



**JAIPUR NATIONAL**  
**UNIVERSITY**  
A venture of The Seedling Group of Educational Institutions

## **Bachelor of Business Administration (BBA)**

**Distance Mode: Starts at Page 2**

**Online Mode: Starts at Page 104**

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# PROGRAM PROJECT REPORT – BBA – Distance Mode

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## BBA – Distance Mode

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### 1. Program Overview

#### 1.1 Program's Mission and Objectives

The program's mission is to fully prepare students with high-level competence by imparting the latest concepts and technology, aligning them with industry demands. The objectives of the program are as follows:

- i. Offer an opportunity to earn a B.B.A. degree to individuals facing challenges pursuing a traditional B.B.A. course due to job commitments or other circumstances.
- ii. Enable learners to study at their own pace and from their preferred location.
- iii. Provide students with a solid foundational understanding of business and commerce.
- iv. Cultivate skills in commerce and management.
- v. Create a pathway for self-employment and contribute to the workforce needs of financial, commercial and business institutions by producing qualified individuals.
- vi. Develop Information Technology skills among students, crucial in today's business and commerce landscape.

#### 1.2 Relevance of the Program with JNU's Vision and Mission

Jaipur National University (JNU) was established in 2007. JNU provides a world-class learning experience, with a highly accomplished faculty, numerous extracurricular activities, and a wide range of academic pursuits. The university fosters holistic development of students.

JNU with its vision to transform the Education Landscape of India and contribute to the maximum to improve the GER of India has plans to launch affordable and flexible education programs. Distance programs is an excellent way to launch affordable and flexible education programs in sync with the vision and mission of the university stated below:

**University Vision:**

To be a leader in creating unique and exclusive learning opportunities in all disciplines of study that ultimately lead to the advancement of learning and creation of a sustainable society and environment.

**University Mission:**

- Provide global opportunities of learning through broad and balanced academic programmes.
- Explore and hone the potential of stakeholders, develop their human and intellectual capacities to the fullest.
- Create and maintain excellence with high standard driven activities, universal significance and acknowledgement.
- Inculcate and keep track of the current trends and finest practices in education for constant growth and evolution.
- Leverage diversity of thoughts, ideas, and perspectives to enrich the stakeholders

**1.3 Nature of Prospective Target Group of Students**

The curriculum of B.B.A. is designed in such a way that it helps the students to become not only more employable but also encourages them to become entrepreneurs.

Primarily the target group of learners will be:

- Population living in remote areas where higher education institutes are not easily accessible.
- Learners who could not get admission in the regular mode due to limited intake capacity.
- Learners who are working and who desire to pursue higher education as a means for movement up the ladder.
- Learners who are unable to pursue Higher education due to social, financial and economic compulsions as well as demographic reasons.

#### **1.4 Appropriateness of programs to be conducted in Distance mode to acquire specific skills and competence**

The degree holds significant value for students seeking employment as professionals in industries, businesses, finance, or the civil service. Additionally, employers highly regard it for various other roles where proficiency in logical and quantitative reasoning is essential, such as accountancy, banking, or general managerial positions.

## **2. Procedure for Admission and Curriculum Transaction**

The academic programs catered to candidates enrolled in the Distance mode of learning are facilitated by Centre for Distance and Online Education -Jaipur National University (CDOE – JNU), with the backing of various faculties within the University. Eligibility criteria, course structure, detailed curriculum, program duration, and evaluation criteria are subject to approval by the Centre for Internal Quality Assurance(CIQA) and Academic Council, adhering to UGC guidelines for programs falling under the purview of Distance mode for degree conferment.

Below are the details of the admission procedure, eligibility criteria, fee structure, curriculum, program delivery, information about the Learning Management System (LMS), and assessments and evaluations.

### **2.1 Procedure for Admission**

Students who are seeking admission in programs offered by CDOE-JNU need to apply through <https://online.jnujaipur.ac.in/> in the courses offered.

#### **2.1.1 Minimum Eligibility Criteria for Admission**

The minimum eligibility criteria for admission to the BBA program require candidates to 10+2 (12<sup>th</sup> Standard) from a recognized Board, in accordance with UGC and AICTE norms. Additionally, candidates must have secured at least 40% marks in the qualifying examination.

Candidates must also fulfill all documentation requirements as specified on the program's website for admission purposes. Failure to submit proof of eligibility within the stipulated timeframe specified by CDOE-JNU will result in the cancellation of admission. Prospective candidates are encouraged to carefully review all instructions provided on the website before proceeding with the application process.

### 2.1.2 Admission Process and Instructions: Learner Communication

The admission process for the students is provided below:

Step	Process	Particulars
Step 1	Counselling	Prospective students will receive guidance and counseling for their chosen program from designated counselors.
Step 2	Registration on admission portal to get access to My Account.	To initiate the registration process, prospective students are required to complete the application form by providing all necessary details and uploading mandatory documents.
Step 3	Details of Document upload	<p>Student Uploads document as follows-</p> <p><u>Personal Documents</u></p> <p>Passport-size Photograph Student's Signature Aadhar Card (Back &amp; Front)</p> <p><u>Academic Documents</u></p> <p>UG Student - 10th Marksheet 12th Marksheet (detailed list of documents is provided in <b>Annexure II</b>)</p>
Step 4	Verification of documents by the Deputy Registrar	The Deputy Registrar is responsible for verifying all documents uploaded by prospective students on the admission portal. Within a timeframe of 48 hours, the Deputy Registrar will review and either approve or disapprove the eligibility of the prospective student for the chosen program.
Step 5	Undertaking	Student will sign Undertaking after Approval in Application.
Step 6	Payment of fees	<p>All eligible students, duly approved by the Deputy Registrar, will get fees payment link activated in their My Account for payment.</p> <p>The Fee is payable through any of the following means:</p> <p>(a) UPI (b) Credit/Debit Card (c) Net-banking</p> <p>Note: Cash, bank demand draft and Cheques are not</p>

		accepted
<b>Step 7</b>	<b>Enrolment</b>	After the payment of program fee, the eligible student will get the Enrolment number and access to the LMS within 21 days.
<b>Step 8</b>	<b>Access to Learning Management System (LMS)</b>	

**General Instructions:**

1. Prior to applying for programs, all students are advised to thoroughly read and comprehend the eligibility conditions provided in the student handbook document and outlined on the university website.
2. It is the responsibility of prospective learners to ensure that their educational or qualifying degree has been issued by a recognized university or board only. For learners from Indian higher education institutions, recognition by the regulatory authority of the Government of India is necessary. To verify degrees from recognized boards of education, refer to [www.cobse.org.in/](http://www.cobse.org.in/). For Polytechnic Diploma, check the respective State Board of Technical Education. Verification of degrees from recognized universities can be done at [www.ugc.ac.in/](http://www.ugc.ac.in/).
3. Prospective learners must verify their eligibility on the date of admission and ensure that they have passed the qualifying exams before the commencement of the admission batch.

Upon enrollment, students must register with the Academic Bank of Credits (ABC), a central scheme for depositing credit formulated by the Ministry of Education, Government of India. Creation of an Academic Bank of Credits (ABC) ID is mandatory for all students. (Refer to Annexure V for details).

**2.1.3 Program Fee for the Academic Session beginning July 2024**

Program fees for students pursuing BBA offered by CDOE-JNU is mentioned below:

Program	Academic Total Fees (INR)	Exam fees
BBA	60,000	1500 per semester



## **2.2 Curriculum Transactions**

### ***2.2.1 Program Delivery***

The curriculum is delivered through Self Learning Materials (SLMs) in the form of e-Contents, supplemented by a variety of learning resources including audio-video aids via the Learning Management System (LMS).

### ***2.2.2 Learning Management System to support Distance mode of Course delivery***

The Learning Management System (LMS) is available on URL <https://lms.jnujaipur.ac.in/> is meticulously developed to offer students a truly global learning experience. With a user-friendly interface, the LMS simplifies the learning process and ensures it meets the highest global standards. Utilizing audio-visual teaching methods, self-learning materials and evaluation patterns, the platform stands out as unique and aligns seamlessly with both industry requirements and the UGC Guidelines.

Students can engage in uninterrupted learning 24x7 via web and mobile devices, allowing them to progress at their preferred pace. The LMS boasts a simple and intuitive user interface, facilitating easy navigation through the e-learning modules. Designed in accordance with standard norms, all learning tools are easily accessible, ensuring a perfect learning experience for all users.

### ***2.2.3 Course Design***

The curriculum is designed by a committee comprising experts from the parent department of the University and Industry experts, keeping in view the needs of the diverse groups of learners.

