Banking. CO3: Students will know about the concept of Discounting and Credit rating agencies in India. CO4: They will know how Securitization, Depository system and concept of Dematerialization.							
Examination Mode	Theory							
*Assessment Tools	Continuous Assessment				MSE	MSP	ESE	ESP
	WQ	SAP	ABL/PBL	Lab Perf.				
Weightage	10	10	5	-	25	-	50	-
Syllabus								CO Mapping
Unit 1	Introduction to Financial Services and Mutual Funds							
•	Financial services – meaning – features – importance – contribution of financial services in promoting industry – service sector							1
•	Mutual funds- Concept, Structure, Types, Performance measurement of Mutual funds, Benefits, Mutual fund industry in India							1
Unit 2	Venture capital and Investment Banking							
•	Venture capital-Concept, stages of venture capital financing, Methods of venture financing, Venture capital in India							2
•	Investment Banking-Concept, Areas; Merchant Banking- Concept, Functions, Types of financial services; Investment vs Merchant banking							2
Unit 3	Discounting and Credit rating							
•	Discounting- Concept, Tradition vs Bill financing; Factoring- Meaning, Functions, Types; Forfeiting- Meaning, Working, Benefits and drawbacks; Discounting vs Factoring; Factoring vs forfeiting							3
•	Credit rating- Concept, Functions, Credit rating process, Uses, Credit rating agencies in India							3
Unit 4	Securitization and Depository System & Dematerialization							
•	Securitization- Concept, Securitization vs Factoring, Participants, Process, Mechanism of Securitization, Benefits, problems, regulatory framework							4
•	Depository System and Dematerialization: Introduction, SEBI guidelines for participants, Code of conduct for issuer, Participants, Dematerialization/ Rematerialisation of shares, Electronic settlement of shares; pledging, hypothecation of dematerialized shares. Freezing of demat accounts.							4
Textbooks	1. Khan, M Y. Financial Services. New Delhi: Tata McGraw Hill, Latest Edition							
Reference	1. Gordon,E. and Natarajan, K. “Financial Markets and							

Books	Services” Himalaya Publishing house, Latest Edition 2. Bhole, L.M. “Financial Institutions and Markets”. Victoria: Tata McGraw- Hill, Latest Edition 3. Shanmugam, R. “Financial Services”, Wiley Publications, Latest Edition Swain, 4. P.K. “Fundamentals of Financial Derivatives”. Himalaya Publishing house, Latest Edition	
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In hours			60
L	T	P	Credit
4	0	0	4

Course Code	CMR303							
Course Title	Financial Institutions and Markets							
Course Outcomes	On completion of this course, students will be able to: CO1: Students Will Learn About Financial System, Its Components, Government Policies, Banking Industry. CO2: Understand the Concept of Financial Market, Different Financial Instruments and About SEBI. CO3: Students Will Know About Various Non - Banking Financial Companies, Mutual Fund and Insurance Companies. CO4: They Will Know How Foreign Exchange Markets Run, Their Problems and How to Manage Risk.							
Examination Mode	Theory							
*Assessment Tools	Continuous Assessment				MSE	MSP	ESE	ESP
	WQ	SAP	ABL/PBL	Lab Perf.				
Weightage	10	10	5	-	25	-	50	-
Syllabus								CO Mapping
Unit 1	(Overview of Financial System and Details of Banking Industry)							1
•	Overview of the Financial System- Introduction, Components of Financial System, functions							1
•	Financial Market Reforms							1
•	Structure of Central Banks and the Federal Reserve System- Reserve Bank of India							1
•	Conduct of Monetary Policy- Tools, Goals, Strategy, and Tactics							1
•	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							1
•	Regulation of industry, Problems and Policies of Allocation of Institutional Credit							1
Unit 2	(Financial Markets)							2
•	The Money Markets – Meaning, Functions, Instruments, Recent Trends							2
•	The Capital Market, Mortgage Markets, Bond Market							2
•	Government Securities Markets							2
•	SEBI- Objectives and Functions, Unregulated Credit markets in India							2
Unit 3	(Other Financial Sources)							3
•	Non- Banking Financial Companies, Development Banks							3
•	The Mutual Fund Industry, Insurance Companies, Security Brokers and Dealers							3
•	Venture Capital Firms							3
Unit 4	(Foreign Exchange Markets)							4
•	Foreign Exchange Markets – Introduction, recent Developments,							4

	Problems. Convertibility	
•	Risk Management in Financial Institutions, Hedging with Financial Derivatives	4
•	Interest Rates in India	4
Textbooks	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.	



In hours			60
L	T	P	Credit
4	0	0	4

Course Code	CMR304							
Course Title	Investment Management							
Course Outcomes	On completion of this course, students will be able to: CO1- Describe the basic investment fundamentals. CO2- Description regarding various fundamental analysis tools. CO3- Background of Mutual funds along with its types CO4- Concept of derivatives in investment.							
Examination Mode	Theory							
*Assessment Tools	Continuous Assessment				MSE	MSP	ESE	ESP
	WQ	SAP	ABL/PBL	Lab Perf.				
Weightage	10	10	5	-	25	-	50	-
Syllabus								CO Mapping
Unit 1	Investing Fundamentals							1
•	Meaning and Nature of investments							1
•	Different avenues for investment and their Norms							1
•	Objectives of investments							1
•	Types of Investments - Commodities, Real Estate and Financing Assets. Buying and selling of stocks							1
Unit 2	Stock Market Investment							2
•	Indian Securities Market: the market participants, trading of securities, security market indices calculation of return and risk for an individual							2
•	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							2
•	Industry Analysis							2
•	Company Analysis Including ratios							2
Unit 3	Mutual Funds							3
•	Background on Mutual Funds							3
•	Mechanisms for Investing in Mutual Funds							3
•	Need and advantages							3
•	Motives of mutual fund investments							3
•	Net Asset Value, Types of Mutual funds							3
Unit 4	Derivatives							4
•	Meaning and concept of derivatives							4
•	Kinds of derivatives							4
•	Guidelines for investing in derivatives							4
•	Investing the derivatives							4
Textbooks	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.	
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In hours			60
L	T	P	Credit
4	0	0	4

