

DAV University, Jalandhar
Department of Commerce & Business Management



Scheme and Syllabi
for
Bachelor of Business Administration (BBA)
Batch-2022
(Program ID- 30)

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 centered 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 BBA (Program ID-30)
Bachelor of Business Administration**

Category of Course	No of Courses	Credit Per course	Total Credits
Core Discipline	29	4	116
Skill Enhancement Course (SEC)	3 1 1	4 3 1	16
Ability Enhancement Course (AEC)	2 1 1 1	4 3 2 1	14
Discipline Specific Elective (DSE)	4	4	16
Dissertation/Project	-	-	-
	TOTAL		162

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

Semester 1

S.No	Paper Code	Course Title	L	T	P	Cr	Course Type
1	COM105	Business and Labour Laws	4	0	0	4	Core Discipline
2	CSA151	Computer Applications in Business	4	0	0	3	Skill Enhancement Course (SEC)
3	CSA153	Computer Applications in Business- Laboratory	0	0	2	1	Skill Enhancement Course (SEC)
4	ECO101	Micro Economics	4	1	0	4	Core Discipline
5	MGT101	Principles and Practice of Management	3	1	0	4	Core Discipline
6	MGT156	Business Mathematics	4	0	0	4	Core Discipline
7	EVS100	Environmental Studies	4	0	0	4	Ability Enhancement Course (AEC)
			23	2	2	24	

Semester 2

S.No	Paper Code	Course Title	L	T	P	Cr	Course Type
1	COM106	Basic Financial Accounting	4	1	0	4	Core Discipline
2	ECO102	Macro Economics	4	1	0	4	Core Discipline
3	ECO104	Business Statistics	4	1	0	4	Core Discipline
4	MGT102	Marketing Management	4	1	0	4	Core Discipline
5	MGT103	Business Environment	4	0	0	4	Core Discipline
6	SGS107	Human Values and General Studies	4	0	0	4	Skill Enhancement Course (SEC)
7	ENG151B	Basic Communication Skills	3	0	0	3	Ability Enhancement Course (AEC)
8	ENG152A	Basic Communication Skills Laboratory	0	0	2	1	Ability Enhancement Course (AEC)
			28	4	2	28	

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

Note: The student is required to complete minimum 15-day (100 hours) community internship/NGO work/ Swachh Bharat internship during the summer break. The Students will have to bring a certificate of 15-day community work from the NGO they worked with as well.

Semester 3

S.No	Paper Code	Course Title	L	T	P	Cr	Course Type
1	COM209	Cost and Management Accounting	4	1	0	4	Core Discipline
2	ECO201	Indian Economy	4	0	0	4	Core Discipline
3	MGT204	OB and HRM	4	1	0	4	Core Discipline
4	MGT205	Indian Financial System	4	0	0	4	Core Discipline
5	MGT206	Research Methodology	4	1	0	4	Core Discipline
6	MGT207	Business Ethics and Corporate Social Responsibility	4	0	0	4	Core Discipline
7	MGT212	Community Engagement	1	0	1	2	Ability Enhancement Course (AEC)
			25	3	1	26	

Note: The student is required to complete minimum thirty (30) hours Skill development/Personality development program during the semester.

Semester 4

S.No	Paper Code	Course Title	L	T	P	Cr	Course Type
1	MGT202	Entrepreneurship Theory and Practice	4	0	0	4	Core Discipline
2	ECO203	International Trade	4	1	0	4	Core Discipline
3	COM208	Banking and Insurance	4	0	0	4	Core Discipline
4	MGT208	Financial Management	4	1	0	4	Core Discipline
5	MGT209	Operations Research	4	1	0	4	Core Discipline
6	MGT213	Fundamentals of Business Analytics	2	0	2	4	Core Discipline
7	MGT211	Business Communication	3	0	2	4	Ability Enhancement Course (AEC)
			25	3	4	28	

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

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

Semester 5

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

Semester 6

S.No	Paper Code	Course Title	L	T	P	Cr	Course Type
1	MGT307	Management Information Systems	4	1	0	4	Core Discipline
2	MGT309	Export Import Procedures and Documentation	4	1	0	4	Core Discipline
3	COM316B	Goods & Services Tax	3	0	2	4	Core Discipline
4	MGT310	Strategic Management	4	0	0	4	Core Discipline
5	MGT311	Comprehensive Viva Voce*	0	0	0	4	Skill Enhancement Course (SEC)
6		Specialization Elective-III	3	1	0	4	Discipline Specific Elective (DSE)
7		Specialization Elective-IV	3	1	0	4	Discipline Specific Elective (DSE)
			22	5	0	28	

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

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

For Semester 5 and 6

Specializations Elective: Marketing

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

Specialization Elective: Finance

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

Specializations Elective: HRM

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

Specializations Elective: Operations

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

Specializations Elective: Family Business

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

Course Title: Business and Labour Laws**Course Code: COM105**

L	T	P	Credits
4	0	0	4

Course Outcomes: On completion of this course, students will be able to:**CO1:** Interpret the legal provision related to Indian Contract act.**CO2:** Understand the statutory provisions of sales of goods act, contract of agency and negotiable instruments.**CO3:** Articulate the provisions under the factories act and employees provident fund act.**CO4:** Identify the deductions devised under the payment of wage act and benefits stated under the employee state insurance act.

Unit - A (Indian Contract Act, 1872)	CO Mapping
• 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 – B (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

<ul style="list-style-type: none"> Notes, Bills and Cheques- Meaning and Essential Elements of Promissory Note, Meaning and Essential Elements of Bills of Exchange, Distinction between Promissory Notes and Bill of Exchange. Meaning of Cheque, Distinction between Bill of Exchange and Cheque, Crossing of Cheques. 	2
<ul style="list-style-type: none"> 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 – C (Industrial Laws)	
<ul style="list-style-type: none"> The Factories Act, 1948- Meaning and Definition of Factory, Approval, Licensing and Registration of Factories, The Inspecting Staff, General Duties of Occupier, Health, Safety and Welfare, Working of Adults, Employment of Young Persons and Women, Annual Leave with Wages. 	3
<ul style="list-style-type: none"> Employee Provident Fund Act- Application of the Act, Object of Act, Employees' Provident Fund Scheme, Employees' Pension Scheme and Fund, Employees' Deposit-linked Insurance Scheme and Fund, Administration of the Schemes. 	3
Unit – D (Other Industrial Laws and Consumer Protection Act.)	
<ul style="list-style-type: none"> Payment of Wages Act-Applicability of the Act, Scope and Object of Act, Definition of Wages, Rules regarding Payment of Wages, Deductions of Wages, Kinds of Deductions, Enforcement of the Act, Claims Arising out of Deductions from Wages. 	4
<ul style="list-style-type: none"> Employee State Insurance Act- Applicability of Act, Rules and Rate of Contributions, Sickness Benefits Benefit, Maternity Benefit, Disablement Benefit, Dependent's Benefit, Medical Benefit, Funeral Benefit. 	4

Text Book:

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

Reference Books:

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

Course Title: Computer Applications in Business
Course Code: CSA151

L	T	P	Credits
4	0	0	3

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

CO1: Describe the organization and operation of a computer processor, primary and secondary memory, peripheral devices and to give computer specifications.

CO2: Explain the representation of data and information in computer systems.

CO3: Use standard MS-Word, Power-Point and Spreadsheets.

CO Mapping
1

UNIT – A

Introduction

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

UNIT – B

2

Word Processing

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

UNIT – C

Spreadsheets

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

UNIT – D

Presentations

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

Reference Books:

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

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

L	T	P	Credits
0	0	2	1

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

CO1: The laboratory will comprise of using commands and tools available in MS Word,

PowerPoint, and Excel.

CO2: Use standard MS-Word, Power-Point and Spreadsheets.

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

Course Title: Micro Economics**Course Code: ECO101**

L	T	P	Credits
4	1	0	4

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

CO1: This branch of economics helps the students to understand how market operate in the of price and demand allocation of resources.

CO2: It analyse the utility and indifference function to understand the consumer behavior as well as determine how well goods or services provide satisfaction to consumer.

CO3: The production function to address allocative efficiency of factor inputs in production process and distribution of rewards for that factor.

CO4: It analyse the market efficiency in perfect, monopoly and imperfect market, how to achieve economy of scale in their production process and way to expand their business.

Unit – A (Demand and Supply Analysis)

- Introduction to Economics, Micro economics and Macro economics 1
- Demand, Types of Demand 1
- Determinants of demand, Demand function 1
- Law of demand, Demand schedule, Demand curve 1
- Why demand curve slopes downward, Exceptions to the law of demand 1
- Movements along a demand curve, Shift in demand curve 1
- Supply: Meaning, Determinants of supply 1
- Supply schedule and supply curve 1
- Movements along a supply curve, Shift in supply curve, Exceptions of the law of supply 1
- Market equilibrium, shifts in market equilibrium due to change in supply, Shifts in market equilibrium due to change in demand, Shifts in market equilibrium due to change in supply and demand 1
- Elasticity of demand, Types of elasticity of demand 1
- Degrees of price elasticity of demand 1
- Methods of measurement of elasticity of demand 1
- Determinants of elasticity of demand, Consumer preferences and choices 1

Unit – B (Cardinal and Ordinal Approach)

- Utility analysis; Law of diminishing marginal utility 2
- Law of equi-marginal utility 2
- Ordinal approach, Indifference curve analysis, Properties of Indifference curve 2
- Marginal rate of substitution, Budget line, Shift in budget line 2
- Consumer equilibrium; conditions of consumer equilibrium 2
- Price effect, Income effect, Substitution effect 2
- Decomposition of the price effect into income and substitution 2

effect

Unit – C (Production Theory)

- Introduction , Production function, Types of inputs, Factors of production 3
- Total Product, Average Product, Marginal Product and their relationship 3
- Return to factor; short run and Long run production function, Homogenous and non-homogenous production function. 3
- 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 3
- Law of variable proportion 3
- Expansion path, Producer's Equilibrium 3
- Returns to scale; Constant, increasing and decreasing return to scale 3
- Cost analysis, cost function and Types of costs 3
- Traditional theory; Different shapes of cost curves in short run 3
- Different shapes of cost curves in long run 3
- Economies of scale; Internal and external economies and diseconomies. 3

Unit – D (Market Forms)

- Meaning and features of perfect competition 4
- Short run equilibrium of firm under perfect competition 4
- Long run equilibrium of firm under perfect competition 4
- Shut down point, Supply curve of firm, Supply curve of industry 4
- Monopoly; meaning, features 4
- Short run equilibrium of firm under monopoly 4
- Long run equilibrium of firm under monopoly 4
- Price discrimination under monopoly 4
- Degrees and conditions of price discrimination 4
- Monopolistic competition; meaning, features 4
- Short run equilibrium of firm under monopolistic competition 4
- Long run equilibrium of firm under monopolistic competition 4
- Product differentiation, Selling cost 4
- Dumping 4

Reference Books:

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

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

L	T	P	Credits
3	1	0	4

Course Outcomes: On completion of this course, students 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.