### 2.2.4 Academic Calendar for Academic Session beginning July 2024

Sr. No.	Event	Session	Month (Tentative)
1.	Commencement of semester	January	January
		July	July
2.	Enrol learner to Learning	January	Within 21 working days from fee deposit and Eligibility confirmation
	Management system	July	
3.	Interactive Live Lectures for query resolution	January	February to May
		July	August to November
4.	Assignment Submission	January	By April
		July	By October
5	Project Report Submission (Wherever applicable during Final semester)	January	Last week of April
		July	Last week of November
6	Term End Examination	January	May onwards
		July	December onwards
7	Result Declaration of End Term Examination	January	By June
		July	By January

### 3. Instructional Design

#### 3.1 Curriculum Design

The curriculum is meticulously designed by experts in the field of management, incorporating contemporary topics and fostering environmental awareness. It has received approval from the Board of Studies of the Faculty of Management, the Centre for Internal Quality Assurance (CIQA), and the University Academic Council.

#### 3.2 Program Structure and detailed Syllabus

##### 3.2.1 Program Structure

##### Semester I

Course Code	Course	Subject Name	Credits	Contact-Per Week			Evaluation		Total
				L	T	P	Internal	External	
DBBACO101T24	CORE	Financial Accounting	5	4	1	0	30	70	100
DBBACO102T24	CORE	Managerial Economics	5	4	1	0	30	70	100
DBBACO103T24	CORE	Business Organization and Ethics	5	4	1	0	30	70	100
DBBACO101P24	CORE	MANAGEMENT LAB	1	*	*	2	30	70	100
DBBAD101T24 DBBAD102T24	DSE	Statistical Applications in Business** /Indian Economy *	4	3	1	0	30	70	100
DBBAE101T24	**AECC/SEC/VBC	Environmental Impact Analysis	2	2	0	0	30	70	100
DBBAGE101T24 DBBAGE102T24 DBBAGE103T24	*OE/GE	Fundamental of Food and Health/ Chemistry in daily life/ First Aid	2	2	0	0	30	70	100
<b>Total Credit</b>				<b>24</b>					<b>700</b>

\* Credits of Open Elective courses can be obtained from MOOC and SWAYAM courses

\*\* Credit can be obtained from the university or from MOOC and SWAYAM courses

### Semester II

Course Code	Course	Subject Name	Credits	Contact-Per Week			Evaluation		Total
				L	T	P	Internal	External	
DBBACO201T24	CORE	Principles and Practices of Management	5	4	1	0	30	70	100
DBBACO202T24	CORE	Entrepreneurship & Skill Development	5	100	1	0	30	70	100
DBBACO203T24	CORE	Business Environment	5	100	1	0	30	70	100
DBBACO201P24	CORE	MANAGEMENT LAB	1	100	*	2	30	70	100
DBBADS201T24 DBBADS202T24	DSE	Management of Financial institutions / Human Resource Management	4	100	1	0	30	70	100
DBBASE201T24	*AECC/ SEC/VB C	Corporate Communication Skills	2	100	0	0	30	70	100
DBBAGE201T24 DBBAGE202T24 DBBAGE202T24	*GE/OE	Preventive Measures in Healthcare/ Molecules of Life/ Health Assessment	2	100	0	0	30	70	100
DBBASE202P24	AECC/SEC/VBC	MSME INDUSTRY VISIT	2	100	*	4	30	70	100
<b>Total Credits</b>			<b>26</b>						800
<b>Exit Option with Certificate of Business Administration</b>									

\* Credits of courses can be obtained from MOOC and SWAYAM courses

### Semester III

Course Code	Course Category	Subject Name	Credits	Contact-Per Week			Evaluation		Total
				L	T	P	Internal	External	
DBBACO301T24	CORE	Business Mathematics and Logical Reasoning Skills	5	4	1	0	30	70	100
DBBACO302T24	CORE	Marketing Management	5	4	1	0	30	70	100

DBBACO303T24	CORE	Legal Framework	5	4	1	0	30	70	100
DBBACO301P24	CORE	MANAGEMENT LAB	1	*	*	2	30	70	100
DBBADS301T24 DBBADS302T24	DSE	Cost Accounting/ International Business	4	3	1	0	30	70	100
DBBASE301T24	*AECC/S EC/VBC	IT For Managers	2	2	0	0	30	70	100
DBBAGE301T24 DBBAGE302T24 DBBAGE303T24	*GE/OE	Community Nutrition Assessment/ Atmospheric Science/ Basic Cardiopulmonary Life Support	2	2	0	0	30	70	100
<b>Total Credits</b>			<b>24</b>						<b>700</b>

\* Credits of courses can be obtained from MOOC and SWAYAM courses

#### Semester IV

Course Code	Course Category	Subject Name	Credits	Contact-Per Week			Evaluation		Total
				L	T	P	Internal	External	
DBBACO401T24	CORE	Research Methods	5	4	1	0	30	70	100
DBBACO402T24	CORE	Financial Management	5	4	1	0	30	70	100
DBBACO403T24	CORE	Management Accounting	5	4	1	0	30	70	100
DBBACO401P24	CORE	MANAGEMENT LAB	1	*	*	2	30	70	100
DBBADS401T24 DBBADS402T24	*DSE	Outsourcing Management / Tourism Management	4	3	1	0	30	70	100
DBBASE401T24	AECC/SE C/VBC	Event Management	2	2	0	0	30	70	100
DBBAGE401T24 DBBAGE402T24 DBBAGE403T24	*GE/OE	Food Hygeine and Sanitation/ Nanotechnology/ Fundamentals of Prescribing	2	2	0	0	30	70	100
DBBASE402P24	*AECC/S EC/VBC	Minor Survey on Consumer Behaviour	2	*	*	4	30	70	100
<b>Total Credits</b>			<b>26</b>						<b>800</b>
<b>Exit Option with Diploma in Business Administration</b>									

\* Credits of courses can be obtained from MOOC and SWAYAM courses

### Semester V

Course Code	Course Category	Subject Name	Credits	Contact-Per Week			Evaluation		Total
				L	T	P	Internal	External	
DBBACO501T24	CORE	Organizational Behavior	5	4	1	0	30	70	100
DBBACO502T24	CORE	Company Law	5	4	1	0	30	70	100
DBBACO503T24	CORE	Tax Management	5	4	1	0	30	70	100
DBBACO501P24	CORE	MANAGEMENT LAB	1	*	*	2	30	70	100
	*DSE	Elective List Attached Below	4	3	1	0	30	70	100
	DSE		4	3	1	0	30	70	100
DBBAGE501T24 DBBAGE502T24 DBBAGE503T24	*GE/OE	Diet in Lifestyle Disorders/ Business Mathematics-I/ Essential Newborn Care (ENBC) & Facility based newborn care (FBNC)	2	2	0	0	30	70	100
DBBASE501P24	*AECC/SEC/VBC	STPR	3	*	*	6	30	70	100
<b>Total Credit</b>			<b>29</b>						<b>800</b>

\* Credits of courses can be obtained from MOOC and SWAYAM courses

Course Type	Course Code	Course
DSE	DBBADS501T24	Finance
	DBBADS502T24	Security Analysis and Portfolio Management
	DBBADS503T24	Auditing,
	DBBADS504T24	Goods and Service Tax.
	DBBADS505T24	Marketing
	DBBADS506T24	Retail Management
	DBBADS507T24	Digital Marketing
	DBBADS508T24	Consumer Behaviour
	DBBADS509T24	Human Resource
		Training and Development
		Industrial Relations
		Performance Management

### Semester VI

Course Code	Course	Subject Name	Credits	Contact-Per Week			Evaluation		Total
				L	T	P	Internal	External	
DBBACO601T24	CORE	Strategic Management	5	4	1	0	30	70	100
DBBACO602T24	CORE	Quantitative Techniques	5	4	1	0	30	70	100
DBBACO603T24	CORE	Leadership Skills & Change Management	5	4	1	0	30	70	100
DBBACO601P24	CORE	MANAGEMENT LAB	1	*	*	2	30	70	100
	*DSE	Elective List Attached Below	4	3	1	0	30	70	100
	DSE		4	3	1	0	30	70	100
DBBAGE601T24 DBBAGE602T24 DBBAGE603T24	*GE/OE	Techniques in Basic Life Support/ Plants and Human Welfare/ Integrated Management of Neonatal and Childhood Illness (IMNCI)&Pediatric Life Support (PLS)	2	2	0	0	30	70	100
DBBAAE601T24	*AEC C/SEC/ VBC	Personality Development	2	2	0	0	30	70	100
<b>Total Credits</b>			<b>28</b>						<b>800</b>

\* Credits of courses can be obtained from MOOC and SWAYAM courses

Course Type	Course Code	Course	
DSE	DBBADS601T24	Finance	Corporate tax
	DBBADS602T24		Financial Reporting
	DBBADS603T24		Strategic Financial Management
	DBBADS604T24	Marketing	Advertising and Media Management
	DBBADS605T24		Marketing of Services
	DBBADS606T24		Product & Brand Management
	DBBADS607T24	Human Resource	Human Resource Development
	DBBADS608T24		Human Resource Information System
	DBBADS609T24		Global Human Resources

### 3.2.2 Detailed Syllabus of BBA

Detailed syllabus of BBA is attached in Annexure-I.