Course Code	CMR305							
Course Title	Personal Financial Planning							
Course Outcomes	CO1: An in-depth understanding of components, process and underlying precautions required for personal financial planning. CO2: Application of essential tools to measure risk and return in portfolio. CO3: Use of investment strategies for designing a personal financial plan along with in depth understanding of investment, retirement, insurance, tax and estate planning. CO4: Ability to take sound and ethical investment decision with the help of thorough understanding of investment vehicles and regulatory environment prevalent in the economy.							
Examination Mode	Theory							
*Assessment Tools	Continuous Assessment				MSE	MSP	ESE	ESP
	WQ	SAP	ABL/PBL	Lab Perf.				
Weightage	10	10	5	-	25	-	50	-
Syllabus								CO Mapping
Unit 1	Concept of Financial Planning							1
•	Components of financial planning							1
•	Precautions in financial planning							1
Unit 2	Meaning of risk							2
•	Types of risks							2
•	Difference between risk and uncertainty							2
•	Balancing of risk							2
•	Managing Investment Risk							2
•	Measuring Investment Returns							2
Unit 3	Investment Strategies							3
•	Insurance Planning							3
•	Retirement Planning							3
•	Tax and Estate Planning							3
Unit 4	Investment Vehicles							4
•	Importance and strategies for investment vehicles							4
•	Regulatory Environment							4
•	Ethical Issues in personal financial planning							4
Textbooks	1. NISM, Workbook of Certified Personal Financial Advisor (CPFA) Examination, SEBI, Latest Edition.							
Reference Books	1. Kapoor, J. Personal Finance. New Delhi: Tata McGraw Hill, Latest Edition. 2. Maudra, J. Personal Finance. New Delhi: Pearson Education, Latest Edition.							



In hours			60
L	T	P	Credit
4	0	0	4

Course Code	CMR306							
Course Title	Security and Portfolio Management							
Course Outcomes	After completion of this course, students will be able to CO1. Understand the investment decisions, securities markets, and process of trading. CO2. Learn fundamental and technical analysis for security evaluation. CO3. Get familiar with portfolio construction & management. CO4. Get insights into the different theories for optimal portfolio and ability to evaluate portfolios.							
Examination Mode	Theory							
	Continuous Assessment				MSE	MSP	ESE	ESP
Assessment Tools	Quiz	Assignment	ABL/PBL	Lab Performance				
Weightage	10	10	5	-	25	-	50	-
Syllabus								CO Mapping
Unit 1	<i>The Investment Environment: investment decisions & securities market</i>							
•	The investment decision process, Types of Investments, Investment attributes, Investment Vs speculation							CO1
•	Securities Market: Participants in securities market, Role and regulation of primary market, Modes, and methods of floating new issues							CO1
•	Secondary Market: Introduction to stock exchanges in India, Regulators, Trading and settlement Mechanism, Types of orders, Stock market indices							CO1
Unit 2	<i>Security Analysis: Fundamental and Technical Analysis</i>							
•	Risk and Return: Concepts of risk and return, Measurement of risk: standard deviation and variance, the relationship between risk and return							CO2
•	Fundamental Analysis: Economy analysis, Industry and Company Analysis - Analysis of Financial statements, Weaknesses of fundamental analysis							CO2
•	Technical Analysis: Introduction, Principles, Difference from fundamental analysis, Basic Tenets of Dow Theory, Critical Appraisal of Dow theory							CO2
•	Different Types of charts, Chart patterns							CO2
Unit 3	<i>Portfolio Management</i>							
•	Efficient Market Hypothesis and Behavioural Finance							CO3
•	Portfolio Construction							CO3
•	Portfolio Markowitz Model (Mean Variance Analysis)							CO3
•	The Sharpe Single Index Model							CO3
Unit 4	<i>Portfolio theories, evaluation, and revision</i>							
•	Capital Asset Pricing Model - assumptions of CAPM; Inputs required for applying CAPM, Limitations of this Model							CO4
•	Arbitrage Pricing Theory and its principles, Comparison of Arbitrage Pricing Theory with the Capital Asset Pricing Model.							CO4
•	Portfolio Evaluation							CO4
•	Portfolio Revision							CO4
Textbooks	1.Chandra, P. Investment Analysis and Portfolio Management. New Delhi: TataMcGraw-Hill Education, Latest Edition							

MINOR COURSES

2. Marketing



In hours			60
L	T	P	Credit
4	0	0	4

Course Code	MGN209							
Course Title	Integrated Marketing Communication							
Course Outcomes	After completion of this course student will be able to: CO1.Understand the fundamental concepts of Integrated Marketing Communications CO2.Develop advertising strategy for a brand CO3.Formulate strategies for various promotional tools of a brand CO4. Develop a Media plan matching the IMC strategy CO5.Formulate the promotional objectives, budget, and ways to measure the results of IMC tools							
Examination Mode	Theory							
*Assessment Tools	Continuous Assessment				MSE	MSP	ESE	ESP
	WQ	SAP	ABL/PBL	Lab Perf.				
Weightage	10	10	5	-	25	-	50	-
Syllabus								CO Mapping
Unit 1	Challenges and Opportunities of Promotions Career, Introduction of Integrated Marketing Communication: Introduction, IMC as integral part of marketing mix, Understanding Consumer Behavior, Understanding Communications Process							1
Unit 2	Advertising: Advertising Research and Strategy, Finding the Big Idea, Creative Execution in Advertising, Creative Execution and design in Print, Creative Execution on Broadcast							2
Unit 3	Managing Other Promotional Tools: Sales Promotion, Direct Marketing, Public Relations and Publicity, Communication in the New Age: Online and Mobile Media							3
Unit 4	Media Planning and Strategy: Broadcast Media, Developing Media Plan, Promotion Objectives and Budget Determination, Measuring IMC Performance							4
Text Books	1. Shah Kruti, Advertising and Integrated Marketing Communication, Tata Mc Graw Hill, New Delhi, Latest Edition.							
Reference Books	2. Schultz, Don E, and Heidi F. Schultz. Imc, the Next Generation: Five Steps for Delivering Value and Measuring Returns Using Marketing Communication. New York: McGraw-Hill, Latest Edition. 3. Duncan, Tom, and Tom Duncan. Principles of Advertising and Imc. Chicago, IL: McGraw-Hill/Irwin, Latest Edition. 4. Dahlén, Micael, Fredrik Lange, and Terry Smith. Marketing Communications: A Brand, Narrative Approach. Chichester, U.K: Wiley, Latest Edition. 5. Belch, George E, and Michael A. Belch. Advertising and Promotion: An Integrated Marketing Communications Perspective. New York: McGraw-Hill/Irwin, Latest Edition.							