Unit – A

CO Mapping
1

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

Unit – B

2

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

Unit – C

3

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

Unit – D

4

Emerging issues in management: American and Japanese styles
 Meaning-TQM, Six-sigma, MIS, QWL, WLB, MBE
 Managerial ethics: need and importance, Corporate social responsibility

1. Text Book:

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

Reference Books:

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

Education, Latest Edition.

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

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

Course Title: Business Mathematics
Course Code: MGT156

L	T	P	Credits
4	0	0	4

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

CO1: Understanding the concepts of H.C.F. & L.C.M, Square roots & Cube roots & Average.

CO2: Apply the Percentages, Ratio & Proportion, Profit & Loss while handling any quantitative data.

CO3: Basic introduction to concepts of simple & compound Interest, area, volume & surface-areas.

CO4: Enable the students to look after the Permutation & combination, Probability.

UNIT-A

CO Mapping

Numbers,
H.C.F. & L.C.M. of Numbers,
Simplification,
Square Roots & Cube Roots,
Average
Problems on Numbers

1

UNIT-B

Percentage
Profit & Loss
Ratio & Proportion
Partnership
Time & work
Time & Distance

2

UNIT-C

Problems on Trains
Boats & Streams
Simple Interest
Compound Interest
Area Volume & Surface Areas
Calendar

3

UNIT-D

Stocks & Shares
Permutations & Combinations
Probability True Discount
Banker's Discount.

Reference Books:

1. Aggarwal, R. S. (2011). Quantitative aptitude. New Delhi: S Chand.
2. Kapoor, V.K., Business Mathematics, New Delhi, Sultan Chand & Sons, Latest Edition.

Course Title: Environmental Studies
Course Code: EVS100

L	T	P	Credits
4	0	0	4

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

CO1: Understand the interconnected and interdisciplinary nature of environmental studies and develop critical thinking skills in relation to environmental affairs.

CO2: Acquire knowledge about the depletion of the root cause of natural resources and their effective management.

CO3: Expand awareness of self in a global society and effectively engage diverse perspectives, values and cultures, ranging from local to global, in dealing with environmental and social issues.

CO4: Interpret and propose solutions to various environmental pollution, solid waste and disaster management.

CO5: Formulate an action plan for sustainable alternatives that integrate science, humanist, and social perspectives.

CO Mapping

Unit 1

The multidisciplinary nature of environmental studies

1

Definition, scope and importance, Need for public awareness

Natural Resources: Renewable and non-renewable resources:

1

Natural resources and associated problems.

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

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

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

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

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

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

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

Ecosystem:

1

- Concept of an ecosystem
- Structure and function of an ecosystem
- Producers, consumers and decomposers
- Energy flow in the ecosystem
- Ecological succession

- Food chains, food webs and ecological pyramids
- Introduction, types, characteristic features, structure and function of the following ecosystem:

- a. Forest ecosystem
- b. Grassland ecosystem
- c. Desert ecosystem
- d. Aquatic ecosystems (ponds, streams, lakes, rivers, ocean estuaries)

Unit II

Biodiversity and its conservation

2

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

Environmental Pollution

2

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

Unit III

Social Issues and the Environment

3

- Population growth, variation among nations, Population explosion – Family Welfare Programmes.
- Environment and human health,
- From unsustainable to sustainable development
- Urban problems and related to energy
- Water conservation, rain water harvesting, watershed management
- Resettlement and rehabilitation of people; its problems and concerns. Case studies.
- Environmental ethics: Issues and possible solutions
- Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents

and holocaust. Case studies.

- Wasteland reclamation
- Consumerism and waste products
- Environmental Laws: The Environment Protection Act, 1986; The Air (Prevention and Control of Pollution) Act, 1981; The Water (Prevention and control of Pollution) Act 1974; The Wildlife Protection Act, 1972; Forest Conservation Act, 1980.
- Issues involved in enforcement of environmental legislation
- Public Awareness

Unit IV

Human Population and Environment

4

- Population Growth and Variations among Nations
- Population Explosion
- Human Rights
- Value Education
- HIV / AIDS
- Women and Child Welfare
- Role of Information Technology in Environment and Human Health
- Case Studies

Field Work

- Visit to a local area to document environmental assets river/ forest/ grassland/hill/mountain
- Visit to a local polluted site – Urban / Rural / Industrial / Agricultural
- Study of common plants, insects, birds
- Study of simple ecosystems-Pond, river, hill slopes, etc (Field work equal to 5 lecture hours)

Suggested Readings:

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

Course Title: Basic Financial Accounting
Course Code: COM106

L	T	P	Credits
4	1	0	4

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

CO1- Recognize the applicability of concept of accounting to understand the financial statements.

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.

CO3- Preparation of various subsidiary books and Bank reconciliation statements taking balances from cash as well as pass book.

CO4- Prepare financial statements of business with adjustment entries for decision making.

Unit-A (Introduction to Financial Accounting)

CO Mapping

- Meaning and Objectives of Accounting, Accounting Terminology, Advantages and Disadvantages of Accounting **1**
- Relationship between Accountancy and Accounting and Book Keeping **1**
- Users of Accounting Information **1**
- Relationship of Accounting with other Disciplines **1**
- Generally Accepted Accounting Principles (Assumptions and Principles) **1**
- Accounting Standards. **1**
- Double Entry System of Book- keeping **1**
- Accrual and Cash basis of Accounting **1**
- Accounting Equation- Meaning and Procedure of Developing Accounting Equation **1**

Unit-B (Journal, Ledger and Trial Balance)

- Journalizing- Meaning and Rules of Debit and Credit, Format of Journal, Identification of Transactions, Recording of Transactions in Journal **2**
- Distinction between Journal and Ledger, Preparation of Ledgers from Journal, Posting, Balancing of Accounts **2**
- Meaning, Objectives and Advantages of Trial Balance, Meaning and Methods of Preparation of Trial Balance **2**
- Errors Revealed and Not Revealed by Trial Balance **2**
- Rectification of Errors **2**

Unit-C (Subsidiary Books and BRS)

- Subsidiary Books- Need of Subdivision of Journal, Meaning and Advantages of Special Journals, Cash Book (Single, Double and Triple column), Petty Cash Book. **3**
- Purchases Book, Sales Book, Purchases Returns Book, Sales Returns Book, Receivable Book, Payables Book, Journal Proper. **3**

- Bank Reconciliation Statements, Purpose and Use of Preparing Bank Reconciliation Statement **3**
- Causes of Disagreement of Cash Book and Pass Book **3**
- Preparation of BRS by taking Favourable and Unfavourable Balances of Cash Book and Pass Book. **3**

Unit- D (Depreciation Accounting and Financial Statements)

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

Text Book:

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

Reference Books:

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

Course Title: Macro Economics

Course Code: ECO102

L	T	P	Credits
4	1	0	4

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

CO1: Define and explain the process of calculating national income, identify its components, demonstrate circular flow of income, analyse the various income identities with government and international trade, define the concept of green accounting.

CO2: Understand Say's law of market, classical theory of employment and Keynes objection to the classical theory, demonstrate the principle of effective demand and income determination. The meaning of consumption function, investment multiplier and accelerator.

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.

CO4: It helps to students to 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.

UNIT –A

CO Mapping

Introduction to Macroeconomics, Micro economics and Macro economics	1
Importance and scope of Macroeconomics	1
National Income : Concepts	1
Productive Vs. Non-productive intermediate and final output	1
Methods of measuring National Income	1
Problems in measuring National Income	1
Circular Flow of Income; Two sector, three sector and four model	1

UNIT-B

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
Effective demand; Principle of effective demand	2
Consumption Function; Concepts of consumption function	2
Attributes of consumption function, Factors affecting propensity to consume	2
Psychological law of Consumption	2
Investment function, Types of investment	2
Determinants of induced Investment	2
Factors affecting investment decisions	2
Multiplier; Concept of multiplier	2
Working of the multiplier	2
Static and Dynamic concept of multiplier	2
Types of Multiplier, Importance and Leakages of Multiplier	2

UNIT C

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	3
Business cycles; meaning, its phases	3
UNIT - D	
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	4
Balance of payment and Balance of trade	4
Factor responsible for disequilibrium in BOP	4
Methods to correct BOP	4

Reference Books:

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

Course Title: Business Statistics
Course Code: ECO104

L	T	P	Credits
4	1	0	4

Course Outcomes: On completion of this course, students 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: Correlation is very important in the field of Economics, Psychology and business as a measure of relationship between test scores and other measures of performance. With the help of correlation, it is possible to have a correct data of the working capacity of person and regression helps us determine the unbiased relationship between two variables by controlling for the effects of other variables.

Unit – A

CO Mapping

- 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-B

- Measures of Central Tendency 2
- Arithmetic mean 2
- Individual series 2
- Discrete series 2
- Continuous series 2
- Properties of arithmetic mean 2
- Combined mean 2
- Correcting incorrect value 2
- Open end classes, less than and more than series 2
- Median its uses 2
- Individual, discrete and continuous series 2
- To find missing value 2

• Mode Its importance	2
• Mode: individual series, discrete series and continuous series	2
• Merits and demerits of AM, Median and mode	2
• Dispersion; meaning	2
• Range	2
• Quartile deviation	2
• Interquartile range	2
• Mean deviation	2
• Standard deviation	2
• Variance	2
• Coefficient of variance	2

UNIT-C

• Correlation, Definition, types of correlation	3
• Simple, partial and multiple correlation	3
• Correlation problem solution with direct method	3
• Correlation problem solution with short cut method	3
• Correlation problem solution with step deviation method	3
• Properties of correlation	3
• Regression; definition, importance of regression	3
• Regression vs correlation	3
• Problem solution with direct method	3
• Problem solution with short cut method	3
• Problem solution with step deviation method	3

UNIT-D

• Index Numbers: Meaning	4
• Scope and limitations of Index numbers	4
• Paasche's method	4
• Dorbisch- Bowley method	4
• Fisher's Index numbers	4
• Marshal-Edge worth price Index	4
• Walsch Price Index	4
• Kelly's price index	4

- Consistency of index numbers.