### 3.3 Duration of the Program

Program	Level	Duration	Maximum duration for completion	Credits
BBA	Bachelor's Degree	3 years (6Semesters)	6 Years	157

### 3.4 Faculty and Support staff requirements (Refer Regulation Document for all Staff Details)

Academic Staff	Number available to meet the norms
Program Coordinator	1 Member
Course Coordinator	46
Course Mentor	1 Member per batch of 250 students

### 3.5 Instructional delivery mechanisms

JNU boasts a fully dedicated team of faculty members and staff proficient in delivering lectures through CDOE – JNU. At the commencement of each session, students will receive the academic calendar via the Learning Management System (LMS). The distribution of self-learning material, audio, and video content to students will be facilitated through the LMS via the following delivery channels:

- Self-Learning Material
- E-Books
- Study Guide
- Question Bank in Learning Management system - For Practice Test through LMS
- Audio / Video Component in Learning Management System
- Assignments (Submitted through Assignment Response Sheet)
- Personal Contact Program would be conducted at University Campus.

### 3.6 Identification of media-print, audio, or video, online, computer aided

The Learning Management System (LMS) serves as a comprehensive digital platform, offering a multitude of features including recorded faculty video lectures, live sessions, e-content comprising study material and graded assessments.

For each module within a course, there will be one live session conducted by the respective faculty member, focusing on a specific topic. CDOE-JNU has curated study material that is clear



and easily comprehensible, complete with concise summaries, self-assessment questions, and case studies.

Access to these course materials is facilitated through:

- Login credentials provided in the welcome email sent by the university
- Students can also log in on the University website at <https://lms.jnujaipur.ac.in/>.

### **Courseware**

Through the Learning Management System (LMS), students will have access to a comprehensive array of course materials mentioned in above clause.

The Dashboard feature of the LMS serves to track and monitor students' learning progress. It includes functionalities such as:

- Monitoring progress in learning
- Comparing progress with peers
- Receiving regular notifications about upcoming Live Sessions, assignments, and examinations

### **3.7 Student Support Services**

Students will have access to support services provided by CDOE-JNU through the Student Relationship Management (SRM) system for queries related to administration and general technical issues. A ticketing system integrated into the LMS will enable learners to connect with the CDOE-JNU technical team for support services, with resolutions handled by the appropriate authority. Notifications will also be sent to the Deputy Registrar to ensure queries are addressed within 24 hours or sooner.

For academic course-related queries, students can raise queries directly with the Course Coordinator, Program Coordinator, and Deputy Director. Queries should be resolved within 48 hours of being raised, with the Program Coordinator responsible for managing and resolving any unresolved matters. The Deputy Director will ensure the timely resolution of academic queries.

In addition to academic excellence, CDOE-JNU prioritizes the holistic development of its students. The department supports various initiatives to broaden students' opportunities and shape them into future leaders.

## **4. Assessment and Evaluation**

#### 4.1 Overview

The evaluation of students' learning will encompass internal assignments, quizzes, learner response sheets, and end-of-term examinations. CDOE-JNU follows a rigorous process in the development of question papers, creation of question and quiz banks, preparation and moderation of assignments, administration of examinations, analysis of answer scripts by qualified academics, and declaration of results. Question papers are meticulously framed to ensure comprehensive coverage of the syllabus.

The evaluation process will include two types of assessments:

Examination Name	Marks Division
Continuous internal assessment	30%
Summative assessment in the form of end-term examination. End-term examination will be held with proctored examination tool technology (follow <b>Annexure VI</b> for guidelines and pre-requisites for Proctored Examination)	70%

The examinations are designed to evaluate the knowledge acquired during the study period.

For theory courses, internal evaluation will be conducted through Continuous Internal Assessment (CIA), which includes assignments and quizzes in form of MCQ type of questions. The internal assessment will contribute a maximum of 30 marks for each course.

At the end of each semester, an end-of-semester online examination will be held for each course, lasting two hours.

**Guidelines issued by the Regulatory Bodies from time-to-time about conduct of examinations shall be considered and new guidelines if any will be implemented.**

#### 4.2 Question Paper Pattern

**Exam Time: 2 Hours**

**Max. Marks: 70**

Exam will be comprising of 70 Multiple-Choice Questions (1 Mark Each) – 70 Marks

### 4.3 Distribution of Marks in Continuous Internal Assessments

The following procedure shall be followed for internal marks for theory courses. Weightage for Assignment is provided below:

Particular	A1 (MCQ Type)	A2 (MCQ Type)
Marks	15	15

Note: Refer to **Annexure VI** and **VII** for reference to the question paper pattern and formats of documents accepted.

Students may re-appear for CIA up to next two semesters and has to follow the same procedure. For the last semester the academic rules shall apply.

### 4.4 Statistical Method for the Award of Relative Grades

Letter Grade	Grade point	Range of Marks(%)
O (Outstanding)	10	90-100
A+ (Excellent)	9	80-89
A (Very good)	8	70-79
B+ (Good)	7	60-69
B (Above average)	6	50-59
C (Average)	5	40-49
P (Pass)	4	35-39
F (Fail)	0	0-34
Ab (Absent)	0	Absent

#### Abbreviations:

CO	Core Course	MM	Maximum Marks
DSC	Discipline Specific Course	MO	Marks Obtained
GE	Generic Elective Course	SE	Skill Enhancement
AE	Ability Enhancement	DSE	Discipline Specific Elective

#### 4.4.1 Cumulative Grade Point Average (CGPA) and Semester Grade Point Average

##### Semester Grade Point Average (SGPA):

It is the summation of product of Credit Points and Grade Points divided by the summation of Credits of all Courses taught in a semester.

$$\text{SGPA} = \frac{\sum C.G.}{\sum C}$$

Where, G is grade and C. is credit for a Course.

##### Cumulative Grade Point Average (CGPA): $\text{CGPA} = \frac{\sum(C_i \times S_i)}{\sum C}$

Where,  $S_i$  is the SGPA of the semester and  $C_i$  is the total number of credits in that semester.

The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.

Note:

- In case of any mistake being detected in the preparation of the Grade Statement at any stage or when it is brought to the notice of the concerned authority the University shall have the right to make necessary corrections.

#### 4.4.2 Cumulative Grade Point Average (CGPA)

CGPA will be used to describe the overall performance of a student in all courses in which letter grades are awarded since his entry into the University or transferred from other University upto the latest semester as per the procedure provided in JNU Academic Regulations. It is the weighted average of the grade points of all the letter grades received by the student from his entry into the University or transferred from other University. Since multiple performance in a course in which the student has already received a grade is possible, whenever through such a process a new grade is obtained, it will replace the earlier one in the calculation of CGPA. On the other hand, if through this process merely a report emerges, this event by itself will not alter the CGPA.

A student's grades, reports, CGPA, etc. at the end of every semester/term will be recorded on a grade card, a copy of which will be issued to him. The grade card will be withheld if a student has not paid his dues or when there is a pending case of breach of discipline or a case of unfair means against him.

The faculty members will also be responsible for maintaining the complete records of each student's attendance, performance in different components of evaluation. If a scrutiny or statistical analysis

becomes necessary, the above records and any other pertinent information should be made available by the faculty member of the course.

#### **4.4.3 Conversion Factor**

Formula for Conversion of CGPA to Percentage:

$$\text{Percentage of marks} = \text{CGPA} \times 10$$

#### **4.5 Grade card**

All grades and reports and other pertinent information for a semester are given in a grade card which is a complete record of the outcome of what was intended in the original registration. The various grades and reports would be appropriately used to tally the grade card with the original registration.

Chronologically organized information from the grade cards of a student with the necessary explanation constitutes is transcript which is issued at the time the student leaves the University or at an intermediate point on request.

##### **4.5.1 Grade cards and Certification – Student Communication**

- The student can get soft copy of grade cards through the University website, the hard copy grade card would be provided only after successfully completion of full program along with degree certificate.
- Once the student completes all the mandated assignments, examinations and projects (if applicable) the final mark sheet/grade card and certificate would be dispatched by the University to the student registered address.
- All pending payments/dues need to be cleared by the student, before the final certification.
- If required, the University may request the mandatory documents from student as submitted during admission time, the students may have to re-submit the same if required during final degree certification.
- Students need to apply for degree by filling the degree application form and submit all the required documents and the applicable degree processing application fees as mentioned in this document.

##### **4.5.2 Results, grade card and Degree Logistics–Internal Process**

- After verification of all data by the Controller of Examination, the results would be published on the CDOE-JNU website.

- Students need to download and save the copy of semester / year wise results.