In hours			60
L	T	P	Credit
4	0	0	4

Course Code	MGN210							
Course Title	Consumer Behaviour							
Course Outcomes	On the completion of the course the student will be able to CO1: Understand the concepts of consumer behaviour and segmentation CO2: Articulate the external factors influencing buying behaviour of consumer. CO3: Analyze the internal factors influencing consumer behaviour CO4: Learn consumer decision making and consumer research							
Examination Mode	Theory							
	Continuous Assessment				MSE	MSP	ESE	ESP
Assessment Tools	Quiz	Assignment	ABL/PBL	Lab Performance				
Weightage	10	10	5	-	25	-	50	-
Syllabus								CO Mapping
Unit 1	Consumer Behaviour and Segmentation							1
	Definition, Nature, Scope, Consumer Behavior's Applications in Marketing,							1
	Market Segmentation, Targeting and Positioning							1
Unit 2	External Factors Influencing Consumer Behaviour							2
	Culture, Sub Culture and Social Class, Family and Roles							2
	Family and Socialization							2
	Reference Groups -Opinion Leadership, Celebrity Endorsers and Word-of-Mouth							2
Unit 3	Internal Factors Influencing Consumer Behaviour							3
	Internal Influences– Needs & Motivations, Personality, Learning, Perception, Beliefs & Attitudes.							3
	Consumer Motivation– Needs, Goals, Maslow's Hierarchy of Needs, Freud's Theory of Motivation.							3
	Consumer Personality – Self-Concept, Brand Personality.							3
	Consumer Learning- Elements, Classical Conditioning							3
	Consumer Perception- Brand Positioning and Repositioning							3
Unit 4	Consumer Decision Making and Consumer Research							4
	Consumer Decision Making Process- Routinised Response, Limited and Extensive Problem-Solving Behaviour, Opinion Leadership and Diffusion of Innovation.							4
	Consumer Research Process –Defining Research Objectives							4
	Quantitative and Qualitative Research							4
Textbooks	1. Consumer Behaviour – Satish K Batra, S H H Kazmi 2. Schiffman, L.G. and Kanuk, L.L., 'Consumer Behavior', Pearson Education							

Reference Books	<ol style="list-style-type: none">1. Consumer Behaviour in Indian Context – K K Srivastava, Sujata Khandai2. Kumar, Dinesh., ‘Consumer Behaviour’, Oxford University Press3. Loudon, D. and Bitta, D., ‘Consumer Behaviour’, Tata McGraw Hill4. Assael, H., ‘Consumer Behaviour in Action’, Cengage Learning5. Hawkins, Best and Coney, Consumer Behaviour, Tata McGraw Hill, New Delhi	
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In hours			60
L	T	P	Credit
4	0	0	4

Course Code	MGN306						
Course Title	Retailing						
Course Outcomes	<p>On the completion of the course the student will be able to</p> <p>CO1: Understand the concepts of retailing and various retail formats, and theories of retail development.</p> <p>CO2: Discover market segmentation and setting up the retail strategy.</p> <p>CO3: Develop retail mix strategies for different types of retail formats.</p> <p>CO4: Elaborate the other aspects of retail such as customer relationship management, human resource management, and store operations.</p>						
Examination Mode	Theory						
	Continuous Assessment				MSE	MSP	ESE ESP
Assessment Tools	Quiz	Assignment	ABL/PBL	Lab Performance			
Weightage	10	10	5	-	25	-	50
Syllabus							CO Mapping
Unit 1	Introduction						CO1
•	Meaning, Nature and Importance of retailing and retailer						CO1
•	Functions and Challenges of Retailer						
•	Types of Retail Formats-General Merchandise, Service, Operational Structure, Store & Non-Store Retailers, Multi-Channel Retailing						CO1
•	Evolution of Retail and Theories of Retail Development						CO1
Unit 2	Segmentation and Strategic Planning in Retail						
•	Retail Market Segmentation						CO2
•	Strategic Retail Planning Process						CO2
Unit 3	Retail Marketing Mix						
•	Concept of Merchandising Management and Category Management						CO3
•	Factors Influencing Retail Location and Location Decision						CO3
•	Merchandise Pricing Strategies						CO3
•	Promotion and Communication Mix in Retail, Concept of Sales Promotion and Personal selling						
Unit 4	Managing Store Operations, Human Resource and Customer Relations in Retail						
•	Customer Relationship Management: Concept, Types and Application of CRM in Retailing.						CO4
•	Human Resource Management in Retail and its Functions						CO4
•	Retail Store Operations and Importance of Visual Merchandising						CO4
Text Books	1. Bajaj, C., Tuli R. and Srivastava, N. Retail Management, Oxford University Press, New Delhi, Latest Edition						

	<ol style="list-style-type: none">2. Pradhan, S. Retailing Management, Tata McGraw Hill, New Delhi, Latest Edition.3. Giri, A., Paul, P. and Chatterjee, S. Retail Management: Text and Cases, PHI Learning, Delhi, Latest Edition4. Levy, M. and Wertz, B. A., Retailing Management. McGraw Hill/Irwin, USA, Latest Edition	
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In hours			60
L	T	P	Credit
4	0	0	4

Course Code	MGN307							
Course Title	Service Marketing							
Course Outcomes	On the completion of the course the student will be able to CO1: To make students acquaint with service perceptions and gap models CO2: Understanding Service Industry design models and importance of physical evidence. CO3: Understanding importance of Customer and Employees in service delivery. CO4: Understanding communication channels in service delivery.							
Examination Mode	Theory							
*Assessment Tools	Continuous Assessment				MSE	MSP	ESE	ESP
	WQ	SAP	ABL/PBL	Lab Perf.				
Weightage	10	10	5	-	25	-	50	-
Syllabus								CO Mapping
Unit 1	Introduction to Services: meaning, importance, growth and characteristics of services, difference between goods and services, challenges for service marketers, Services marketing mix							1
•	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.							1
•	Building customer relationships: relationship marketing, value of customer, relationship development strategies, relationship challenges							1
Unit 2	Service recovery: the recovery paradox, customer's response to service failure, customer's recovery expectations, recovery strategies, service guarantees.							2
•	Service development and design: new service development, types of new services, stages in new service development, service blueprinting,							2
•	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.							2
Unit 3	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							3
•	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.							3

Unit 4	Integrated services marketing communications: need for coordination in marketing communication, key reasons for service communication, four categories of strategies to match service promises with delivery	4
•	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
Reference Books	<ol style="list-style-type: none"> 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. 	