4

Reference Books:

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

Course Title: Marketing Management
Course Code: MGT102

L	T	P	Credits
4	1	0	4

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

CO1: Identify the core concept of marketing in different business scenario and understand marketing environment and marketing mix.

CO2: Understand the concept of consumer behaviour and apply decisions related to segmentation, targeting and positioning to design product and understand product life cycle.

CO3: Discover the pricing practices that can be followed by companies and design distribution strategies.

CO4: Understand the concept of promotion and enhance the ability to apply the same for advertising, sales promotion and personal selling.

Unit – A	CO Mapping
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 – B	
Market segmentation, targeting and positioning. Consumer buyer behaviour	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 – C	
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 – D	
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 marketing, Retail marketing, Customer Relation Marketing.	4
---	----------

Reference Books:

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

Course Title: Business Environment**Course code MGT103**

L	T	P	Cr
4	0	0	4

Course Outcomes: On completion of this course, students will be able to:**CO1-** Articulate the concept of business environment and explore the political, economic, social, technological and legal factors affecting business environment.**CO2-** Interpret the fiscal policy and Central Bank's policy prevailing in India.**CO3-** Describe the concept of trade flow, capital flow and international linkages with respect to external environment.**CO4-** Outline the corporate governance policies, exchange rate regimes along with description of Indian Financial system.**CO
Mapping****Unit - A**

- 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 – B

- 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 - C

- 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 – D

- Globalization & its impact, Multinational corporations 4
- International Investments 4
- WTO: Agreements and Current Issues 4
- Trading Blocs 4
- Patents and Trade Marks 4
- Development and regulation of foreign trade 4

Text Book:

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

Reference Books:

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

Course Title: Human Values and General Studies**Course Code: SGS107**

L	T	P	Cr
4	0	0	4

Course Outcomes: On completion of this course, students will be able to:**CO1:** To inculcate Personal Ethics, Professional Ethics and Ethics in Education.**CO2:** To aware the students of the Geographical aspects of India, Major contributors of organizations and personalities of India, Salient features of Indian Constitution.**CO3:** General appreciation and understanding of science including the matters of everyday observation and experience.**Part - A*****Human Values*****CO
Mapping**

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

Being Good and Responsible

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

Part - B***Value – based living***

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

Ethical Living

- 1.** Personal Ethics 2
- 2.** Professional Ethics 2
- 3.** Ethics in Education 2

Part-C

General Geography

World Geography 3

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

Indian Geography 3

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

General History 3

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

Glimpses of World History 3

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

Indian Polity: Constitution of India 3

Important Provisions, Basic Structure, Union Government, Union Legislature and Executive, State Government: State Legislature and Executive, Indian Judiciary, The Election Commission, Panchayati Raj System, RTI etc.

General Economy 3

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

Part-D

General Science 4

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

Sports and Recreation 4

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

Current Affairs 4

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

Decisions

Miscellaneous Information

Who is who

4

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

References:

- 1.Human Values, A N Tripathi, New Age International Publishers, New Delhi, Third Edition, 2009
- 2.Professional Ethics, R. Surbhiramanian, Oxford University Press, New Delhi, 2013.
- 3.Human Values and Professional Ethics, Rishabh Anand, Satya Prakashan, New Delhi, 2012
- 4.Human Values and Professional Ethics, Sanjeev Bhalla, Satya Prakashan, New Delhi, 2012.
- 5.Human Values and Professional Ethics, Ritu Soryan Dhanpat Rai & Co. Pvt. Ltd., First Edition, 2010.
- 6.Human Values and Professional Ethics by Suresh Jayshree, Raghavan B S, S Chand & Co. Ltd. , 2007.
- 7.Human Values and Professional Ethics, Yogendra Singh, Ankur Garg, Aitbs publishers, 2011.
- 8.Human Values and Professional Ethics, Vrinder Kumar, Kalyani Publishers, Ludhiana, 2013.
- 9.Human Values and Professional Ethics, R R Gaur, R. Sangal, GP Bagaria, Excel Books, New Delhi 2010.
10. Values and Ethics, Dr. Bramwell Osula, Dr. Saroj Upadhyay, Asian Books Pvt. Ltd., 2011.
11. Indian Philosophy, S. Radhakrishnan, George Allen & Unwin Ltd., New York: Humanities Press INC, 1929.
12. Essentials of Hinduism, Jainism and Buddhism, A N Dwivedi, Books Today, New Delhi – 1979
13. Dayanand : His life and work, Suraj Bhan, DAVCMC, New Delhi – 2001.
14. Esence of Vedas, Kapil Dev Dwivedi, Katyayan Vedic Sahitya Prakashan, Hoshiarpur, 1990.
15. Vedic Concepts, Prof. B B Chaubey, Katyayan Vedic Sahitya Prakashan, Hoshiarpur,

1990.

16. Advance Objective General Knowledge, R. S. Aggarwal, S. Chand Publisher (2013)
17. Concise General Knowledge Manual 2013, S. Sen, Unique Publishers, 2013
18. Encyclopedia of General Knowledge and General Awareness by R P Verma, Penguin Books Ltd (2010)
19. General Knowledge Manual 2013-14, Edgar Thorpe and Showick Thorpe, The Pearson, Delhi.
20. General Knowledge Manual 2013-14, Mukhtikanta Mohanty, Macmillan Publishers India Ltd., Delhi.
21. India 2013, Government of India (Ministry of Information Broadcasting), Publication Division, 2013.
22. Manorama Year Book 2013-14, Mammen Methew, Malayalam Manorama Publishers, Kottayam, 2013.
23. Spectrum's Handbook of General Studies – 2013-14, Spectrum Books (P) Ltd., New Delhi

CURRENT AFFAIRS

Magazines

Economic and Political Weekly, Yojna, the Week, India Today, Frontline, Spectrum. Competition Success Review, Competition Master, Civil Services Chronicle, Current Affairs, World Atlas Book

Newspapers

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

Course Title: Basic Communication Skills**Course Code: ENG151B**

L	T	P	Credits
4	0	0	3

Course Outcomes: On completion of this course, students will be able to:**CO1:** Students will be able to apply the concepts of grammar in socio-cultural context.**CO2:** Students will be able to perform basic writing tasks in order to enhance their communication skills.**CO3:** Students will recapitulate the concepts of Parts of Speech and Modals so as to improve communication.**CO4:** Students will be able to understand the relationship between Society and Language through reading and analyzing selected works.**Unit – A Applied Grammar (Socio-Cultural Context)****CO Mapping**

- Parts of Speech: Noun, Pronoun, Adjective, Verb, Adverb, Preposition, Conjunction, Interjection **1**
- Tenses (Rules and Usages in Socio-cultural contexts) **1**
- Modals: Can, Could, May, Might, Will, Would, Shall, Should, Must, Ought to **1**
- Passives **1**
- Reported/Reporting Speech **1**

Unit – B Reading (Communicative Approach to be Followed)

- J M Synge: Riders to the Sea (One Act Play) **2**
- Anton Chekhov: Joy (Short Story) **2**
- Swami Vivekanand: The Secret of Work (Prose) **2**

Unit – C Writing

- Paragraph and Essay Writing **3**
- Letter Writing: Formal and Informal **3**
- Notice and Email **3**

References:**a. Books**

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

b. Websites

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

5. www.dailywritingtips.com
6. www.englishworksheets.com

Course Title: Basic Communication Skills Laboratory**Course Code: ENG152A**

L	T	P	Credits
0	0	2	1

Course Outcomes: On completion of this course, students will be able to:**CO1:** Students will have developed listening skills.**CO2:** Students will be able to articulate words and sentences clearly and efficiently.**CO3:** Students will be able to pronounce clearly and correctly.**CO4:** Students will show confidence in public speaking projects.

Unit – A Speaking/Listening	CO Mapping
• Movie-Clippings	1
• Role Plays	1
• Group Discussions	1

Instructions:

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

References:**a. Books**

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

b. Websites

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

Course Title: Cost and Management Accounting
Course Code: COM 209

L	T	P	Credits
4	1	0	4

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

CO1: The objective of this course is to acquaint the students about the role, concepts, techniques and methodology relevant to accounting function and to impart knowledge regarding the use of accounting information in managerial decision making.

CO2: To acquaint students with concepts of cost and management accounting and their application in managerial decision making.

CO3: The course will enable the students to prepare and analyse Financial Statements, make efficient use of scarce financial resources for best possible output.

CO4: The course aims at enabling the students how the report must be maintained in order to fulfill the requirements.

Unit –A

CO Mapping

- Accounting as an Information system. Uses of Accounting Information for the Decision Makers, Cost Concepts and Classifications, Components of cost sheet, preparation and analysis of cost sheet, Methods and techniques of costing, Role of cost accountant for an organisation 1
- Elements of Cost: Material, Labour 1
- Material control: Concept and techniques 1

Unit – B

- Accounting and control of purchases, Storage and issue of material, Method and pricing of material issue, treatment of material losses. 2
- Classification of labour, Principles and methods of remuneration, performance linked Incentives. 2
- Meaning, Classification, Allocation, Apportionment of factory overheads, Costing and control of administration, selling and distribution overheads 2
- Concepts of Job-Order, Batch and Process Costing 2
- Ratio Analysis 2
- Fund Flow statement 2

Unit – C

- Meaning and Scope of Marginal Costing, Managerial applications of Marginal Costing 3

- | | |
|---|---|
| • Volume-Cost-Profit Analysis, Contribution Margin, Break – Even Analysis, Profit Volume (P/V) Analysis | 3 |
| • Financial Statement Analysis: Objectives, Types | 3 |
| | |
| • Techniques of Budgeting: Fixed Versus Flexible Budgeting , Zero Based Budgeting and Performance Budgeting | 3 |

Unit – D

- | | |
|--|---|
| • Reporting: Concept of Reporting, feature of good report, types, steps in drafting the report | 4 |
| • Concept and Importance of Responsibility Accounting | 4 |
| • Responsibility Centres – Cost Centre, Revenue Centre, Profit Centre, Investment Centre, Transfer Pricing | 4 |

TOTAL

60 Hours

Text Book:

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

Reference Books:

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

Course Title: Indian Economy
Course Code: ECO201

L	T	P	Credits
4	0	0	4

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

CO1: Develop ideas of the basic characteristics of Indian economy, its potential on natural resources.