CDOE-JNU would provide hard copy grade cards and degree certificate at the end of the program to students who have successfully completed the program. Students who successfully completed the program will receive hard copy mark sheet/grade cards and a degree certificate from the University at the end of the program. A provision for On Demand Mark Sheets can be provided wherein student would have to fill the requisition and pay postal charges enabling university to dispatch the hard copy marksheets as requested by the student; prior to completion of the overall program.

## 5. Requirement of the Laboratory Support and Library Resources

### 5.1 Laboratory Support

Jaipur National University offers access to state-of-the-art laboratories equipped with the latest tools and resources necessary for research and analytical work. The laboratory support at JNU aims to foster a robust research environment, encouraging students to develop essential skills required for their academic and professional growth.

### 5.2 Library Resources

The Central Library at CDOE-JNU offers a comprehensive range of sections, including reference, circulation, audio-visual, periodical, book-bank, digital library, and reprographic sections. With a collection exceeding 1,00,000 books, the library also provides access to e-journals, online databases such as Scopus and Web of Science, and institutional repositories featuring rare book collections. University has 449 subscriptions of online and offline Journals. Equipped with modern facilities like reading rooms, computer labs, and quiet study areas, the library fosters a conducive environment for learning and intellectual growth. Additionally, the library frequently organizes workshops, seminars, and exhibitions to enhance academic engagement and promote a culture of continuous learning.

All electronic resources can be accessed seamlessly through the Local Area Network (LAN) on campus, as well as remotely via login credentials. This ensures convenient access to resources for students, faculty, and researchers both on-site and off-site.

## 6. Cost Estimate of the Program and the Provisions

The Estimate of Cost & Budget could be as follows (all figures on Annual basis) :

Sl. No.	Expenditure Heads	Approx. Amount
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1	Program Development (Single Time Investment)	45,00,000 INR
2	Program Delivery (Per Year)	9,00,000 INR
3	Program Maintenance (Per Year)	30,00,000 INR

## 7. Quality Assurance Mechanism

The quality of a program hinges upon the course curriculum, syllabus, and academic delivery, all of which are meticulously designed to bridge the gap between industry standards and academia. To uphold this standard, the Centre for Internal Quality Assurance (CIQA) and the Academic Council play crucial roles.

The Academic Council is entrusted with ratifying the curriculum and any proposed changes recommended by CIQA to ensure the continual enhancement and maintenance of quality in education at CDOE-JNU.

The Centre for Internal Quality Assurance (CIQA) is tasked with several responsibilities:

- (i) Conducting periodic assessments of learning course materials and audio-video tutorials to maintain the quality of learning.
- (ii) Soliciting stakeholder feedback and implementing recommended changes to meet the evolving needs of course delivery and industry requirements.
- (iii) Evaluating the quality of assignments, quizzes, and end-term assessments and providing suggestions for enhancements to sustain the learning program's standards.
- (iv) Ensuring that the learning experience is truly global, aligning with program outcomes and reflecting the vision and mission of JNU.

The Chief Operating Officer (CoE) of the University oversees examinations and the evaluation system to ensure fairness and integrity in the assessment process.

CDOE-JNU is committed to continual improvement, striving to enhance processes, assessments, teaching methodologies, and e-learning materials in line with the regulatory norms. The University is dedicated to delivering exceptional education across all learning modes while adhering to NEP, UGC, and other regulatory guidelines, fostering a truly global educational environment.

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## Annexure I \_Detailed syllabus of BBA Program

### Program Outcomes

The BBA Program curriculum is meticulously crafted to achieve the following outcomes:

PO1: Apply knowledge of management theories and practices to solve business problems.

PO2: Foster analytical and critical thinking abilities for data-based decision-making.

PO3: Cultivate value-based leadership skills.

PO4: Analyze and effectively communicate global, economic, legal, and ethical aspects of business.

PO5: Develop leadership skills tailored for business and industry.

PO6: Foster a multifunctional perspective for problem-solving.

PO7: Cultivate cognition, attitude, and values for personal growth while considering the ecological impact of professional decisions.

PO8: Synthesize cognitive abilities for professional conduct with an empathetic attitude towards marginalized segments of society.

The detailed syllabus for the Program is as follows

<b>Course Nomenclature</b>	<b>Financial Accounting</b>	
<b>Year / Semester</b>	<b>I/I</b>	
<b>Course Credit (5)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
CO1: Enumerate the incomplete record accounting, its concepts and principles used to produce financial statement.		
CO2: Rearrange the higher concepts of branch and departmental accounting and comprehend it.		



CO3: Use the knowledge about accounting procedures, methods and techniques.		
CO4: Classify the fundamentals of company accounts –issue of shares and debentures its entries and balance sheet.		
CO5: Predict the financial performance of the firm and company.		
CO6: Compose the financial statement reports to improve financial health of organization.		
<b>Unit I</b>	<b>Introduction</b>	<b>10 Hours</b>
Meaning and scope of accounting. Need & objectives of accounting, Accounting Terminology, Generally Accepted Accounting Principles, Concepts and conventions, accounting equation. Journal: Rules of debit and credit, compound journal entry and subsidiary books. Ledger: Rules regarding posting. Trial Balance		
<b>Unit II</b>	<b>Final Accounts</b>	<b>12 Hours</b>
Preparation of Final Accounts: Trading account, Profit & Loss account, Balance sheet, Statement of change in equity and manufacturing accounts		
<b>Unit III</b>	<b>Bank reconciliation statement</b>	<b>14 Hours</b>
<b>Bank reconciliation statement:</b> Introduction, Meaning-Cash Book and Pass Book- Causes for difference between Cash book and Pass book-Purpose of bank re-conciliation.		
<b>Unit IV</b>	<b>Company Accounts</b>	<b>12 Hours</b>
Issue of Shares – Meaning of Shares, Types of Shares, Methods of issue of shares, forfeited of shares and reissue of forfeited shares. Debentures–Meaning and methods of issuing debentures ,treatment of interest on debentures. Redemption of Preference Shares – Meaning, Legal provision and methods of redemption of shares. Redemption of Debentures- Meaning, Legal provision and methods of redemption of debentures, preparation of balance sheet after redemption.		
<b>Unit V</b>	<b>Valuations of Goodwill</b>	<b>12 Hours</b>
Valuation of Goodwill – Meaning, types of Goodwill, Method of valuation of Goodwill and object of valuation of goodwill.		
Skill Development	<ol style="list-style-type: none"> <li>1. Reading Financial Statements</li> <li>2. Analyzing Financial Statements</li> <li>3. Generating Financial Statements</li> </ol>	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	<ol style="list-style-type: none"> <li>1. Tulsian P.C., “Financial Accounting”, Pearson, 2020</li> <li>2. Maheshwari S.N., “Introduction to Accountancy”, New Delhi, Vikas Publishing House, 10th Edition, 2021</li> <li>3. Ramchandran and Ramkumar Kakani, “Financial Accounting for Management”, Tata-Mac Graw-Hill, 2nd Edition, 2018.</li> <li>4. Paresh Shah, “Basic Financial Accounting for Management”, Oxford University Press, 2022</li> <li>5. Jain, Khandelwal &amp; Pareek, “Fundamentals of Accounting, Vol. II” ,Ramesh Book Depot, 2022</li> <li>6. Agarwal, Shah, Goyal &amp; Sharma, “Fundamentals of Accounting”, Vol. II New Book House, 2023</li> </ol>	
Online resources	Journal of Accounting Research, <a href="https://www.coursera.org/lecture/uva-darden-financial-accounting/journal-entries-a-tutorial-fDPpn">https://www.coursera.org/lecture/uva-darden-financial-accounting/journal-entries-a-tutorial-fDPpn</a> ,	



<b>Course Nomenclature</b>	<b>Managerial Economics</b>	
<b>Year / Semester</b>	<b>I/I</b>	
<b>Course Credit (5)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
<b>CO1:</b> Identify the basics of Managerial economics, its concepts and principles used to relate with business.		
<b>CO2:</b> Explain the internal and external decisions to be made by managers		
<b>CO3:</b> Determine the demand and supply conditions and assess the position of a company		
<b>CO4:</b> Classify competition strategies, including costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the markets		
<b>CO5:</b> Appraise real-world business problems with a systematic managerial economics theoretical framework		
<b>CO6:</b> Develop the knowledge for Economic theories and methods in business and management		
<b>Unit I</b>	<b>Introduction</b>	<b>10 Hours</b>
Managerial Economics – meaning, nature & scope; Difference between Economics and Managerial economics. Role of Micro & Macro analysis in formulation of business policy; Inductive & deductive methods, Positive and Normative Economics.		
<b>Unit II</b>	<b>Consumer Behavior</b>	<b>12 Hours</b>
Utility Analysis, Law of Diminishing Marginal Utility, Equi-marginal utility, Cardinal and Ordinal approach of Utility, Consumer's surplus, Indifference curve analysis, consumer equilibrium – price, income & substitution effect. Utility Analysis, Law of Diminishing Marginal Utility, Equi-marginal utility, Cardinal and Ordinal approach of Utility, Consumer's surplus, Indifference curve analysis, consumer equilibrium – price, income & substitution effect.		
<b>Unit III</b>	<b>Demand and Supply analysis</b>	<b>14 Hours</b>
Demand analysis, Determinants and Changes in Demand. Law of Demand, Elasticity of Demand & its Measurement. Demand Forecasting. Supply analysis, Determinants and Changes in Supply. Law of Supply, Elasticity of Supply.		
<b>Unit IV</b>	<b>Cost and Production Analysis</b>	<b>12 Hours</b>
Production Function in Short Run and Long Run, Law of Variable proportions, Returns to scale, production and Equal product curves, least cost combination. Cost concepts and Revenue Analysis.		
<b>Unit V</b>	<b>Markets</b>	<b>12 Hours</b>
Equilibrium of a Firm, Classifications of Market, Price & Output determination: Perfect Competition, Monopoly, Monopolistic competition and Oligopoly (Price Leadership & Kinked Demand Curve)		