In hours			60
L	T	P	Credit
4	0	0	4

Course Code	MGN308							
Course Title	E-Business and Digital Marketing							
Course Outcomes	On the completion of the course the student will be able to CO1: Develop a comprehensive digital marketing strategy CO2: Make use of search engines and social networking sites for e-business promotion. CO3: Apply measurement techniques to evaluate the digital marketing efforts. CO4: Evaluate the social media platforms and formulate social media marketing strategies.							
Examination Mode	Theory							
	Continuous Assessment				MSE	MSP	ESE	ESP
Assessment Tools	Quiz	Assignment	ABL/PBL	Lab Performance				
Weightage	10	10	5	-	25	-	50	-
Syllabus								CO Mapping
Unit 1	Starting an Online Business							
	Starting an Online Business Steps for starting online business, Choosing and Equipping E-business, Selecting and choosing the right web host and design tools, Developing a website and blog for e-business							CO1
Unit 2	Digital Marketing							
	Introduction to Digital Marketing, Pay per Click Advertising, Digital Display Advertising, Mobile Marketing, Email Marketing							CO2
Unit 3	Social Media Marketing							
	Developing social media marketing plan, Marketing through facebook, Instagram, Youtube and other leading social media channels							CO3
Unit 4	Analytics and Planning							
	Developing analytics for e-business, Analysing Acquisition, Behavioural and Conversion reports, Strategy and Planning							CO4
Reference Books	1. Holden Greg, Starting an Online Business for Dummies, Wiley Publishing, Latest Edition 2. Dodson Ian, The art of Digital Marketing, Wiley Publishing, Latest Edition 3. Schneider Gary, E-Marketing, Cengage Learning, Latest Edition 4. Kulkarni Parag, Jahirabadkar and Chande Pradip, E-Business, Oxford University Press, Latest Edition 5. Ahuja Vandana, Digital Marketing, Oxford University Press, Latest Edition							



In hours			60
L	T	P	Credit
4	0	0	4

Course Code	MGN309							
Course Title	Rural Marketing							
Course Outcomes	On the completion of the course the student will be able to CO1: Understand the fundamentals of rural marketing. CO2: Analyze and apply the rural product and pricing strategies. CO3: Analyze the rural distribution and communication strategies. CO4: Understand and apply the rural business models and global insights for future							
Examination Mode	Theory							
	Continuous Assessment				MSE	MSP	ESE	ESP
Assessment Tools	Quiz	Assignment	ABL/PBL	Lab Performance				
Weightage	10	10	5		25	-	50	-
	Syllabus							CO Mapping
Unit 1	Introduction to Rural Marketing							CO1
	Rural Environment – Economic Environment, Rural Marketing Mix Challenges, Evolution of Rural markets							
	Rural Consumer Behavior – Buyer Decision Process, Product Adoption Process, Diffusion of Innovation							
	Rural Marketing Research							
Unit 2	Introduction to Rural Marketing Strategy							CO2
	Segmenting and Targeting Rural Markets							
	Product Strategy							
	Pricing Strategy							
Unit 3	Rural Marketing Strategy							CO3
	Distribution strategy							
	Communication Strategy							
	Rural Services Marketing							
	Marketing in Small Towns							CO4
Unit 4	Emerging Issue in Rural Marketing							
•	Role of Government in Rural India							
•	New Business Models							
•	Rural Markets: Global Insights							
•	The Future of Rural Marketing							
Reference Books	Kashyap, P. (2020). Digital marketing. McGraw Hill Education (India) Private Limited. Kumar, S & Kaur, S. (2023). Digital marketing. Taxmann Publications Private Limited Bhatia, P. (2020). Fundamentals of Digital marketing. Pearson India Education Services Private Limited.							

MINOR COURSES

3. Human Resource Management



In hours			60
L	T	P	Credit
4	0	0	4

Course Code	MGN211						
Course Title	Performance Management system						
Course Outcomes	<p>On the completion of the course the student will be able to</p> <p>CO1: Get the in-depth knowledge about the foundations of performance management i.e., its Pre-Requisites, philosophy and Characteristics of Effective Performance</p> <p>CO2: Get the conceptual understanding about the planning and implementation of Performance</p> <p>CO3: Equip with the concepts of Performance Appraisal and Monitoring along the management practices held in Indian organizations.</p> <p>CO4: Learn about the concept of developmental issues in performance management and the Role of HR Professionals in Performance Management.</p>						
Examination Mode	Theory						
Assessment Tools	Continuous Assessment				MSE	MSP	ESE
	WQ	SAP	ABL/PBL	Lab Perf.			ESP
Weightage	10	10	5	-	25		50
Syllabus							CO Mapping
Unit 1	Introduction to Performance Management						1
•	Foundations of Performance Management: Concept						1
•	Philosophy underlying Performance Management						1
•	Significance, Objectives						1
•	Pre-Requisites, and Characteristics of Effective Performance Management						
Unit 2	Planning and Implementation of Performance Management						2
•	Defining Performance and Selecting a Measurement Approach						2
•	Developing Job Descriptions, Defining Performance Standards						2
•	Overview Planning and Implementation of Performance Management						2
•	Key Result Areas, Competencies and Skills, Characteristics of Effective Performance Metrics						
Unit 3	Performance Appraisal and Monitoring						3
•	Performance Appraisal and Monitoring: Characteristics of effective Appraisals; Methods of Performance Appraisal						3
•	360-degree appraisal						3
•	E-appraisal Performance Monitoring Appraisal						3
•	Management Practices in Indian Organizations						3
Unit 4	Performance Management and Development Issues						4

•	Other Performance Management and Development Issues: Coaching, Counselling and Mentoring;	4
•	Potential Appraisal, Competency Mapping; Performance Related Pay	4
•	Role of HR Professionals in Performance Management	4
•	Dr. C. Appa Rao, Performance Management, biztantra.	
Reference Book/s	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.	



In hours			60
L	T	P	Credit
4	0	0	4

Course Code	MGN212						
Course Title	Organization Change and Development						
Course Outcomes	<p>On the completion of the course the student will be able to:</p> <p>CO1: Understand the concept of organizational development and its significance for the organization.</p> <p>CO2: Gain knowledge related to the process of bringing about planned change in the organization and how they can practically implement those interventions.</p> <p>CO3: Become fully conversant with the techniques and factors required for bringing change in the organization</p> <p>CO4: Practically examine the success and failure of changes as well as enable students to draw its implications for future.</p>						
Examination Mode	Theory						
Assessment Tools	Continuous Assessment				MSE	MSP	ES E
	WQ	SAP	ABL/PBL	Lab Perf.			
Weightage	10	10	5	-	25		50
Syllabus							CO Mapping
Unit 1	Organization development-meaning and framework						1
•	Nature, Assumptions, Characteristics of Organizational Development.						1
•	The Lab training stem, The survey research and feedback stem						1
•	Factors affecting Organizational Development.						1
•	Inter-group Relations, Weisboard Model.						
Unit 2	OD interventions						2
•	Introduction to Action Research, Action Research as a Process and as an Approach						2
•	Determinants of Organizational Design, Components of Organization Design, Organization Environment Interface, Organizational Decision Making						2
•	Team Interventions, Intergroup Interventions, Comprehensive Interventions, Structural Interventions,						2
•	Issues in Consultant-Client Relationship; Power, Politics and Organizational Development						
Unit 3	Organization change						3
•	Why Organization Change, Need for change						3
•	Factors causing change-Environmental, Technological, Legal, Political, Social, and, Cultural factors of change						3
•	Models and techniques involved in change management						3
•	Total Quality Management, Business Process Reengineering						3
Unit 4	Models of planned change						4