CO2: Understand the importance, causes and impact of population growth and its distribution, translate and relate them with economic development. Understand agriculture as the foundation of economic growth and development, analyze the progress and changing nature of agricultural sector and its contribution to the economy as a whole.

CO3: Grasp the importance of planning undertaken by the government of India, have knowledge on the various objectives, failures and achievements as the foundation of the ongoing planning and economic reforms taken by the government.

CO4: Not only be aware of the economy as a whole, they would understand the basic features of Indian economy, sources of revenue, how the state government finance its programmes and projects. Along with this student will learn about the policies of government regarding poverty

CO Mapping

Unit – A

Nature of Indian Economy:

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

1

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

1

Unit – B

Agriculture and Industrial development in India:

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

2

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

2

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

2

Small Scale Industries- Problem and policy

2

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

2

Unit C

3

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

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

3

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

3

Unit – D

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

4

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

4

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

4

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

4

Text Book

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

Reference Books:

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

Course Title: Organizational Behaviour and Human Resource Management
Course Code: MGT204

L	T	P	Credits
4	1	0	4

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

CO1. Equip with the knowledge of both Organizational & Individual behaviour along with the recent challenges faced by OB in this current times.

CO2. Develop the proper understanding about the foundations of Group Behaviour, its decision making and how team work is done through team building.

CO3. Learn about the concepts of Human Resource Management, Manpower planning and Job Analysis done within an organization.

CO4. Gain the in – depth knowledge about the sources of recruitment, selection process and how career planning & development is done within an organization.

Unit A

CO Mapping 1

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

Present and emerging challenges of Organisation Behaviour

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

Unit B

2

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

Group Decision Making- Characteristics, techniques, advantages & disadvantages

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

Unit C

3

Human Resource Management - meaning, definition, scope and objectives. Functions of HRM

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

Manpower Planning- meaning, factors affecting HRP process, sources

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

Unit D

4

Recruitment- meaning, methods and sources of recruitment

Selection- meaning and selection process.

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

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

Reference Books

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

Course Title: Indian Financial System**Course Code: MGT205**

L	T	P	Credits
4	0	0	4

Course Outcomes: On completion of this course, students will be able to:**CO1:** Gain knowledge on the components of Indian financial system with an in depth understanding of the functioning each component.**CO2:** Track all the reforms that took place in Indian financial sector and comprehend their impact on the financial growth of our country. Understand the structure of Central Bank along with the current monetary policy of RBI applicable in India.**CO3:** Recognize the role of different financial markets prevalent in India and their mechanisms in detail.**CO4:** Comprehend the peculiar features and relevance of different financial services prevalent in the present scenario.**Unit – A (Overview of Financial System and Details of Banking Industry)****CO
Mapping**

- 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 **1**
- Regulation of industry. **1**

Unit- B (Financial Markets)

- 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 **2**

Unit- C (Other Financial Sources)

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

Unit- D (Foreign Exchange Markets)

- Foreign Exchange Markets – Introduction, recent Developments, Problems. Convertibility **4**
- Interest Rates in India **4**

Text Book:

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

Reference books:

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

Course Title: Research Methodology

L	T	P	Credits
4	1	0	4

Course Code: MGT206

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

CO1- Enumerate critical thinking and scientific approach to formulate research problems and describe research design approaches.

CO2- Description regarding sampling design process and use of appropriate sampling techniques.

CO3- Description regarding selection of appropriate data collection method.

CO4- Analyse data by using appropriate statistical tool and presentation of final research report.

Unit – A

CO Mapping

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

1

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

1

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

1

Unit – B

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

2

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

2

Unit – C

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

3

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

3

Methods of Data Collection: Collection of Primary Data, Observation Method, Interview Method, Collection of Data through Questionnaires, Collection of Data through Schedules, Some Other Methods of Data Collection, Collection of Secondary Data, Selection of Appropriate Method for Data Collection. **3**

Unit – D

Data preparation: editing, coding, transcribing **4**

Data analysis: tests of significance based on t, f and z distribution and chi-square test; cross tabulation **4**

Research Report Writing: Contents of Report, Executive Summary, Bibliography format. Presentation of Report. **4**

Reference Books:

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

Course Title: Business Ethics and Corporate Social Responsibility
Course Code: MGT207

L	T	P	Credits
4	0	0	4

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

CO1: To Understand Basic concepts of Business Ethics, Values, Norms and Beliefs.

CO2: To Analyse the Role of values for managers and ethical issues in working conditions.

CO3: Understand Ethical Codes, Corporate Social Responsibility and analyse the Ethical issues in Corporate Governance.

CO4: To Understand the Corporate Ethics, Corporate Culture and Ethical issues in employer – employee relation"

Unit – A

CO Mappi ng

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

1

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

1

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

1

Unit – B

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

2

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

2

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

2

Unit – C

Corporate Ethics : Investors Rights, Privileges, Problems and Protection - Ethical Governance Needed to Protect Stakeholders, Theoretical Basis – Agency Costs, Long-term Shareholder Value, Rights of Shareholders, Dr JJ Irani Committee Report, Investor Protection, NK Mitra Committee on Investors Protection, Problems of Investors, Investor Protection	3
Handmaid of Ethics: Corporate Social Responsibility – Social Responsibility of Business, Models of Implementation of CSR, Advantages, Scope and Steps to Attain CSR, External Standards of CSR, Indian Perspective, Ethics and Social Responsibility	3

Unit – D

Role of various agencies in ensuring ethics in corporations – Public Opinion, Role of Auditors, Board of Directors in Ensuring Ethical Business, Media and Business Ethics, Ethics In Advertising, Role of Government Agencies in Ensuring Ethical Practices, Role of Judiciary, Role of SEBI in Ensuring Ethical Corporate Governance, Role of Whistle Blowing	4
Ethics and Indian Business – Impact of Globalization, Role of Securities Market, Phenomenal Growth of Indian Capital Market, Nature of Indian Capital Market, Development of the Indian Capital Market, Deficiencies of Indian Capital Market, Unethical Issues in India, Ethical Attitudes of Managers, Questionable Business Practices	4

Reference Books:

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

Course Title: Community Engagement
Course Code: MGT212

L	T	P	Credits
1	0	1	2

Course Outcomes:

- CO1:** Gain an understanding of rural life, culture and social realities.
CO2: Develop a sense of empathy and bonds of mutuality with local community.
CO3: Appreciate significant contribution of local communities to Indian societies and economy.
CO4: Learn to value the local knowledge and wisdom of the community.
CO5: Identify opportunities for contributing to community's social economic improvements.

CO Mapping

Unit – A Appreciation of Rural Society

- Rural lifestyle, rural society, caste and gender relations, rural value s with respect to community, nature and resources, elaboration of “soul of India lies in villages” (Gandhi), rural infrastructure **1**
- Practical assignment**
- Prepare a map (physical, visual or digital) of the village you visited and write an essay about inter-family relations in that village.

Unit – B Understanding rural and local economy & livelihood

- Agriculture, farming, landownership, water management, animal husbandry, non-farm livelihoods and artisans, rural entrepreneurs, rural markets, migrant labour **2**
- Practical assignment**
- Describe your analysis of rural household economy, its challenges and possible pathways to address them Circular economy and migration patterns focus

3

Unit – C Rural and local Institutions

- Traditional rural & community organisations, Self-help Groups, Panchayati raj institutions (Gram Sabha, Gram Panchayat, Standing Committees), Nagarpalikas & municipalities, local civil society, local administration
- Practical assignment**
- How effectively are Panchayati Raj & Urban Local Bodies (ULBs) institutions functioning in the village? What would you suggest to improve their effectiveness? Present a case study (written or audio-visual)

Unit – D Rural & National Development Programmes

- History of various /development in India, current national programmes: Sarva Shiksha Abhiyan, Beti Bachao, Beti Padhao, Ayushman Bharat, Swachh Bharat, PM Awas Yojana, Skill India, Gram Panchayat Decentralised Planning, NRLM, MNREGA, SHRM, Jal Jeevan Mission, SFURTI, Atma Nirbhar Bharat, etc **4**
- Practical assignment**
- Describe the benefits received and challenges faced in the delivery of one of these programmes in the local community; give suggestions about improving implementation of the programme for the poor. Special focus to urban informal

sector and migrant households

Course Title: Entrepreneurship Theory and Practice

L	T	P	Credits
4	0	0	4

Course Code: MGT202**Course Outcomes:** On completion of this course, students will be able to:**CO1:** Fundamentals of entrepreneurship, business ideas and legal aspects**CO2:** Understand the market plans, IPR's**CO3:** Get the knowledge about venture capital and financial statements.**CO4:** Learn about how to establish venture, growth strategy and development of venture**UNIT-A****CO
Mapping**

Fundamentals of Entrepreneurship,

1

Entrepreneurship Development in Emerging Markets

1

Entrepreneurial Leadership

1**UNIT-B**

Creativity and Business Ideas

2

Idea to opportunity

2

Legal Aspects of Business

2

Entrepreneurship and Intellectual Property Rights

2**UNIT-C**

Business Plan

3

Marketing Plan

3

Operation and Production Plan

3

Venture Team Building and Organizational Plan,

3

Insight from Financial Statements

3**UNIT-D**

Financing Venture

4

Launching a Venture

4

Managing Growth

4

Start-up to Going Public

4

Revival, Exit and End to a Venture

4**Text Book:**

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

Reference Books:

1. Roy, R., Entrepreneurship, New Delhi, Oxford University Press, Latest Edition.

2. Jain P. C., Handbook for New Entrepreneurs, Nw Delhi, Oxford University Press, Latest Edition.

Course Title: International Trade

Course Code: ECO203

L	T	P	Credits
4	1	0	4

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

CO1: Basic knowledge of traditional and modern theories of international trade.