Skill Development	1. prepare graphs related to consumer satisfaction 2. able to calculate the elasticity of demand and supply 3. able to calculate cost and revenue of the product
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
Text books	1. Samuelson and Nordhaus: “Economics”, Tata Mc Graw Hill, 2019 2. Sloman & Mark Sutcliffe “Economics for Business”, Pearson Education, 2022 3. Keat Paul G. & K. Y. Young : “Managerial Economics”, Pearson Education, 2020 4. Ahuja H.L., “Modern Micro Economics”, S. Chand & Company Limited, 2023 5. Mishra S.K & V. K. Puri: “Advanced Microeconomic Theory”, Himalaya Publishing House, 2020 6. Jhingan M. L., "Microeconomic Theory", Vrinda Publications (P) Ltd., 2023
Online resources	Inter economics, International Economics, International Journal of Economic Research

<b>Course Nomenclature</b>	<b>Business Organization and Ethics</b>	
<b>Year / Semester</b>	<b>I/I</b>	
<b>Course Credit (5)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will be able to –		
<b>CO1:</b> Cite the forms of business ownership and recognize the importance of entrepreneurs and small business to the economy.		
<b>CO2:</b> Explain the management process (planning, organizing, directing, and controlling).		
<b>CO3:</b> Determine ethical issues and formulate ethical and socially responsible responses.		
<b>CO4:</b> Compare different organizational structures.		
<b>CO5:</b> Assess the types of ethical challenges and dilemmas confronting members of a range of professions.		
<b>CO6:</b> Create a new Business Unit with all technological issues.		
<b>Unit I</b>	<b>Introduction</b>	<b>12 Hours</b>
Meaning and Definition of Business Essentials & Scope of Business Classification of Business Activities, Meaning, Definition, Characteristics and Objectives of Business Organisation, Evolution of Business Organisation. Modern Business, Business & Profession.		
<b>Unit II</b>	<b>Business unit, technological innovation &amp; skill development</b>	<b>12 Hours</b>

Business Unit, Establishing a New Business Unit. Meaning of Promotion. Features for Business, Size of Business Unit, Determinants of Establishment of a New Business Unit. Technological Innovation & Skill Development, Make in India Movement, Business Incubations		
<b>Unit III</b>	<b>Forms of Business Organization</b>	<b>14 Hours</b>
Forms of Business Organization. W Sole Proprietorship, Partnership, Joint Stock Companies & Co-operatives. E-Business, Start ups		
<b>Unit IV</b>	<b>Business Ethics</b>	<b>12 Hours</b>
An Overview-Concept, Nature, Evolving Ethical Values, Arguments Against Business Ethics. Relationship between Ethics & Corporate Excellence – Corporate Mission and Statement, Code of Ethics and Culture, Indian Ethics.		
<b>Unit V</b>	<b>Business and Society</b>	<b>10 Hours</b>
Changing Concepts and Objectives of Business, Professionalization, Business ethics, Gandhian Philosophy, Organizational Culture, Technological Development and Social Change, Social Responsibility of Business, Social Audit.		
Skill Development	<ol style="list-style-type: none"> <li>1. Understanding the management process</li> <li>2. Recognize ethical issues and ethical dilemma</li> <li>3. Understand the need of start-ups</li> </ol>	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	<ol style="list-style-type: none"> <li>1. P. C. Tulsian, “Business Organization”, Pearson Education India, 2020</li> <li>2. Basu, “Business Organization &amp; Management”, Tata McGraw-Hill Education, 2020</li> <li>3. P N Reddy, “Principles of Business Organisation and Management”, S. Chand Limited, 2021</li> <li>4. U.C. Mathur, “Corporate Governance &amp; Business Ethics”, Macmillan India Ltd., 2023</li> </ol>	
Online resources	Journal of Academic Ethics, Journal of Business Ethics	

<b>Course Nomenclature</b>	<b>Statistical Application in Business</b>	
<b>Year / Semester</b>	<b>I/I</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will be able to –		
<b>CO1:</b> List the key terminology, tools and techniques used in business statistical analysis and able to recall statistical concepts.		
<b>CO2:</b> Express the underlying usage of Central Tendency of data dispersion of data.		
<b>CO3:</b> Calculate, summarize and illustrate Index Numbers		
<b>CO4:</b> Relate the uses and limitations of Correlation and Regression		
<b>CO5:</b> Recommend the problems using the techniques covered and conduct basic Statistical Analysis of Time Series and Association of Attributes.		
<b>CO6:</b> Create the decision-making power related to estimates about cost, demand, prices, sales etc.		

<b>Unit I</b>	<b>Introduction to Statistics</b>	<b>10 Hours</b>
Growth of Statistics, Definition, Scope, uses and limitations of Statistics, Collection of Primary and Secondary Data. Classification and Tabulation of Data: Meaning and Characteristics, Frequency Distribution, Simple and Manifold Tabulation.		
<b>Unit II</b>	<b>Measures of Central Tendency Measures of Dispersion</b>	<b>12 Hours</b>
Arithmetic Mean (Simple & Weighted) Median (including Quartiles, Deciles and Percentiles), Mode, Geometric Mean and Harmonic Mean. Uses and limitations of Measures for Central Tendency Absolute and Relative Measures of Dispersion; Range, Quartile Deviation, Mean Deviation, Standard Deviation and their Co-efficient; Uses and Interpretation of Measures of Dispersion. Measure of Skewness and Kurtosis.		
<b>Unit III</b>	<b>Index Numbers</b>	<b>12 Hours</b>
Meaning and uses of Index Numbers, Simple and Weighted Price Index Numbers, Methods of Construction of Index Numbers, Average of Relatives and Aggregative Methods, Fisher's Ideal Index Number, Base Shifting, Splicing and Deflating.		
<b>Unit IV</b>	<b>Correlation &amp; Linear Regression</b>	<b>12 Hours</b>
Correlation-Meaning and Significance Scatter Diagram, Correlation Graph, Karl Pearson's Coefficient of Linear Correlation between Two Variables in Grouped and Ungrouped Data by Direct and Short Cut Methods, Coefficient of Correlation by Spearman's Rank Differences Method and Concurrent Deviation Method. Linear Regression.		
<b>Unit V</b>	<b>Analysis of Time Series</b>	<b>10 Hours</b>
Analysis of Time Series- Meaning and Significance and Simple Numerical and Association of Attributes Meaning and Significance and Simple Numerical.		
Skill Development	1. Able to Conduct Basic Statistical Analysis of Time Series and Association of Attributes 2. Able to solve a range of problems using the techniques covered	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	1. Gupta S.P., "Statistical Methods", Sultan Chand and Sons, 2021 2. Gupta S.C., "Business Statistics", Himalaya Publication House, 2023 3. Srivastava T.N, "Statistics for Management", TataMc.GrawHill, 2022 4. Sancheti and Kapoor, "Statistics: Theory and Practice" S. Chand & Sons, 2021.	
Online resources	Sankhya – Journal for Statistics, The Indian Journal of Statistics	