•	Changing values, Cultural Models and theories of planned change	4
•	Organizing for the Future, Organizations as learning systems	4
•	Implications for future managers	4
•	Success and failure of organization change and development	
Reference Book/s	<p>1. French, W. and Bell, Cl. Organization Development and Transformation. New Delhi: Prentice Hall, Latest Edition.</p> <p>2. Cummings, T., and Worley, C., Organizational Development & Change, New Delhi: Cengage Learning, Latest Edition.</p> <p>3. Palmer, I., Dunford, R., and Akin, G. Managing Organizational Change a Multiple Perspectives Approach. New Delhi: Tata McGraw Hill Publication, Latest Edition.</p>	



In hours			60
L	T	P	Credit
4	0	0	4

Course Code	MGN310							
Course Title	Manpower Planning and HRD							
Course Outcomes	On the completion of the course the student will be able to: CO1: Conceptualize manpower planning and enable the students to acquire skills for manpower planning in the organization. CO2: Understand Human resource development and the role of strategic human resource management in the changing business environment. CO3: Acquire knowledge related to new paradigms of organization development and the evolving concept to learning organization. CO4: Think globally in context with acquisition, development and retention of manpower in the organization.							
Examination Mode	Theory							
Assessment Tools	Continuous Assessment				MSE	MSP	ESE	ESP
	WQ	SAP	ABL/PBL	Lab Perf.				
Weightage	10	10	5	-	25		50	
Syllabus								CO Mapping
Unit 1	Manpower planning–concept							1
•	Manpower Planning Objectives (Micro and Macrolevels) Benefits Advantages Limitations and Problems							1
•	HR Planning Linkage of HR Planning with other HR Functions.							1
•	Manpower Planning: Tools, Methods And Techniques, Job Analysis, Job Description, Job Specification, Skills Analysis/Skill Inventory,							1
•	Performance Appraisal, Manpower Inventory, Quantitative Aspects,							
Unit 2	Qualitative Aspects Methodology, Computerized Manpower Planning Information System,							2
•	Strategic Human Resource development							2
•	HRD: Meaning, Scope, Functions, Introductions to Strategic Human Resource Management and Strategic Human Resource Development,							2
•	Importance, Approaches to Human Resource Development, Role of HRD Managers							2
•	Relationship between HRD and HRM							
Unit 3	Strategic Selection, Re-Deployment, Re-Training, Retention Strategies							3
•	Organizational Development							3
•	Organizational Development: Objectives, Characteristics							3
•	Process, Models of Organization Development, Learning Organization							3
•	Implementing Organizational Development Program,							3
Unit 4	Global HRM							4

•	Global Organizational Culture–meaning and importance	4
•	Global HRM –meaning, importance	4
•	Challenges, Retention and Career Management in Global Employees	4
Reference Book/s	1. Bhattacharyya, DK. Human Resource Development. Mumbai: Himalaya Publishing. House, Latest Edition. 2. Belcourt, M., Kenneth J.M. and Kenneth J.M., Strategic Human Resources Planning. Toronto: Nelson Education, Latest Edition	



In hours			60
L	T	P	Credit
4	0	0	4

Course Code	CMR307							
Course Title	Industrial Relations and Labour laws							
Course Outcomes	<p>On the completion of the course the student will be able to</p> <p>CO1- To understand the framework of industrial relations and impact of industrialization & globalization on it.</p> <p>CO2- Understanding of trade unionism, existence at national level & its legal framework</p> <p>CO3- Understanding of industrial conflict/disputes & its legal framework</p> <p>CO4- To understand the mechanisms of maintaining industrial relations & international practices related to industrial relations</p>							
Examination Mode	Theory							
	Continuous Assessment				MS E	MSP	ESE	ESP
Assessment Tools	Quiz	Assignment	ABL/PB L	Lab Performance				
Weightage	10	10	5	-	25	-	50	-
Syllabus								CO Mapp ing
Unit 1	Industrial Relations-Meaning and Approaches							
•	Industrial Relations- Meaning, Scope, Participants,							1
•	The various approaches-The systems model, John Dunlop Model, The Pluralist Approach, Marxian Approach, Gandhian Approach							1
•	Foundations of a Sound Industrial Relations System, Partnership model							1
•	Industrialization & Industrial relations							1
Unit 2	Trade Unions and legislation							
•	Trade Unionism							2
•	Trade Unionism in India-Growth, Approaches, Reasons for joining a Union,							2
•	Problems of Indian Trade Unions, National Trade Unions-AITUC, INTUC, CITU, HMS, BMS.							2
•	Trade Union Act, 1926- Object of Act, Scope and Application of the Act, Definitions. Registration of Trade Union and Cancellation of Trade Union, Duties and Liabilities of Registered Trade Union, Regulations and Penalties.							2
Unit 3	Anatomy of Industrial Conflict/Disputes-							
•	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.							3
•	Strikes vs. Lock-outs, Lay -off vs. Retrenchment, Unfair Labour Practices under Fifth Schedule.							3
•	Definition of Continuous Service, Calculation of Working Days, Right of Workmen Laid-off for Compensation,							3
•	Conditions Precedent to Retrenchment of Workmen, Transfer and							3

	Closing Down of Undertakings, Compensation of Workmen in Case of Closing Down of Undertaking, Penalties. Binarism& Tripartism: Types, Binarism's linkage with Tripartism	
Unit 4	Grievance & Discipline Handling	
•	Grievance procedure as per National Commission on Labour (1969)	4
•	Workplace Discipline and its management	4
•	Collective Bargaining- Model, Principles, Essential Conditions, Process of collective bargaining, National Commission Recommendations on Collective Bargaining.	4
Text Books	1. Bagri, P R. Law of Industrial Disputes: A Commentary on the Industrial Disputes Act, 1947 As Amended by the Industrial Disputes (amendment) Act, 1984 (49 of 1984). New Delhi: Bharat Law House, Latest Edition 2. Venkata, R. C. S. Industrial Relations. New Delhi: Oxford University Press, Latest Edition.	
Reference Books	1. Kumar, H L., What Everybody Should Know About Labour Laws. New Delhi: Universal law, Latest Edition. 2. Malhotra, O P. The Law of Industrial Disputes. Bombay: N.M. Tripathi	