CO2: Understanding of tariff and non-tariff barriers and the concept of FTA.

CO3: Student will be aware of different aspects of Balance of payment and exchange rates along with determination methods of exchange rate.

CO4: Students will be able to analyze impact of World Bank, I.M.F on current global trade in detail.

Unit – A Trade Theories and Commercial Policy

**CO
Mapping**

- Theories of absolute advantage 1
- comparative advantage 1
- opportunity cost 1
- Heckscher-Ohlin theory of trade- its main features, assumptions and limitations 1
- Terms of trade; concepts and secular deterioration in terms of trade 1

UNIT-B

- Commercial Policy 2
- Rationale of protection 2
- Tariff to trade 2
- Non-tariff barriers to trade 2
- Quota 2
- Voluntary export restraints 2
- Export subsidies 2
- Dumping and international cartel 2
- Tariff and quota (partial equilibrium analysis). 2
- FTA (Free Trade Area) – Trade Diversion and Trade Creation

UNIT- C

- **Balance of Trade and Balance of Payments** 3
- Concepts and components of balance of trade 3

- Concepts and components of balance of payments 3
- Equilibrium in balance of payments 3
- Disequilibrium in balance of payments 3
- Various measures to correct deficit in the balance of payment 3
- Meaning, concept of equilibrium exchange rate 3
- Determination of exchange rate 3
- Fixed exchange rates 3
- flexible exchange rates 3
- floating exchange rate. 3

UNIT-D International Monetary System and International Institutions

- Bretton wood systems and its breakdown 4
- International liquidity 4
- Special drawing rights, 4
- I.M.F. its function 4
- World bank its function 4

Reference Books:

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

Course Title: Banking and Insurance**Course Code: COM208**

L	T	P	Credits
4	0	0	4

Course outcome: On completion of this course, students will be able to:**CO1:** Understand the entire structure of Indian Banking system along with evolution, types, functions of bank and current monetary policy of RBI applicable in India.**CO2:** Be acquainted with the relationship between banker and customer in different situations.**CO3:** Recognize the problem of Money laundering in the economy and the applicability of prevalent laws to prevent this problem.**CO4:** Understand the peculiar features of instruments under the ambit of Negotiable Instruments act and their relevance in present scenario.**CO5:** Be aware about latest changes in banking sector and the upcoming tools of Electronic Banking.**CO6:** Comprehend the concept and types of Insurance along with the current insurance plans offered by insurance companies in India.**SECTION – A Banking and Types of Banks****CO Mapping**

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

Section B: Customer Relationship and Types of Banking Sectors

- Types of banks : Public, Private and Foreign Banks **2**
- Types of banks : Co-operative banks and RRBs **2**
- Banker-Customer Relationship **2**
- Money laundering: Concept and Process **2**
- Anti Money laundering **2**
- Types of Banking Sectors: Retail Banking , Wholesale, Rural Banking, Banking and International Banking **2**
- Negotiable instruments: Concept **2**

- Types of Negotiable instruments 2
- Electronic Banking: EFT, Tele Banking, E-cheques, Credit cards, ATM, Debit Cards and Smart Cards. 2

Section C: Insurance Services

- Introduction of Insurance: Concept and Nature of insurance 3
- Purpose/need of insurance and Benefits 3
- Principles of insurance 3
- Functions of Insurance 3
- Types of Insurance 3
- Role of bancassurance in Indian Scenario 3

Section D: Life and General insurance

- Life Insurance: Features, Advantages, Types 4
- Life Insurance Products: Introduction, Traditional insurance products 4
- ULIPs: Linked Life Insurance Products, Types and recent trends 4
- General Insurance: Concept 4
- General Insurance products: Fire Insurance, Marine Insurance, Motor and Health Insurance. 4
- Reinsurance: Characteristics, Types, Growth of reinsurance in India and Global Players in reinsurance. 4

Text Book:

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

Reference Books:

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

Course Title: Financial Management

Course Code: MGT208

L	T	P	Credits
4	1	0	4

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

CO1: Understand the role of the finance manager in growth of the firm by considering the agency relationship.

CO2: Practical knowledge on the different concepts of cost of capital.

CO3: Application of relevance and irrelevance theories to take dividend decision and build the optimum capital structure to take the optimum financing decisions.

CO4: Gain the knowledge on application of different techniques of capital budgeting under riskless and risky conditions for the investment decisions.

CO5: Comprehend the peculiar features of different sources to fulfill short term and long-term financing needs of funds of an organization.

CO6: Determine the working capital needs of a firm by focusing on different components of working capital management.

UNIT-A

**CO
Mapping**

- | | |
|-------------------------------------|----------|
| • Financial Management: An Overview | 1 |
| • The Cost of Capital | 1 |
| • Capital Structure and Firm Value | 1 |
| • Capital Structure Decisions | 1 |

UNIT-B

- | | |
|--------------------------------------|----------|
| • Dividend Policy and Firm Value | 2 |
| • Dividend Decision | 2 |
| • Techniques of Capital Budgeting | 2 |
| • Estimation of Projected Cash Flows | 2 |

UNIT-C

- | | |
|-------------------------------------|----------|
| • Sources of Long-Term Finance | 3 |
| • Raising Long Term Finance | 3 |
| • Leasing | 3 |
| • Hire-Purchase and Project Finance | 3 |

UNIT-D

- | | |
|---------------------------------|----------|
| • Working Capital Policy | 4 |
| • Cash and Liquidity Management | 4 |
| • Credit Management | 4 |

- Inventory Management

4

Text Book:

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

Reference Books:

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

Course Title: Operations Research

L	T	P	Credits
4	1	0	4

Course Code: MGT209

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

CO1: To acquaint the students with various quantitative techniques which are of great importance for quantitative decision-making.

CO2: After completion of course, students will be acquainted with the application of statistical techniques in business decision making.

CO3: This course is an introduction to a broad range of mathematical techniques for solving problems that arise in management to allocate resources and their effective utilization.

CO4: To understand the concepts and techniques of Operations Research for business decision making and to acquire required skills to solve various problems in OR.

Unit – A

CO Mapping 1

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

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

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

Unit – B

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

Sensitivity Analysis- Sensitivity analysis, Limitations of Sensitivity analysis

2

Transportation Models- Introduction, Terminology used in Transportation model, Basic assumptions of model, Tabular presentation of model, Optimal solution of Transportation problem, Methods for initial basic feasible solutions- NWCM, LCM, VAM, Optimality Tests- Stepping stone method,, Modified distribution method, Degeneracy in Transportation problem, Profit maximization in Transportation problem, Unbalanced Transportation problems, **Trans- Shipment Problem** 2

Unit – C

Assignment Models- Introduction, Mathematical Formulation, Hungarian method [Minimization case]/HAM, Steps to follow, Maximization case in Assignment Problems, **Travelling salesman Problems**, Un-balanced Assignment Problem, Air Crew assignment, Prohibited assignment/ Constrained assignment problem, LPP formulation of Assignment Problem 3

Queuing Theory- Introduction, Features of Queuing system, Service system, Basic Notations, Queuing models- Probabilistic, Deterministic, Mixed 3

Inventory control- Meaning, Inventory decisions, Types of Inventory, Factors affecting IC policy, Objectives of IC, Scope of IC, IC systems- P& Q, Inventory Models-Deterministic models (EOQ), Price break approach, Safety stocks-factors & methods, Approaches to IC- ABC, VED etc 3

Unit – D

Game Theory- Introduction, Significance of Game theory, Essential features of Game theory, Limitations Game theory, Strategy & Types of strategy, The Maximin-Minimax principle, Saddle point, Types of problems-Games with pure strategies, Games with mixed strategies (8 methods), Limitations of Game theory 4

Network Analysis- PERT and CPM- Introduction, History of PERT & CPM analysis, Objectives of Network Analysis, Applications of Network Model, Terminology or Concepts used, Errors in Network Logic, Rules to frame a Network, Fulkerson's Rule to numbering of events, Stages of project management, Activity Times & Critical Path Computation of Critical Path Slack & Float, PERT- Steps & computing variance, Merits & demerits of PERT, CPM- Time estimating & Limitations, Comparison between PERT & CPM, Project Cost analysis- Direct & indirect costs, The lowest cost schedule, Crashing of jobs, Allocation & Leveling of resources (through CPM) 4

Reference Books:

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

Course Title: Fundamentals of Business Analytics
Course Code: MGT213

L	T	P	Credits
2	0	2	4

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

CO1: Learning financial analytics for strategic framework and better decision making.

CO2: Learning customer analytics to predict and respond to consumer behavior to facilitate sales.

CO3: Getting familiar with HR analytics to enhance relationship and productivity at workplace.

CO4: Learning overall business analytics by integrating various functions of business.

Syllabus

CO Mapping

Unit A

1

Financial Analytics- Explore financial statement data and non-financial metrics and link them to financial performance to assess financial performance of business and to forecast likely future financial scenarios.

Unit B

2

Customer Analytics- Overview of key areas of customer analytics: descriptive analytics, predictive analytics, prescriptive analytics, and their application to real-world business practices

Unit C

3

People Analytic- Creating a data-driven approach to managing people at work. Making decisions about people based on deep analysis of data rather than the traditional methods of personal relationships, decision making based on experience, and risk avoidance.

Operation Analytics- Improvements in data-collecting technologies, using data to profitably match supply with demand in various business settings.