<b>Course Nomenclature</b>	<b>INDIAN ECONOMY</b>	
<b>Year / Semester</b>	<b>I/I</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
CO1: List and apply the key concepts Related to Indian Economy Including Agricultural Economy, Industrial Sector, and Infrastructural sector		
CO2: Discuss the role that Indian Economy can play in development and growth of India		
CO3: Compute the new technology used in development of Agricultural and Infrastructural Sector		
CO4: Sketch on the practical Implementation on the growth of Indian Economy		
CO5: Justify Education and Skill development Services and Trade and also to solve the problems that are coming in Development of Indian Economy		
CO6: Prepare financial framework, market sizes, profits, business motives.		
<b>Unit I</b>	<b>Structure of The Indian Economy</b>	<b>10 Hours</b>
Overview of Indian Economy, Structure of Indian Economy, Demographic Profile of India as per 2011 census, Unemployment – causes and remedies, Poverty - causes and remedies. Impact of Covid on Indian Economy		
<b>Unit II</b>	<b>Agriculture Sector</b>	<b>12 Hours</b>
Role of agriculture, Land reforms- Objectives, components and implementation, Green Revolution, Agricultural prices Policy- procurement price and minimum support price, agriculture and allied activities- animal husbandry, horticulture, floriculture. Sources of agricultural finance – NABARD; Agricultural marketing – structure and problems, APMC, Role of co-operative sector (finance and marketing), Food security in India		
<b>Unit III</b>	<b>Industrial Sector</b>	<b>14 Hours</b>
Industrial policy resolution 1948, 1956 and Industrial Policy 1991 – a critical appraisal – Strengthening of the private sector, Liberalization and Globalization – Public-Private Partnership, Public sector enterprises in India – origin and growth and problems; Disinvestment, Micro, Small and Medium Enterprises – problems, prospects and challenges.		
<b>Unit IV</b>	<b>Infrastructure Sector</b>	<b>10 Hours</b>
Sources of Power in India – conventional and non-conventional. Transport system – Road transport system in India, PGSY, Railways, Water transport and Civil aviation.		
<b>Unit V</b>	<b>Service Sector &amp; Trade</b>	<b>10 Hours</b>
Health sector – National Rural Health Mission, Education and Skill development- SSA, MSA, USA, Insurance – government and private, IT & ITES, Tourism and Hospitality, Real Estate Sector,		

Composition and direction of foreign trade	
Skill Development	<ol style="list-style-type: none"> <li>1. Getting demographic and geographic awareness about Indian Economy</li> <li>2. Knowledge and skills needed to manage agricultural and farm businesses</li> <li>3. Understanding various dynamics of Indian economic scenario through grasping knowledge of primary secondary and tertiary sector.</li> </ol>
Learner support Material	Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
Text books	<ol style="list-style-type: none"> <li>1. NITIN SINGHANIA, "Indian Economy ( English  2nd Edition) ", McGraw Hill,2023</li> <li>2. Sriram Srirangam and Manish Kumar Rohit Deo Jha, "Indian Economy - Principles, Policies, and Progress ", Pearson Education,2021</li> <li>3. V.K. Puri and S. K. Misra, "Indian Economy 39th Edition ", Himalaya Publishing House Pvt. Ltd,2022</li> </ol>
Online resources	SAGE Indian Economics Journal, Arthshastra journal of Economics, Economic times, Business India , Live mint , BGR

<b>Course Nomenclature</b>	<b>Environmental Impact Analysis</b>	
<b>Year / Semester</b>	<b>I/I</b>	
<b>Course Credit (2)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
CO1: Recall the basics of Environmental Management, its concepts and principles		
CO2: Review the Energy sector and it’s management in current scenario.		
CO3: Determine the environmental issues, ethics and management system.		
CO4: Analyze the environment needs, problems and develop sustainable development		
CO5: Assess the environmental protection laws and review the UN Convention on Biodiversity.		
CO6: Develop a desired course of action for optimal utilization of scarce environmental resources within legal framework.		
<b>Unit I</b>	<b>Introduction</b>	<b>5 Hours</b>
Environmental Management: Concept and need; Sustainable Development, Natural resources, Environmental Education, Economic growth and Environment, Brief Introduction to Disaster Management		
<b>Unit II</b>	<b>Energy Sector in India</b>	<b>6 Hours</b>
Energy Production and Trade, Energy Management: Need and Objectives, Energy Resources: Renewable & Non-Renewable Energy, Recent Trends in Renewable Energy Production. Natural – Importance and classification of resources, factors responsible for over exploitation of natural resource – soil, water and forest		
<b>Unit III</b>	<b>Eco System &amp; EMS</b>	<b>7 Hours</b>
Eco System: Basic Concepts, Kinds of Eco System, Industrial Ecology; Environmental Management System, EMS Standards: ISO 14000, WTO & Environmental Issues. Environmental Management and Valuation, EIA, IPR’s, Environmental Accounting: Objectives & Importance, Environmental Audit, Environmental Ethics.		
<b>Unit IV</b>	<b>Global and National Environmental Issues</b>	<b>5 Hours</b>
Climate Change Ozone Depletion, Green House Effect, Acid Rain, Sea Level Rise , Deforestation , Biodiversity Loss , Desertification , Disasters		
<b>Unit V</b>	<b>Environmental Laws</b>	<b>5 Hours</b>



Environmental Pollution & Environmental protection Laws: Air, Noise, Water and Land Pollution, Wastes Management, Biodiversity: Concept & importance, Review of UN Convention on Biological Diversity.	
Skill Development	1. develop sensitization towards conserving environment 2. implement sustainable techniques 3. awareness about environmental laws.
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
Text books	1. John Pallister (2020), Environmental Management SB, Oxford University Press 2. ,Krishnamoorthy Bala, “Environmental Management: Text and Cases”, PHI, 2019 3. Dr. Bal Anand S: “An Introduction to Environmental Management”, Himalaya Publishing House, 2018 4. Dr. Khan M.S & Prof. H.P. Behera: “Environmental Management”, Himalaya Publishing House, 2019 5. Ministry of Environment and Forests: Reports of the Working Group
Online resources	Indian Journal of Environment health, Indian Journal of environment protection, International journal of environment science & technology

<b>Course Nomenclature</b>	<b>Principles and Practices of Management</b>	
<b>Year / Semester</b>	<b>I/II</b>	
<b>Course Credit (5)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
CO1: List the basic nature, functions and scope of management.		
CO2: Explain the roles, skills and functions of management.		
CO3: Compute the significance of various techniques of management		
CO4: Classify effective decision-making skills, employing analytical and critical thinking ability.		
CO5: Support effective application of PoM knowledge to diagnose and solve organizational problems and develop optimal managerial decisions.		
CO6: Compose the perfection through practice and more proficient.		
<b>Unit I</b>	<b>Management - Introduction</b>	<b>10 Hours</b>
Concept, Nature, Objective, Principles, Importance and Process, Functions of Management, Evolution of Management Thought – Classical Approach – Taylor, Fayol; Hawthorne Experiment, System Approach & Contingency Approach.		

<b>Unit II</b>	<b>Planning</b>	<b>12 Hours</b>
Meaning, Nature, Type & Importance, Techniques, MBO, Decision Making: Concept, Importance, Process and Group Decision Making.		
<b>Unit III</b>	<b>Organization</b>	<b>14 Hours</b>
Goals, Structure, Importance, Process and Principles of Organization. Formal and Informal Organization. Authority and Responsibility Delegation of Authority, Centralization and Decentralization.		
<b>Unit IV</b>	<b>Coordination</b>	<b>14 Hours</b>
Coordination and Cooperation, Coordination as Essence of Management, Principles and Techniques, Obstacles in Coordination, Essential of Effective Coordination. Leadership –Functions & Qualities		
<b>Unit V</b>	<b>Direction, Motivation &amp; Control</b>	<b>10 Hours</b>
Concept, Nature, Importance and Principles of Direction. Motivation: Importance, Type Process and Techniques. Control Nature, Process, Techniques and Essentials of Effective Control. Change Management: Concept, Forces of Change, Resistance to Change		
Skill Development	<ol style="list-style-type: none"> <li>1. Able to handle complex situation in work place.</li> <li>2. Able to understand the group behavior and leadership qualities.</li> </ol>	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	<ol style="list-style-type: none"> <li>1. Stephen P. Robbins, David A. Decenzo, Sanghmitra Bhattacharya, “Fundamentals of Management”, Pearson 9<sup>th</sup> Education, 2020.</li> <li>2. Kreitner, “Management Theory and Applications”, Cengage Learning, India, 2019</li> <li>3. Robbins, “Management”, 15<sup>th</sup> edition Pearson Education, 2022,</li> <li>4. PC Tripathi, PN Reddy, Principles of management, Tata Mc Graw Hill 2017</li> <li>5. Harold Koontz, O'Donnell and Heinz Weihrich, “Essentials of Management.” Tata McGraw Hill, 11<sup>th</sup> edition, 2022</li> <li>6. Stoner, “Management”, PHI Learning, 2022</li> </ol>	
Online resources	Sage Journal of management, Prabhandan-Journal of management	