In hours			60
L	T	P	Credit
4	0	0	4

Course Code	CMR311							
Course Title	Strategic Human Resource Management							
Course Outcomes	<p>On the completion of the course the student will be able to</p> <p>CO1: Understand the concepts of Strategic Human Resource Management and strategy formulation.</p> <p>CO2: Develop strategic HR plans and to gather knowledge about staffing of manpower.</p> <p>CO3: comprehend the various approaches to training and development and analyze as well evaluate the performance of employees.</p> <p>CO4: Learn about compensation and reward systems in ever – changing global business environment.</p>							
Examination Mode	Theory							
	Continuous Assessment				MS	MSP	ESE	ESP
Assessment Tools	Quiz	Assignment	ABL/PBL	Lab Performance	E			
Weightage	10	10	5	-	25	-	50	-
Syllabus								CO Mapping
Unit 1	Strategic HRM – Introduction							
•	Nature and Significance; Dimensions of Strategic Decisions; Evolution of Strategic HRM, Theoretical perspective on SHRM							1
•	HR environment overview, HRM Knowledge economy, HR Outsourcing, Technology and HRM.							1
•	HRM Evaluation – Definition & overview, Rationale of HRM evaluation, Approaches to HR evaluation							1
•	Strategy Formulation: Formulating a Company Mission; Forces Influencing the Strategy Formulation; Porter's Model							1
Unit 2	Strategic HR planning & Staffing							
•	Business strategy & HRP – Objectives, perspective and significance of HRP in changing environment.							2
•	Job Analysis and SHRM, HRP process, Challenges in HRP							2
•	External and Internal influences of staffing, sources of recruitment, recruitment method.							2
•	Methods of employee selection, staffing process, Hiring for diverse workforce, evaluation of staffing process.							2
Unit 3	Strategic Training and performance management							
•	Need and purpose of training and development, significance of training and development, HRM approaches to training and development.							3
•	Process of training and development, modern trends and developments in Strategic HRM.							3
•	Objectives of performance management, Developing performance management system.							3

•	Problems in performance management, Technology and performance management, work – life balance.	3
Unit 4	Compensation management and Managing career	
•	Compensation and reward objectives, approaches, pay for performance approaches.	4
•	Business strategy and compensation, Equity in reward decisions.	4
•	Career planning, Development and management	4
•	Career management and strategic HRM, work – life issues and work – life culture	4
Textbooks	1. Agarwala Tanuja, Strategic Human resource management, Oxford higher education.	
Reference Books	1. Boselie Paul, Strategic Human resource management – A balanced approach, MC- graw Hill education. 2. Mello J.A, Strategic Human resource management, Cengage India limited.	



In hours			60
L	T	P	Credit
4	0	0	4

Course Code	MGN311							
Course Title	Global HRM							
Course Outcomes	<p>On the completion of the course the student will be able to</p> <p>CO1: To make the students understand the importance of culture in taking management decisions</p> <p>CO2: To develop skills in students related to international staffing operations and to enable them perform international recruitment and selection decision effectively.</p> <p>CO3: to demonstrate competence related to decisions regarding training and development as well as compensation for the expatriates.</p> <p>CO4: Students will get a practical know how related to the concept of performance Management and its application in the global context.</p>							
Examination Mode	Theory							
Assessment Tools	Continuous Assessment				MSE	MSP	ESE	ESP
	Quiz	Assignment	ABL/PBL	Lab Performance				
Weightage	10	10	5	-	25	-	50	-
Syllabus								CO Mapping
Unit1	Culture and cross cultures							1
	Concept and significance of culture, different dimensions of Culture							1
	Convergence of culture, National culture							1
	Impact of culture in management decisions.							1
	Cross cultural models-Hofstede study, Kluchohm & Stoodbeck							1
Unit2	International HRM-concept and significance							2
	Understanding of International Human Resource Management: Meaning, Expatriation: Concept of Expatriate							2
	Differences between Domestic and International HRM, Variables that Moderate differences between Domestic and International HRM.							2
	Staffing International Operations: Approaches to Staffing, Transferring Staff or International Business							2
	Recruiting and Selecting Staff or International Assignments							2
Unit3	Compensation and repatriation in IHRM							3
	International Compensation: Concept and Objectives of International Compensation							3
	Designing a Repatriation Program							3

	Components of Effective Pre-departure Training Programs, Developing Staff through International Assignments	3
	Problems with Re-entry and Career Issues: Concept and Repatriation Process	3
Unit4	Performance Management and conflict resolution	4
	Concept of multinational performance and performance management	4
	Performance Appraisal of International Employees	4
	Negotiating across cultures	4
	Performance Management of International Employees	4
Text Book/s	1. Ashwathappa, Dash S., International Human Resource Management, Text and Cases, McGraw Hill companies, New Delhi, Latest Edition 2. Gupta, S.C., Text Book of International HRM, New Delhi, Mac Millan, Latest Edition	
Reference Books	1. Rao, P.L., International Human Resource Management, New Delhi, Excelbooks, Latest Edition.	

MINOR COURSES

1. International Business



In hours			60
L	T	P	Credit
4	0	0	4

Course Code	CMR208						
Course Title	International Business						
Course Outcomes	<p>On the completion of the course the student will be able to</p> <p>CO1: Learn the relevance of globalization and key drivers to enter into international business</p> <p>CO2: Get familiar with research grounded theories of international trade and relevance for the same in integrating economy at global level</p> <p>CO3: Understand international financial markets in context to money circulation and currency exchange elements for trade efficiency</p> <p>CO4: Get insights about international bodies, tie-ups and integration for international trade</p>						
Examination Mode	Theory						
*Assessment Tools	Continuous Assessment				MSE	MSP	ESE
	WQ	SAP	ABL/PBL	Lab Perf.			ESP
Weightage	10	10	5	-	25	-	50
Syllabus							CO Mapping
	Unit 1						CO 1
•	Globalization – Effect of globalization and its Drivers Modes of entry for corporations into international business The globalization debate - arguments for and against, Differences between domestic and international business; Multinational Corporations- Definition and Types						
	Unit 2						CO 2
•	Introduction to International Trade - Theory of Mercantilism, Absolute advantage, Comparative advantage, Hecksher-Ohlin theory, The new product life cycle theory, The new trade theory, Porter's diamond model						
•	Instruments of International trade policy – tariffs, subsidies, local content requirements, and administrative policies, anti-dumping policies, political and economic arguments for intervention						
•	International trade bodies- GATT, WTO, IPR, TRIPS, TRIMS, GATS, Introduction to current EXIM policy of India International Regulatory and Dispute Settlement Mechanisms						
	Unit 3						CO 3
•	International Financial Markets – Equity, Debt, Foreign Exchange and Commodities; World Bank and International Monetary System						
•	International Financial Risks of Trade Payments, Methods of payment in International Trade, Foreign investments (FDI and FII), Currency fluctuations etc.						