Unit D

4

Tableau business intelligence software to make data-driven decisions to a real business challenge faced by global technology companies Understanding cutting-edge techniques to use data to optimize marketing, maximize revenue, make operations efficient, and make hiring and management decisions for businesses

Reference Books:

1. Too Big to Ignore: The Business Case for Big Data by award-winning author P. Simon
2. Performance Marketing with Google Analytics by Sebastian Tonkin, Caleb Whitmore & Justin Cutroni
3. Ten Signs of Data Science Maturity by Peter Guerra and Kirk Borne
4. Business Analytics Book by James Evans

Course Title: Direct Taxes**Course Code: COM 313**

L	T	P	Credits
4	1	0	4

Course outcome: On completion of this course, students will be able to:**CO1:** Concept and important terminologies under direct tax.**CO2:** Computation of salary and house property income under income tax.**CO3:** Computation of PGBP, capital gains & Other sources under income tax act.**CO4:** Learning Concepts related with deduction and tax liability.**Unit-A CONCEPTS AND DEFINITION****CO Mapping**

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

HEADS OF INCOME: SALARIES & HOUSE PROPERTY:

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

2

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

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

Unit D: Deductions and Tax Liability

- Deductions from Gross Total Income and 4
- Rebates and Reliefs, Agricultural Income 4
- Calculation of Tax Liability 4

Text Book:

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

Reference Books:

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

Course Title: Basic Corporate Accounting
Course Code: COM 314

L	T	P	Credits
4	1	0	4

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

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.

CO2: To understand how to communicate financial information to parties outside the business organization like equity investors, creditors, employees, suppliers and clients.

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.

CO4: Have a comprehensive understanding of the advanced issues in accounting for assets, liabilities and owner's equity

Unit A: Issue of Shares

CO Mapping

- : 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 B: 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 C: Final Accounts of Companies

- Form and Contents of Profit and Loss Accounts, Form and Content of Balance Sheet as per Sixth Schedule **3**

- Divisible Profits: Provisions and Accounting Treatment **3**
- Adjustments in Profit and Loss Account. **3**
- Managerial Remuneration: Provisions Related to Managerial Remuneration **3**

Unit D: Valuation of Goodwill And Shares

- Introduction and Need for Valuation **4**
- Methods of Calculation Valuation of goodwill **4**
- Methods for Valuation of Shares **4**

Text Books:

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

Reference Books:

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

Course Title: Company Law and Audit
Course Code: COM315

L	T	P	Credits
4	0	0	4

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

CO1: Apply the legal provisions involved in the formation of the company.

CO2: Analyses the legal provisions applicable for raising, altering & reducing share capital.

CO3: Interpret and recognize the legal issues involved in company meeting and management.

CO4: Understand the legal provisions applicable for prevention of oppression & Mismanagement, investment & loan, and Registration of charges.

CO5: Evaluate corporate problems related to bankruptcy and insolvency by using provisions of IBC.

Unit – A (Company Law)

**CO
Mapping**

- | | |
|---|----------|
| • Company- Definition, Characteristics of a company, Lifting or piercing the Corporate veil | 1 |
| • Classification of Companies- On the basis of Incorporation; Liability; Number of Members; Control; ownership | 1 |
| • Formation of company | 1 |
| • Memorandum of association- Contents of Memorandum, Alteration of Memorandum, Doctrine of Ultra Vires | 1 |
| • Articles of association- Contents of Articles, Legal effect, Constructive notice of Memorandum and Articles, Doctrine of Indoor Management, Exceptions to the doctrine of indoor management | 1 |
| • Prospectus- Definition, Shelf prospectus, Redherring prospectus, Abridged prospectus, Misstatements in Prospectus and their consequences | 1 |

Unit – D (Management and Dissolution of Company)

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

- Winding up- Meaning of Winding up, Modes of winding up, Consequences of winding up order **2**

Part C (Introduction to Auditing)

- Introduction to Auditing- meaning, nature and objectives. **3**
- Audit planning and audit evidence **3**
- Internal Control, Internal Check and Internal Audit **3**
- Procedures of Auditing **3**
- Appointment of Auditor, Qualification and Remuneration of an auditor **3**

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

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

Text Book:

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

Reference books:

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

Course Title: Productions and Operations Management

Course Code: MGT 305

L	T	P	Credits
4	1	0	4

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

- CO1:** To make students acquaint with Operation management development and strategies.
CO2: Understanding Process Analysis techniques and Capacity management.
CO3: Understanding Supply chain under full information and Stochastic Demands.
CO4: To make students acquaint with modern production techniques like TQM, JIT, SIX Sigma.

CO Mapping

Unit- A

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.

Unit- B

2

Process and Service designs, Production Planning, Production Planning & Control (PPC), Manufacturing operations scheduling, **Productivity:** Method study; Work measurement, Employee Productivity. **Operations Quality management,** Quality Characteristics of Goods and Services, Modern Quality management, Quality Control.

Unit- C

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.

Unit- D

4

Total Quality Management (TQM) Model Concept of Six Sigma and its Application. **Inventory Management:** Concepts, Classification, Objectives, Factors Affecting Inventory Control Policy, Inventory Costs, Basic EOQ Model, Re-order level, ABC analysis. **JIT and Lean Production System:** Elements of JIT, Benefits of JIT, JIT in services.

Reference Books:

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

Course Title: Management Information Systems

Course Code: MGT 307

L	T	P	Credits
4	1	0	4

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

CO1: Students will be able to analyse importance of Information Systems in global business.

CO2: To develop a comprehensive outlook on IT infrastructures such as hardware & software platforms trends.

CO3: To apply measurement techniques to evaluate the Customer Relationship Management efforts.

CO4: Students will be able to evaluate the decision support systems and formulate online strategies.

CO Mapping

Unit- A

1

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

Unit- B

2

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

Unit- C

3

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

Unit- D

4

Enhancing decision making: Decision making & information systems, Various decision support systems, Building information systems: System as planned organizational change, System analysis and design., Importance of project management, selection of projects,

Establishment of business value of information systems. Growth & organization of International Information systems, Managing global systems

Text Book:

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

Reference Books:

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

Course Title: Export Import Procedures and Documentation**Paper Code: MGT309**

L	T	P	Credits
4	0	0	4

Course Outcomes: On completion of this course, students will be able to:**CO1:** Acquire a basic understanding of the structure of shipping terms encompassing Incoterms 2020.**CO2:** Identify and understand the different types of Import/Export Documents and also, they would recognize export-import Procedure.**CO3:** Prepare the necessary export & import documents based on requirements.**CO4:** Learn the fundamentals of the numerous exporter incentives and rules governing the customs clearance process.**CO5:** Recognize the role of Exim banks and understand concepts of export finance and marketing.

Unit –A	CO Mapping
Regulatory Framework for foreign trade	1
Institutional framework for foreign trade: Institutional set up for international trade promotion in India	1
WTO: Principles, Functions, Pros and Cons.	1
Documentation Needed in Export Business	1
Preliminaries For Exports	1
Unit – B	
Export Import Policy	2
Export Import Procedure	2
Export Incentives Schemes	2
Methods And Instruments of Payment and Pricing	2

Unit- C	
Customs Clearance of Import & Export Cargo	3
Quality Control & Pre-Shipment Inspection	3
Methods Of Financing Exporters	3

Special Economic Zones	3
ECGC policy, Canalization Policy	3
UNIT-D	
Information Technology and International Business: Electronic Procurement and Marketing, Electronic Logistics	4
Export Marketing and Different Forms of International Trade	4
Logistics Exports and Imports	4
Role Of EXIM Bank in Export Finance	4

Text Books:

1. Paul, Justin and Aserkar, Rajiv. Export Import Management. Oxford Higher Education.
2. Jain, S, Khushpat and Jain, V, Apexa. Foreign trade Theory, procedures, Practices and Documentation. Himalaya Publishing house

Reference Books:

1. Gupta, Parul. Export Import Management. McGraw Hill Education.
2. Gopal, C.Rama, Export Import procedures Documentation & Logistics. New age International Publishers.

Course Title: Goods and Services Tax**Course Code: COM316B**

L	T	P	Credits
3	0	2	4

Course Outcome: On completion of this course, students will be able to:**CO1:** Understanding the difference between old tax structure and GST.**CO2:** To get familiar with the concepts of time, value and place of supply for the computation of GST Tax Liability.**CO3:** To know the process of Billing of invoices and E-way bill mechanism under GST.**CO4:** To get aware about provisions related with key aspects like assessment, inspection, and penalty etc.**Unit A: GST Vs. Present Indirect tax Structure****CO
Mapping**

- Evolution of Indirect Tax 1
- GST Vs. Present Indirect tax structure 1
- Features and implications of GST at global level 1
- Important terminologies under GST 1
- Impact of GST on Indian Economy 1

Unit B: Levy, Exemption, Time, Value, place of supply, Registration & ITC

- Concept of composition levy and composition rules 2
- Time and value of supply, Time-Reverse charge 2
- Concept of supply, Time and place of supply 2
- Provisions for supply after change in the rate of tax 2
- Place Of supply, Value of supply, computation of supply 2
- Concept of registration, types of registration, registration procedure, Registration process, amendment and cancellation of registration. 2
- Input tax credit system, eligibility and conditions to take input tax credit system, reversal due to non payment of supply, restrictions to input tax credit system. ITC adjustment

Unit C: Invoice, E-Way bill, and returns, job work, Payment and refunds

- Tax invoice, credit, Debit note, Credit note, Requirements of invoice 3
- Importance and Manner of issuing right invoice, revised invoice procedure, reverse charge invoice 3
- Bill of supply, Particulars of BOS, Receipt voucher for advance payment 3
- E-way bill, Generation of E-way bill, cancellation and validation of E-way Bill 3

- Outward supplies, inward supplies, sections of GSTR-2, Types of returns, returns for composition dealer, other returns, other provisions related with GST returns 3
- Job work, Provision for job work, conditions and ITC provisions
- Payments of tax, interest, penalty and other amounts, adjustment of payments, TCS, TDS, payment rules, refunds. 3

Unit D: Transitional provisions, Assessment, Inspection, search, seizure, arrest, offenses, penalties, and advance ruling

- Stock, Unutilized credit CENVAT, job work, returned goods, supplementary invoices, pending refund claims, adjustment proceedings, work contracts and other special cases. 4
- Self assessment, provisional assessment, scrutiny of returns, assessment of non filer of returns and unregistered persons 4
- Audit, audit by tax authorities, process of audit 4
- Recovery of tax 4
- Power of inspection, search, seizure, and arrest 4
- Prosecution, access to business premises 4
- Types of offenses and penalties under different circumstances 4
- Concept of advance ruling ,rules, authority of advance ruling, application and procedure for advance ruling, appeal, rectification of advance ruling. 4

Text Book:

1. VS Datey, *GST Ready Recokner*. New Delhi: Taxmann Publication, Latest Edition.

Reference Books:

1. CA Keshav R Garg. *GST Ready Reckoner*, Bharat Publication, Latest Edition
1. Jain, B. Bansal, I. *GST Law and analysis*, Young global Publication. Ltd, Latest Edition.