<b>Course Nomenclature</b>	<b>ENTREPRENEURSHIP &amp; SKILL DEVELOPMENT</b>	
<b>Year / Semester</b>	<b>I/II</b>	
<b>Course Credit (5)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will be able to –		
CO1: State the process of setting up a business enterprise and consideration required for starting a new business.		
CO2: Explain the source of finance raised by the enterprise for starting new business.		
CO3: Sketch the basic fundamentals of the business environment, organizational theory and marketing, including capacity to recognize and use relevant terminology.		
CO4: Analyse the processes underlying diversity within an organization.		
CO5: Assess effective application of knowledge to diagnose and solve organizational problems and develop optimal managerial decisions.		
CO6: Design the functioning of Stock Exchanges & Mutual funds.		
<b>Unit I</b>	<b>Introduction</b>	<b>12 Hours</b>
Entrepreneurship – Meaning, Types & Qualities. Role of Entrepreneur in Economic Development. Changing Economic Scenario for Small Scale Entrepreneurs. Concept of Women Entrepreneur and Challenges faced by the Women Entrepreneur in India.		
<b>Unit II</b>	<b>Institutional Assistance &amp; Entrepreneurship Development</b>	<b>12 Hours</b>
Small Industrial Development Bank of India: An overview. National Small Industries Corporation, Small Industries Development Organization. Role of RFC and RIICO in Entrepreneurship Development. District Industries Center, protection of intellectual property, and marketing the new venture, new venture capital, Angel investor.		
<b>Unit III</b>	<b>Project Formulation</b>	<b>14 Hours</b>
Business Idea Generation Techniques – Identification of Business Opportunities – Feasibility study. Identification and Selection of Projects; Project Report: Contents and Formulation, Concept of Project Evaluation, Startup India Campaign.		
<b>Unit IV</b>	<b>Skill Development</b>	<b>12 Hours</b>
Meaning, Need, and Role in Entrepreneurship. Pradhan Mantri Kaushal Vikas Yojana, National Policy on Skill Development 2015, NSDC. Career Development Schemes under Skill India		
<b>Unit V</b>	<b>Challenges of Entrepreneurship Development in India</b>	<b>10 Hours</b>
Challenges of Entrepreneurship in India- Infrastructure, Marketing, Pricing. Sickness of Small-Scale Industry. Technology based business		
Skill Development	1. Idea generation, identification and validation, business models 2. Well known about the documents required to set up a new industry.	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	1. Charanthimath, “Entrepreneurship development small business enterprises”, Pearson education, 2019 2. Kuratko & Hodgetts, “Entrepreneurship in The New Millennium”, 2nd Indian Reprint, Cengage learning, 2020 3. Vasant Desai: “Small scale Industries and Entrepreneurship”, Himalaya Publishing House, 2021. 4. Kanishka Bedi, “Management and Entrepreneurship”, Oxford University Press, 2020. 5. Desai Vasant, “Dynamics of Entrepreneurship Development and Management”, Himalaya Publishing House, 2019	

Online resources	Journal of entrepreneurship, Mgmt& Innovation, Indian Journal on entrepreneurship and small business
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<b>Course Nomenclature</b>	<b>Business Environment</b>	
<b>Year / Semester</b>	<b>I/II</b>	
<b>Course Credit (5)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
<b>CO1:</b> List micro and macro environment before setting up the business enterprise.		
<b>CO2:</b> Express the economic, social and cultural environments within which international businesses operate.		
<b>CO3:</b> Choose the viable alternatives and make effective decisions relating to business ethics and social responsibility.		
<b>CO4:</b> Subdivide value-based education which identify consequences that result from unethical behaviour.		
<b>CO5:</b> Judge the research aptitude in order to analyse and solve the business problems.		
<b>CO6:</b> Invent business opportunities, tapping useful resources, assists in planning and overall improvement.		
<b>Unit I</b>	<b>Introduction</b>	<b>12 Hours</b>
Concept, Significance and Nature of Business Environment; Elements of Environment- Internal, External, Micro and Macro; Interaction Matrix between various Environmental Factors		
<b>Unit II</b>	<b>Technological and Politico-legal Environment</b>	<b>12 Hours</b>
Features & Impact of Technology on Business, Role of Research & Development in Business, Import of technology and Problems relating to it, Current Status of technology in India. Key Elements of Political Environment, Relationship between Business and Government, Economic Role of Government. FEMA, Competition Act, SEBI & Consumer Protection Act		
<b>Unit III</b>	<b>Social – Cultural Environment</b>	<b>14 Hours</b>
Nature and Impact of Culture. Business and Society. Corporate Social responsibility. Social Audit.		
<b>Unit IV</b>	<b>Economic Environment</b>	<b>12 Hours</b>
Nature of Economic Environment. Economic Factors affecting environment. Overview of New economic policy. Role of monetary policy.		
<b>Unit V</b>	<b>International Business Environment</b>	<b>10 Hours</b>
Nature of globalization, challenges of international businesses, Strategies for going global		
<b>Skill Development</b>	1. Ability to analyse the international and national business scenarios 2. Develop effective decision making skills 3. Develop approach towards social and ethical responsibility whilst conduct of business	
<b>Learner support</b>	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF	

Material	material etc.
Text books	1. Saleem Shaikh (2020), Business Environment, 4 <sup>th</sup> edition, Pearson, 2020 2. Fernando A.C. (2019), Business Environment, Pearson. 3. Cherunilam Francis (2019), Business Environment Text and Cases, Himalaya Publishing House, 27 <sup>th</sup> revised edition
Online resources	<a href="https://www.toppr.com/bytes/business-environment-notes/">https://www.toppr.com/bytes/business-environment-notes/</a>

<b>Course Nomenclature</b>	<b>Management of Financial Institutions</b>	
<b>Year / Semester</b>	<b>I/II</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
CO1: Identify the types, importance and advantages of various financial institutions in the country. Evaluate how their functioning affects the economic development		
CO2: Explain about the promotional as well as regulatory institutions like the Reserve Bank of India and Securities and Exchange Board of India.		
CO3: Determine the role and functions of commercial banks and the need and importance of rural banking in India.		
CO4: Characterize knowledge about the recent trends in banking and participate in the capital market through investment in mutual funds.		
CO5: Assess about the International scenario in banking by knowing about the chief international financial institutions and their functioning		
CO6: Develop the skill to understand the relationship among different variables related to financial institutions.		
<b>Unit I</b>	<b>Introduction</b>	<b>10 Hours</b>
Indian financial system, significance and definition of financial system, importance of financial institution, various types of classification, functions of financial institutions, advantages of financial institution, relation between financial system and economic development.		
<b>Unit II</b>	<b>Regulatory Framework</b>	<b>11 Hours</b>
Regulatory Framework and Promotional Institutions, Reserve Bank of India – Organization, Functions and credit policy. The Securities and Exchange Board of India Objectives, powers and functions.		
<b>Unit III</b>	<b>Commercial Banking</b>	<b>13 Hours</b>
Commercial Bank Functions of the commercial banks. Recent trends in Indian Banking, Mutual funds types and benefits.		
<b>Unit IV</b>	<b>Rural Banks and NBFCs</b>	<b>12 Hours</b>

NABARD, Regional Rural banks. Operations of major FIs in India – IFCI, IDBI, ICICI. Non-Banking Financial Companies Definition, Activities of NBFCs.		
<b>Unit V</b>	<b>International Financial Institutions</b>	<b>10 Hours</b>
International Financial Institutions International Monetary fund, The World Bank, Asian development Bank, Recent trends Offshore banking, E-banking, Universal banking.		
Skill Development	<ul style="list-style-type: none"> <li>• Will be able to manage cash flows, spending levels &amp; the receivables due from the clients.</li> <li>• Will be able to know how to prepare the departmental budget.</li> <li>• Will be able to analyse the variances against the budget or forecast.</li> </ul>	
Learner support Material	Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	<ol style="list-style-type: none"> <li>1. Khan M Y, “Indian Financial System”, Tata McGraw Hill, 2021</li> <li>2. Chandra, P., “Financial Management: Theory and Practice”, Tata McGraw Hill, 2022</li> <li>3. Kimball Dietrich J, “Financial Services &amp; Financial Institutions”, Value Creation in theory and Practice, Prentice Hall, 2020</li> <li>4. Pandey, I.M, “Financial Management”, Vikas Publishing House 2022.</li> <li>5. Bhole L M, “Financial Institutions and Markets: Structure, Growth &amp; Innovations”, Tata McGraw Hill, 2020.</li> </ol>	
Online resources	<a href="http://www.ddegjust.ac.in/studymaterial/mba/fm-404.pdf">http://www.ddegjust.ac.in/studymaterial/mba/fm-404.pdf</a> <a href="http://www.pondiuni.edu.in/storage/dde/downloads/finiii_mfc.pdf">http://www.pondiuni.edu.in/storage/dde/downloads/finiii_mfc.pdf</a>	

<b>Course Nomenclature</b>	<b>Human Resource Management</b>	
<b>Year / Semester</b>	<b>I/II</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
<p>After studying this course, a student will able to –</p> <p>CO1: State a basic understanding of different tools used in forecasting and planning human resource needs</p> <p>CO2: Demonstrate the role of recruitment and selection in relation to the organization’s business and HRM objectives.</p> <p>CO3: Compute the appropriate use of job descriptions, application forms and related staffing tools such as internet recruiting.</p> <p>CO4: Analyse and apply advanced training strategies and specifications for the delivery of training programs.</p> <p>CO5: Assess the responsibilities of management, HRM specialists, managers, and employees in managing the employment relationship in a unionized or a non- unionized environment.</p>		