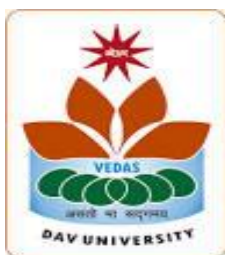
•	Introduction to Foreign Exchange Market – functions, nature, trading, rate determination, currency convertibility	
	Unit 4	CO 4
•	Regional Integrations, Trading Blocks - EU, NAFTA, SAARC, ASEAN	
•	International Financial System and institutions, Foreign Investments – types and flows, SEZs	
Textbooks	<ol style="list-style-type: none"> 1. Charles W L Hill, Arun K Jain. International Business. The McGraw Hill. Latest Edition 2. Daniels, J. Radebaugh, L. and Sullivan, D.P. International Business Plus NEW My Management Lab with Pearson eText -Access Card Package, New Delhi, Pearson Education. Latest Edition. 	
Reference Books	<ol style="list-style-type: none"> 1. K Aswathappa. International Business. Latest Edition 2. A.Nag. International Business by Atlantic Publishers 3. Hill, C.W.L. International Business. New York, McGraw Hill, Latest Edition. 4. Sundaram, A.K. and Black, J.S. International Business Environment, New Delhi, Prentice-Hall of India Pvt. Ltd., Latest Edition. 	



In hours			60
L	T	P	Credit
4	0	0	4

Course Code	MGN213						
Course Title	International Marketing						
Course Outcomes	<p>On the completion of the course the student will be able to</p> <p>CO1: Students will be able to understand the basic concepts of international marketing</p> <p>CO2: Students should be able to identify and analyze key trends, opportunities and problems in local and regional marketing environments</p> <p>CO3: They will research, define and evaluate markets for given products and product ideas, and services</p> <p>CO4: To study specify products rigorously, match them with corresponding markets, and outline appropriate marketing strategies at international level</p>						
Examination Mode	Theory						
*Assessment Tools	Continuous Assessment				MSE	MSP	ESE
	WQ	SAP	ABL/PBL	Lab Perf.			ESP
Weightage	10	10	5	-	25	-	50
Syllabus							CO Mapping
	Unit 1						CO 1
•	International Marketing: An Introduction Market Potential of Countries,						
•	International Organizations, International Trading						
•	International Competitive Advantage and Buyer's Profile						
•	EPRG Framework, Socio – cultural environment, Political and Legal Environment						
	Unit 2						CO 2
•	International Environment for Business, Customer, Competition and Controls						
•	International Pricing, International Business-to-Business Marketing						
•	International Marketing of Services, International Strategic Marketing						
	Unit 3						CO 3
•	International Stakeholders						
•	International Brands						
•	International Marketing Concepts						
•	Market Competitive Forces Worldwide, Advertising and Promotion in International Markets						
	Unit 4						CO 4
•	International Public Relations						
•	International Marketing Research						
•	Distribution of Goods Worldwide						
Text Books	<ol style="list-style-type: none"> Mathur, U. C. (2008). International marketing management: Text and cases. Cateora, P. R., Graham, J. L., International Marketing, McGraw Hill.Latest Edition 						

Reference Books	<ol style="list-style-type: none">1. Ephraim Clark. International Financial Management by Cengage Learning India Edition2. Onkysist, S., and Shaw, J., International Marketing, Routledge.3. Subhash C. J., International Marketing, Cengage Learning India Pvt Ltd4. Livingstone, J. M. (1983). International marketing management. London: Macmillan	
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In hours			60
L	T	P	Credit
4	0	0	4

Course Code	CMR312							
Course Title	International Trade Law							
Course Outcomes	<p>On the completion of the course the student will be able to</p> <p>CO1: Students will be able to understand the legal rules and regulations governing trade between countries</p> <p>CO2: It provides in-depth knowledge about the functions, principles, and rules governing international trade as regulated by the WTO</p> <p>CO3: It helps in understanding of global trade practices, trade agreements, dispute resolution mechanisms, and the role of the WTO in facilitating trade relations</p> <p>CO4: They provide in depth analysis of regulation policies, TRIPS and Custom Valuation</p>							
Examination Mode	Theory							
*Assessment Tools	Continuous Assessment				MSE	MSP	ESE	ESP
	WQ	SAP	ABL/PBL	Lab Perf.				
Weightage	10	10	5	-	25	-	50	-
Syllabus								CO Mapping
	Unit 1							CO 1
•	Introduction to International Trade Law, International Trade Agreements							
•	Trade Policy and Economic Law							
•	Intellectual Property Rights							
•	Trade-Related Investment Measures Agreement (TRIMs) Local Content Provisions and WTO Disputes							
	Unit 2							CO 2
•	International Sales and Trade Finance							
•	Carriage of Goods by Sea							
•	Investment and Dispute Resolution							
	Unit 3							CO 3
•	International Trade and Finance							
•	Law and Development							
•	Rules of Dumping and Anti-Dumping Determination of Injury, Definition of Industry, Domestic Industry, Casual Link Procedural Aspects and Indian Laws on Anti-Dumping							
•	Copyright, Industrial Design and Integrated Circuits Geographical Indications and Trade Secrets Doha Declaration and Post-TRIPs Scenario							
	Unit 4							CO 4
•	International Trade Regulation and Policy							

•	Intellectual Property and Technology Transfer	
•	International Business Transactions	
•	Agreement on Customs Valuation (CV), Different Methods of Calculating Customs Valuation, Indian Laws on Customs Valuation, The Agreement on Pre-Shipment Inspection	
Textbooks	<ol style="list-style-type: none"> 1. Raju KD, WTO and India 2. John H. Jackson, The Jurisprudence of GATT and the WTO: Insights on Treaty Law and Economic Relations 	
References	<ol style="list-style-type: none"> 1. Raju KD, WTO Agreement on Anti-dumping, Kluwer Law International. 2. WTO Online Resources https://www.wto.org/english/res_e/booksp_e/bookshop_e.htm 3. Swayam NPTEL Course 	