Course Title: Strategic Management

Course Code: MGT310

L	T	P	Credits
4	0	0	4

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

CO1 : Build the conceptual understanding regarding strategy, mission, vision statement in the company along with the environmental appraisal.

CO2 : Get the in – depth knowledge about the internal appraisal held within an organization along with the methods and techniques used for organizational appraisal.

CO3 : Get the clear understanding regarding different levels of strategy such as a business level strategies, corporate level strategies and also learn about the concept of strategic analysis & choice.

CO4 : Equip with the concept of strategy implementation and understanding about the strategic & operational control within an organization.

Unit – A

CO Mapping

Definition, nature, scope, and importance of strategy; and strategic management (Business policy). Strategic decision-making. Process of strategic management and levels at which strategy operates. Role of strategists. **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. **1**

Unit – B

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, Industry standards and benchmarking, Balanced scorecard and key factor **2**

rating). Identification of Critical Success Factors (CSF).

Unit – C

Corporate level strategies-- Stability, Expansion, Retrenchment and Combination strategies. Corporate restructuring. Concept of Synergy. **3**

Business level strategies—Porter’s framework of competitive strategies. **3**
Conditions, risks and benefits of Cost leadership, Differentiation and Focus strategies. Location and timing tactics. Concept, Importance, Building and use of Core Competence.

Strategic Analysis and choice—Corporate level analysis (BCG, GE Nine-cell, Hofer’s product market evolution and Shell Directional policy Matrix). Industry level analysis; Porters’s five forces model. Qualitative factors in strategic choice. **3**

Unit – D

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

Leadership and corporate culture, Values, Ethics and Social responsibility. Operational and derived functional plans to implement strategy. Integration of functional plans. **4**

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

Reference Books:

1. Kazmi, A., Business Policy & Strategic Management, New Delhi, Tata McGraw Hill, Latest Edition.
2. Glueck, W.F. & Jauch, L.R., Business Policy and Strategic Management, New York, Tata McGraw Hill, Latest Edition.
3. Thomas, J.G., Strategic Management- Practices and Cases, New York, Harper and Row, Latest Edition.
4. Jeyarathnam, M., Strategic Management, Mumbai, Himalaya Publishing House, Latest Edition.
5. Sharplin, A., Strategic Management, New York, Tata McGraw Hill, Latest Edition.
6. Francis, C., Strategic Management, Mumbai, Himalaya Publishing House, Latest Edition.
7. White, C., Strategic Management, New York, Palgrave Macmilan, Latest Edition.

8. Hitt, M. A. & Hoskisson, R.E., Strategic Management – Competitiveness and Globalization, Mason, South Western Cengage, Latest Edition.
9. David H.J., Thomas L. W. & Wheelen, T., Essentials of Strategic Management, New Delhi, Prentice Hall, Latest Edition.
10. M.E. Porter: Competitive Advantage, New York, The Free Press, Latest Edition.

MARKETING

Course Title: Retail Management
Course Code: MGT351

L	T	P	Credits
3	1	0	4

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

- CO1:** Understand the various types of retail formats and numerous challenges and opportunities available for retailers in the present business environment.
CO2: Elaborate the concept of consumer behavior in context of retail industry and setting retail strategy by understanding various market segments.
CO3: Describe product, price, place and promotions strategies for retailers and setting store designs.
CO4: Discover the application of supply chain, inventory management, store operations in context of retailing.

CO Mapping

Unit – A

- Retailing Environment:** An overview: Introduction, Evolution & Challenges of Retailing; Types of Retailers. **1**
- Ethical & Security Issues in retailing,** Retailing in other countries, opportunity in Retailing, multichannel retailing. **1**

Unit – B

- Strategic Retail Planning:** Strategic Retail Planning Process; Understanding the Retail Customer; Delivery value through retail formats; Role of Customer services and Relationship Marketing in Retail, **2**
- Retail location & Site decision.** Retail buying. Retail Market Segmentation, Evaluating Areas for location. **2**

Unit – C

- Retail Mix:** Product Merchandise; Pricing decisions in retailing; Promotion & Communication Mix in Retail and Multi-channel retailing, managing retail services; Category management. **3**
- Merchandise management process** overview, considerations in setting up retail prices; Store design objectives. **3**

Unit – D

- Retail Operations:** Supply chain management & vendor relation's role in Retail; Management of Human Resources; Financial Management Issues in Retail; The strategic profit model, the profit path. **4**
- Store operations - size & place allocation,** Store Maintenance, Inventory Management; FDI in Retailing. **4**

Reference Books:

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

Course Title: Consumer Behaviour
Course Code: MGT 352

L	T	P	Credits
3	1	0	4

Course Outcome:

CO1: Understanding consumer market segmentation and positioning strategies.

CO2: To acquaint students with consumer motivation, personality and perceptions.

CO3: Understanding consumer Attitude formation and change strategies.

CO4: To understand effect of reference groups, family, social class and culture on consumer.

CO Mapping

Unit- A

1

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

Unit- B

2

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

Unit- C

3

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

Unit- D

4

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

Text Books:

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

Reference Books:

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

Course Title: E-Business
Course Code: MGT353

L	T	P	Credits
3	1	0	4

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

- CO1:** To develop a comprehensive digital marketing strategy.
CO2: To make use of search engines and social networking sites for e-business promotion.
CO3: To apply measurement techniques to evaluate the digital marketing efforts.
CO4: To evaluate the social media platforms and formulate social media marketing strategies.

Unit – A

CO Mapping

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 **1**

Unit – B

Digital Marketing

Introduction to Digital Marketing, Pay per Click Advertising, DigitalDisplay Advertising, Mobile Marketing, Email Marketing **2**

Unit – C

Social Media Marketing

Developing social media marketing plan, Marketing through facebook, Instagram, Youtube and other leading social media channels **3**

Unit – D

Analytics and Planning

Developing analytics for e-business, Analysing Acquisition, Behaviouraland Conversion reports, Strategy and Planning **4**

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

Course Title: Services Marketing
Course Code: MGT354

L	T	P	Credits	Marks
3	1	0	4	100

Course outcomes:

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.

Unit – A

**CO
Mapping**

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 – B

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 – C

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

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 – D

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:

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

FINANCE

Course Title: Financial Institutions and Markets**Course Code: MGT357**

L	T	P	Credits
3	1	0	4

Course outcome: 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.**Unit – A (Overview of Financial System and Details of Banking Industry)****CO Mapping**

- 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- B (Financial Markets)

- 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- C (Other Financial Sources)

- Non- Banking Financial Companies, Development Banks **3**

- The Mutual Fund Industry, Insurance Companies, Security Brokers and Dealers **3**
- Venture Capital Firms **3**

Unit- D (Foreign Exchange Markets)

- Foreign Exchange Markets – Introduction, recent Developments, Problems. Convertibility **4**
- Risk Management in Financial Institutions, Hedging with Financial Derivatives **4**
- Interest Rates in India **4**

Text Book:

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

Reference Books:

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

Course Title: Foreign Exchange Management
Course Code: MGT358

L	T	P	Credits
3	1	0	4

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

- CO1:** Demonstrate comprehensive knowledge regarding foreign exchange markets.
CO2: Discuss the models for exchange rate determination.
CO3: Analyse the framework of international agencies with regard to Forex market.
CO4: Discuss the various control mechanism used by the government and its influence on exchange rate.

Unit – A

CO Mapping

- Meaning and problem of foreign exchange: The foreign exchange market. Foreign Exchange Markets. **1**
- Currency Market **1**
- Derivative Market, Spot, Options Markets **1**
- Conversion **1**
- Forward exchange operations. Arbitrage operations, Exchange control, Exchange, Arbitrage, hedging and speculation

Unit- B

- Theories of Foreign Exchange Rate. Meaning, Types and their determination. **2**
- Purchasing Power Parity, Interest Rate Parity and Fisher's effect. **2**

Unit- C

- International Agencies- WTO, IMF **3**
- SDR, ADR, GDR **3**

Unit- D

- Exchange Rate Determination- Factors affecting exchange rate Inflation rates, interest rates **4**
- Government controls, Government intervention and government influence on Exchange Rate. **4**
- Relative income levels on exchange rates. **4**

Text Book:

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

Reference books:

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

Course Title: Investment Management
Course Code: MGT 359

L	T	P	Credits
3	1	0	4

Course outcome: 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.

Unit-A Investing Fundamentals

**CO
Mapping**

- 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. 1
 Buying and selling of stocks:

Unit-B Stock Market Investment

- Indian Securities Market: the market participants, trading of securities, security market indices calculation of return and risk for an individual 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-C Mutual Funds

- 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- D Derivatives

- Meaning and concept of derivatives 4
- Kinds of derivatives 4
- Guidelines for investing in derivatives 4

- Investing the derivatives

4

Text Book:

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

Reference books:

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

Course Title: Derivatives and Risk Management
Course Code: MGT360

L	T	P	Credits
3	1	0	4

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

CO1: Understanding Concept, nature and types of derivatives.

CO2: Learning Option contracts and strategies to optimize risk in stock market.

CO3: Learning Concepts related with SWAPS, and complex derivatives structure.

CO4: To get familiar with risk and risk optimization strategies under derivatives.

Unit – A (Introduction to Derivatives)

CO Mapping

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

Unit- B (Introduction to Options)

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

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

- Swaps- Meaning and Mechanics of Swaps **3**
- Interest Rate Derivatives and Euro- Dollar Derivatives **3**
- Credit Derivatives **3**

Unit- D (Risk Management)

- Risk Management with Derivatives- Meaning, Reasons of Managing Risk, Types of Risk in trading with Derivatives. **4**
- Hedging Types of traders: Hedgers, Speculators, and Arbitrageurs **4**
- Hedging using Greeks **4**
- Hedging with Futures **4**
- Strategies of Hedging, Speculation and Arbitrage. **4**

Text Book:

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

Reference books:

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

HRM

Course Title: Organizational Change and Development
Course Code: MGT361

L	T	P	Credits
3	1	0	4

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

CO1: To understand the concept of organizational development so that students can take decisions wisely as Organization development consultant.

CO2: To enable the students gain knowledge related to the process of bringing about planned change in the organization and how they can practically implement those interventions.

CO3: To make the students fully conversant with the techniques and factors required for bringing change in the organization

CO4: To practically examine the success and failure of changes as well as enable students to draw its implications for future.

CO Mapping

Unit A

1

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

Unit B

2

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

Unit C

3

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

Unit D

4

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

Reference Books:

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

Course Title: Training and Development
Course Code: MGT362

L	T	P	Credits
3	1	0	4

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

CO1: To develop the understanding of the concept of training and development to understand its relevance in organizations.

CO2: To develop necessary skill set for application of various training and development issues.

CO3: To analyse the strategic issues and strategies required to select and develop manpower resources.

CO4: To integrate the knowledge of HR concepts to take correct business decisions

CO Mapping

Unit A

1

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

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

Unit B

2

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

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

Unit C

3

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

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

Unit D

Trainer's skills, styles and competence, Trainer's style by Udai Pareek.

4

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

Reference Books:

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

Course Title: Knowledge Management
Course Code: MGT363

L	T	P	Credits
3	1	0	4

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

CO1: To understand the concept of knowledge management and develop skills for building a sustaining knowledge culture.

CO2: Students will be able to be able to develop human resource management practices and align with technology.

CO3: To make the students conversant with knowledge framework and develop effective knowledge service.

CO4: To enhance strategic knowledge and evaluate the effectiveness of knowledge strategy.

Unit – A (Knowledge Influences)

CO Mapping

- The Knowledge Context 1
- An Introduction to Strategic Knowledge Management 1
- The Knowledge Leader 1
- Developing and Sustaining a Knowledge Culture 1

Unit- B (Knowledge Foundations)

- Supporting Knowledge Management through Human Resource Management Practices 2
- Supporting Knowledge Management through Technology 2

Unit- C (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- D (Knowledge Enhancement)

- Evaluating the Effectiveness of the Knowledge Strategy 4
- Sustainable Knowledge Management 4
- Overall View of Strategic Knowledge Development 4

Text Book:

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

Reference Book:

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

Course Title: Performance Management
Course Code: MGT364

L	T	P	Credits
3	1	0	4

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

CO1. Get the in-depth knowledge about the foundations of performance management i.e., its Pre-Requisites, philosophy and Characteristics of Effective Performance Management.

CO2. Get the conceptual understanding about the planning and implementation of Performance Management.

CO3. Equip with the concepts of Performance Appraisal and Monitoring along the management practices held in Indian organizations.

CO4. Learn about the concept of developmental issues in performance management and the Role of HR Professionals in Performance Management.

CO Mapping

Unit A

1

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

Unit B

2

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

Unit C

3

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

Unit D

4

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

Reference Books :

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

OPERATIONS

Course Title: Project Management
Course Code: MGT 365

L	T	P	Credits
3	1	0	4

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

CO1: understand the concept of project management and enable the students develop skills for project planning and risk management.

CO2: To develop skills related to market and demand analysis with the help of various methods for demand forecasting.

CO3: To understand technical analysis for project management.

CO4: To develop skills related to risk analysis and project appraisal.

Unit-A Introduction to Project Management

CO Mapping

- | | |
|---------------------------------------|----------|
| • Meaning and Objectives of a Project | 1 |
| • Need for Project Management | 1 |
| • Project Life cycle | 1 |
| • Project Management Framework | 1 |
| • Steps in Project Planning | 1 |
| • Managing Risk | 1 |
| • Components of Risk Management. | 1 |

Unit- B Market and Financial Analysis

- | | |
|--|----------|
| • Meaning and significance | 2 |
| • Market and Demand Analysis | 2 |
| • Market Survey | 2 |
| • Demand Forecasting, Uncertainties in Demand Forecasting | 2 |
| • Methods of Demand forecasting: Time series projection methods & causal methods | 2 |
| • Time Value of Money, Internal Rate of Return, Benefit Cost Ratio | 2 |
| • Accounting Rate of Return, Net Present Value, | 2 |

Unit C: Technical Analysis

- | | |
|---|----------|
| • Product Mix, Plant Capacity, | 3 |
| • Materials and Inputs, Machinery and Equipment, Technical arrangements | 3 |
| • Environmental aspects. | 3 |

Unit D- Risk Analysis and Project Appraisal:

- Measures of Risk, Sensitivity Analysis 4
- Scenario analysis, Break-even method, Simulation Analysis 4
- Decision Tree Analysis, Application of project appraisal techniques in current environment. 4
- Social Cost Benefit Analysis, Assessment of various methods 4
- Project Evaluation techniques (PERT and CPM) 4

Text Book:

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

Reference Books:

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

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

L	T	P	Credits
3	1	0	4

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

CO1: To understand concepts related to marketing, logistic interface and logistic costing.

CO2: To analyse changes in supply change due to globalization

CO3: To enable students develop international perspective related to inventory, logistics and production system

CO4: Understand the role of information in virtual supply chain and analyse logistics as vehicle for change.

CO Mapping

Unit- A

1

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

Unit- B

2

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

Unit- C

3

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

Unit- D

4

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

Reference Books:

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

Course Title: Total Quality Management
Course Code: MGT 367

L	T	P	Credits
3	1	0	4

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

CO1: students will become fully conversant with the concept, application and techniques of TQM.

CO2: understand different techniques that can be used for continuous quality improvement.

CO3: acquire skills related to TQM for Marketing functions and business process reengineering.

CO4: To understand the role of manpower in improving quality and supporting technologies.

CO Mapping

Unit-A

1

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

Unit-B

2

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

Unit- C

3

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

Unit- D

4

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

Reference Books:

1. Rampersad, H.K., Managing Total Quality, New Delhi, Tata McGraw Hill Publishing, Latest Edition.

2. Mukherjee, P.N., Total Quality Management, New Delhi, Prentice Hall of India, Latest Edition.

Course Title: Business Process Management

Course Code: MGT 368

L	T	P	Credits
3	1	0	4

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

CO1: to conceptualize data management systems, data modeling and knowledge management.

CO2: to develop outlook for business process and data modeling.

CO3: students will be able to analyze business process management and workflow management system.

CO4: to build up aptitude related to analytical and experimental evaluation methods and techniques of business processes.

CO Mapping

Unit-A

1

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

Unit-B

2

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

Unit- C

3

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

Unit- D

4

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

Reference Books:

1. Richard T. W., Data Management: Database and Organisation, New York, Wiley, Latest Edition.

2. John, J. & Johan, N., Business Process Management: Practical Guidelines to Successful Implementations, New York, John Wiley & Sons, Latest Edition.

FAMILY BUSINESS

Course Title: Dynamics of Family Business**Course Code: MGT369**

L	T	P	Credits
3	1	0	4

Course outcome: On completion of this course, students will be able to:**CO1:** To understand nature, factors and different aspects of family business.**CO2:** To introspect rewards and challenges of family business and analyse the need for parallel strategic planning.**CO3:** To develop governance structure of family-owned business and understand the role of non-family manager in family business.**CO4:** To visualize future prospects of family business and evaluate family firm resources for future.**CO Mapping****UNIT-A****1**

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

UNIT-B**2**

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

UNIT-C**3**

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

UNIT-D**4**

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

Text Book:

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

Reference Books:

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

Course Title: Professionalization in Family Business
Course Code: MGT370

L	T	P	Credits
3	1	0	4

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

CO1: to understand the nature, importance and challenges in family business.

CO2: Enable students to foresee governance and professionalism challenges along with plan for succession of family business.

CO3: to develop aptitude for change, adaptation, innovation in family business and understand the structure of family business governance.

CO4: to understand the concepts of estate planning, owners plan, financial wealth management and key non family management.

Unit-A

CO Mapping 1

The Nature, Importance, and Uniqueness of Family Business.
 The Family Dynamics Challenge
 The Ownership Challenge

Unit-B

2

The Governance and Professionalism Challenge
 Diagnosing the Family Business and Crating Conditions for the Continued Spirit of Enterprise
 Succession: Development and Selection of the Nest Generation
 Succession and the Transfer of Power

Unit-C

3

Change, Adaptation, and Innovation: The Future of Family Business
 Family Business Governance: Boards of Directors, Family Councils, and Family Offices
 Family Business Governance: Advisory Boards and Boards of Directors.

Unit- D

4

Estate Planning
 The Owners Plan
 Financial and Wealth Management
 Key Nonfamily Management

Reference Books:

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

Course Title: Succession Planning and Leadership in Family Business
Course Code: MGT371

L	T	P	Credits
3	1	0	4

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

CO1: To understand the concept of family business succession, benefits and challenges.

CO2: Students will be able to link family component into management succession process and understand ownership succession.

CO3: Enable students to develop skills for facing family business leadership issues.

CO4: To conceptualize life cycle of family business; its critical roles, phases and challenges.

Unit-A

**CO
Mapping**
1

The Business of Family Business: Why Family Business is Different

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

A New Family Business Succession Model: Managing the Family Component

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

Unit B

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

2

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

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

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

Unit-C

The family business leadership challenge

3

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

Unit- D

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

4

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

Reference Books:

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

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

L	T	P	Credits
3	1	0	4

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

Case 1 The Binghams and the Louisville Courier-Journal Companies

Case 2 SMALL FAMILY BUSINESS Power Play at the Inn

Case 3 The Ferré Media Group

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

Case 5 The Vega Food Company

Case 6 Sigma Motion, Inc

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

Case 8 SMALL FAMILY BUSINESS Borrowing to Grow at Andrews Company

Case 9 SMALL FAMILY BUSINESS Adams Funeral Home

Case 10 Fasteners for Retail (Part A)

Case 11 Ferré Media Group (Part B)

Case 12 The Cousins Tournament

Case 13 Private Co Business Valuation Report

Case 14 Reliance Industries (Part A)

Case 15 SMALL FAMILY BUSINESS The Son-in-Law

Case 16 SMALL FAMILY BUSINESS The New MBA

Case 17 SMALL FAMILY BUSINESS Real Estate Development Partners, Inc

Case 18 SMALL FAMILY BUSINESS Glassking Distributor Company

Case 19 New Way Distributing

Case 20 The Reliance Group (Part B)

Reference Books:

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