In hours			60
L	T	P	Credit
4	0	0	4

Course Code	CMR313						
Course Title	International Finance						
Course Outcomes	<p>On the completion of the course the student will be able to</p> <p>CO1: Students will be able to understand how companies' finance is affected by international trade.</p> <p>CO2: They will be equipped with abilities to understand mechanics of free flows of foreign capital and floating exchange rates.</p> <p>CO3: To understand the Cross-border Capital Budgeting.</p> <p>CO4: To study the Foreign Exchange Risk Management and their instruments</p>						
Examination Mode	Theory						
*Assessment Tools	Continuous Assessment				MSE	MSP	ESE
	WQ	SAP	ABL/PBL	Lab Perf.			ESP
Weightage	10	10	5	-	25	-	50
Syllabus							CO Mapping
	Unit 1						CO 1
•	Finance in Global Companies- rise of Multinational Corporations, Domestic vs International Finance, International financial market integration						
•	Relationship of Multinational Finance with domestic Finance						
•	Financing the Multinational Corporation, International Monetary System						
•	Foreign Exchange Rate Determination and Currency Forecasting - Spot Market and Forward, Market, Exchange Rate Equilibrium, Asset Market model of Exchange Rates, Purchasing Power Parity, Intervention of Central Bank in Determination of Exchange Rates.						
	Unit 2						CO 2
•	Managing and measuring Translation and Transaction Exposure						
•	Foreign market entry and country risk management						
•	Balance of Payments – Contents of Current, Capital and Reserve accounts, Capital Markets and economy – Understanding BOP structure of a country for Investment and raising finance						
	Unit 3						CO 3
•	Cross border Capital Budgeting- Meaning, IFRS						
•	Calculation of Cash Outlay and Future Cash Inflows for Parent and Subsidiary.						
	Unit 4						CO 4
•	Foreign Exchange Risk Management - Currency Futures and Options Market, Swaps, Interest Rate Forwards and Futures						
•	Foreign Exchange Instruments, Swaps						
•	Investment Management – Issues in foreign Investment analysis, International Bond Investing, Strategies for Direct Investment						

Textbooks	<ol style="list-style-type: none">1. Cheol S Eun , Bruce Resnick. International Financial Management. Mcgraw Hill. Latest Edition2. Shapiro, A.C. Multinational Financial Management. New York, John Wiley & Sons, Latest Edition	
Reference Books	<ol style="list-style-type: none">1. Ephraim Clark. International Financial Management by Cengage Learning India Edition2. Apte, P.G. International Financial Management. New Delhi, Tata McGraw Hill, Latest Edition.	



In hours			60
L	T	P	Credit
4	0	0	4

Course Code	MGN311							
Course Title	Global HRM							
Course Outcomes	On the completion of the course the student will be able to CO1: To make the students understand the importance of culture in taking management decisions CO2: To develop skills in students related to international staffing operations and to enable them to perform international recruitment and selection decision effectively. CO3:to demonstrate competence related to decisions regarding training and development as well as compensation for the expatriates. CO4: Students will get a practical know how related to the concept of performance. Management and its application in the global context.							
Examination Mode	Theory							
Assessment Tools	Continuous Assessment				MSE	MSP	ESE	ESP
	Quiz	Assign ment	ABL /PBL	Lab Performanc e				
Weightage	10	10	5	-	25	-	50	-
Syllabus								CO Mapping
Unit-1	Culture and cross cultures							1
	Concept and significance of culture, different dimensions of Culture							1
	Convergence of culture, National culture							1
	Impact of culture in management decisions.							1
	Cross cultural models-Hofstede study, Kluchohm & Stoodbeck							1
Unit-2	International HRM-concept and significance							2
	Understanding of International Human Resource Management: Meaning, Expatriation: Concept of Expatriate							2
	Differences between Domestic and International HRM, Variables that							2
	Moderate differences between Domestic and International HRM.							
	Staffing International Operations: Approaches to Staffing, Transferring Staff or International Business							2
	Recruiting and Selecting Staff or International Assignments							2
Unit-3	Compensation and repatriation in IHRM							3
	International Compensation: Concept and Objectives of International Compensation							3
	Designing a Repatriation Program							3

	Components of Effective Pre-departure Training Programs, Developing Staff through International Assignments	3
	Problems with Re-entry and Career Issues: Concept and Repatriation Process	3
Unit-4	Performance Management and conflict resolution	4
	Concept of multinational performance and performance management	4
	Performance Appraisal of International Employees	4
	Negotiating across cultures	4
	Performance Management of International Employees	4
Textbook/s	3. Ashwathappa, Dash S. International Human Resource Management, Text and Cases, Mc Graw Hill companies, New Delhi, Latest Edition 4. Gupta, S.C., Text Book of International HRM, New Delhi, MacMillan, Latest Edition	
Reference Books	2. Rao P.L., International Human Resource Management, New Delhi, Excel books, Latest Edition.	



In hours			60
L	T	P	Credit
4	0	0	4

Course Code	CMR314							
Course Title	EXIM Procedures and Documentation							
Course Outcomes	<p>On the completion of the course the student will be able to</p> <p>CO1: Acquire a basic understanding of the structure of shipping terms encompassing Incoterms 2020</p> <p>CO2: Identify and understand the different types of Import/Export Documents and also they would recognize export-import Procedure</p> <p>CO3: Prepare the necessary export & import documents based on requirements.</p> <p>CO4: Learn the fundamentals of the numerous exporter incentives and rules governing the custom clearance process</p>							
Examination Mode	Theory							
*Assessment Tools	Continuous Assessment				MSE	MSP	ESE	ESP
	WQ	SAP	ABL/PBL	Lab Perf.				
Weightage	10	10	5	-	25	-	50	-
Syllabus								CO Mapping
	Unit 1							CO 1
•	EXIM Policy Framework: Policy Framework for India's Foreign Trade in Pre and Post-Liberalization Era							
•	Setting up Export Company IEC Number / RCMC from Export Promotion Council							
•	Terms of Shipment, Processing of Export Order							
•	Import Procedure: Trade enquiry, procurement of import license and quota, obtaining foreign exchange, placing order , Making payment and closing of transactions							
	Unit 2							CO 2
•	Commercial Documents: Commercial Invoices, Bill of lading, Airway Bill, Bill of Exchange, letter of credit							
•	Regulatory documents: GR Form, PP form, VP or COD form, SOFTEX form, shipping bill, marine insurance policy							
•	Export Assistance documents: Application form for registration, duty drawbacks, REP License and CCS.							
•	Documents required by importing countries and misc. Bill of Entry, Bank Realization Certificate, Insurance Certificate, Consular Invoice and other related documents. Performa Invoice Packing List, Inspection Certificate, Certificate of Origin, Shipping Bills, AR1 Form, Mate's Receipt,							
	Unit 3							CO 3
•	ECGC, ECGC Policy, Marine Insurance Policy, Canalization Policy							
•	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	
•	Export Incentives: Major Incentives and Procedures for claiming them, Duty Exemption Schemes, Duty Remission Schemes, EPCG Scheme	
•	Excise and Custom Clearance; Custom Clearance of Imports and Export Cargo – Regulations and Procedures	
	Unit 4	CO 4
•	Methods of Financing: Pre and Post-Shipment Finance, Role of EXIM Banks	
•	Export Marketing and Different forms of International Trades	
•	Information Technology and International Business: Electronic Procurement and Marketing, Electronic Logistics	
Textbooks	Paul, Justin and Aserkar, Rajiv. Export Import Management. Oxford Higher Education, 2014, Print.	
Reference Books	Jain, S, Khushpat. Export Import Procedures and Documentation, 2015	