CO6: Compose the terminology used in human resource management.		
<b>Unit I</b>	<b>Introduction &amp; Human Resource Management</b>	<b>10 Hours</b>
Human Resource Management: Concept, Functions, Importance and Role of HRM, Status and Competencies of HR Manager. Emerging Challenges of HRM-Workforce Diversity, Empowerment, Downsizing, VRS, Work Life Balance, HRM Model.		
<b>Unit II</b>	<b>Human Resource Planning</b>	<b>12 Hours</b>
Human Resource Planning – Need, Nature, Importance, Process, Factors Affecting HRP, Requisites of HRP and Barriers to HRP. Job design, Job Analysis, Job Description, Job Specification, Job Enlargement, Job Enrichment and Job Rotation.		
<b>Unit III</b>	<b>Recruitment, Selection and Induction</b>	<b>14 Hours</b>
Recruitment- Nature, Purpose, Sources, Importance, Process, Types and Factors Affecting Recruitment. Selection – Nature, Purpose, Importance, Process, Types and Factors affecting Selection. Induction.		
<b>Unit IV</b>	<b>Training and And Performance Appraisal</b>	<b>10 Hours</b>
Need and Benefits of Training and Different Training Methods. Evaluation and Effectiveness of Training Programs		
<b>Unit V</b>	<b>Emerging Horizons of HRM-</b>	<b>10 Hours</b>
E- HRM, Human Resource Information System, Impact of HRM Practices or Organizational Performance, Human Resource Audit, Green HRM, E Job Portals.		
Skill Development	1.Preparation of Job Descriptions and Job specifications for a Job profile 2. Choose any MNC and present your observations on training program 3. Develop a format for performance appraisal of an employee. 4. Discussion of any two Employee Engagement models	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	<ol style="list-style-type: none"> <li>1. Gary Dessler &amp; Biju Varrkey, “Human Resource Management Second edition”, S. Chand, Publishing, 2019</li> <li>2. Ashok Khurana, Parvee Khurana &amp; Hira Lal Sharma, “Human Resource Management”, VK Global Publications Pvt Ltd, 2021</li> <li>3. S. S. Khanka, “Human Resource Management Second edition”, S. Chand Publishing, 2019</li> </ol>	
Online resources	Journal of Human Resource management, International Journal of Human Resource Management	

<b>Course Nomenclature</b>	<b>Corporate Communication Skills</b>	
<b>Year / Semester</b>	<b>I/II</b>	
<b>Course Credit (2)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
<b>CO1:</b> Identify the basic principles & various aspects of Business Communication.		
<b>CO2:</b> Discuss various communication models and the chief barriers to effective communication.		
<b>CO3:</b> Compute the knowledge of proceeding with all types of written business correspondences.		
<b>CO4:</b> Analyse writing skills required for different types of business letters and would also learn basic skills to face interviews.		
<b>CO5:</b> Decide the various types of business letters and letter writing.		
<b>CO6:</b> Develop smart and self-esteemed personality.		
<b>Unit I</b>	<b>Introduction</b>	<b>5 Hours</b>
Concept and objectives of Communication, Importance of communication in Business, Effective Communication. Communication Process, Types of Communication Upward and Downward Horizontal & Grapevine.		
<b>Unit II</b>	<b>Communication Media</b>	<b>6 Hours</b>
Written, oral, face to face, visual, audiovisual, modern media telex, fax teleconferencing, mail, and media of nonverbal communication		
<b>Unit III</b>	<b>Communication Barriers</b>	<b>7 Hours</b>
Wrong choice of medium, Physical barriers, Semantic barriers, Socio Psychological barriers, remedies to overcome barriers. Report writing.		
<b>Unit IV</b>	<b>Aids to Correct Writing</b>	<b>5 Hours</b>
Tenses, Modals, Conditional Infinitives, gerunds and participles. Active and Passive voice, Subject verb agreement Common errors. Pronouns, Conjunctions, Prepositions, Articles		
<b>Unit V</b>	<b>Practical aspects of Business Communication</b>	<b>5 Hours</b>
Public speaking, Seminar Presentation, Interview, group discussion, Effective Listening. Writing Skills: types of business letters and letter writing. Minutes of Meetings, Agenda, Notices.		
Skill Development	1. Strategic decision-making 2. Communication Skills 3. Professional skills	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	1. Murphy, Effective Business Communication, 7th edition, Tata McGraw-Hill. 2. Bentley, T. J., Report Writing in Business, The Chartered Institute of Management Accountants, Viva books Pvt. Ltd. 3. Kaul, Asha, Effective Business communication, Prentice Hall of India. 4. Chaturvedi, P. D. and Mukesh Chaturvedi, Business Communication: Concepts, Cases and Applications, Pearson Education. 5. Ludlow, Ron & F. Panton, The Essence of Effective Communication, Prentice Hall of India. 6. Thill, John & C. V. Bovee, Excellence in Business Communication, McGraw Hill	
Online resources	Journal of Business Communication, International Journal of Marketing & Business Communication	



<b>Course Nomenclature</b>	<b>MSME Industry Visit</b>
<b>Year / Semester</b>	<b>I/II</b>
<b>Course Credit</b>	<b>2</b>
<b>Course Outcomes</b>	
<p>After studying this course, a student will able to –</p> <p>CO1: Recall the theoretical subject knowledge while visiting a MSME industry.</p> <p>CO2: Recognize the concepts in a practical setting.</p> <p>CO3: Determine the industrial process and adequately study the flow of process.</p> <p>CO4: Infer the various management tools applicable in industrial setting.</p> <p>CO5: Predict the future viability of the sector while analyzing the competitive scenario</p> <p>CO6: Develop a business plan based on the industrial visit.</p>	

<b>Course Nomenclature</b>	<b>Business Mathematics and Logical Reasoning Skills</b>	
<b>Year / Semester</b>	<b>II/III</b>	
<b>Course Credit (5)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
CO1: Recall the basic of mathematics, its concepts & Compound Interest and basics of Logarithms		
CO2: Demonstrate business mathematics concepts that are encountered in the real world, understand and be able to communicate the underlying business concepts and mathematics involved to help another person gain insight into the situation.		
CO3: Use correct mathematical terminology and symbolic processes in order to be prepared for future work in business.		
CO4: Analyse various mathematical models to solve business problems.		
CO5: Assess real world scenarios to recognize when simple and compound interest, annuities, payroll preparation		
CO6: Build critical thinking, modelling, and problem-solving skills in a variety of contexts.		
<b>Unit I</b>	<b>Simple Arithmetic</b>	<b>13 Hours</b>
General Number system, HCF and LCM, simple interest, compound interest including half yearly and quarterly calculation. Percentage and average. Basics of Logarithms – product, quotient, power, base change rules; Antilogarithms		
<b>Unit II</b>	<b>Theory of Equations</b>	<b>12 Hours</b>
Meaning, types of equations –simple linear and simultaneous equations (only two variables) eliminations and substitution method only. Quadratic equation factorization and Formula method ( $ax^2 + bx + c = 0$ form only) problems on commercial application.		
<b>Unit III</b>	<b>Matrices and Determinants</b>	<b>14 Hours</b>
Meaning and types of matrices – operations of addition, subtraction, multiplication of two matrices; problems on transpose and determinant of a square matrix; minor of an element, cofactor of an element of determinants. Problems & application of determinants on business problems, adjacent of a square matrix, singular and non-singular matrices, Inverse of square matrix. Solutions of system of linear equations in two or three variables using Cramer’s rule.		
<b>Unit IV</b>	<b>Probability Theory</b>	<b>11 Hours</b>
Permutation, combination, probability, probability theorems (applications only).		
<b>Unit V</b>	<b>Logical Reasoning</b>	<b>10 Hours</b>
Number series, Coding and Decoding, odd man out, Time and work, Analytical Reasoning, Relationships, Syllogism		
Skill Development	<ol style="list-style-type: none"> <li>1. Understand the concepts of Compound Interest</li> <li>2. Solving business problems through Mathematical Models</li> <li>3. Inculcate logical reasoning skills</li> </ol>	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	<ol style="list-style-type: none"> <li>1. Bhardwaj, R.S.; “Mathematics for Economics and Business”, Excel Books, 2020.</li> <li>2. Raghavachari, M.; “Mathematics for Management”, Tata McGraw Hill, 2021.</li> <li>3. Sharma J.K., “Mathematics for Management and Computer Applications”, Galgotia Publication, 2020</li> <li>4. Ghosh R.K. and S. Saha, “Business Mathematics and Statistics”, New Central Book Agency, 2021</li> <li>5. Saha S., “Business Mathematics and Quantitative Techniques”, Central Book Agency, 2021</li> </ol>	

	6.Agarwal, R.S., “A Modern Approach to Logical Reasoning”, S.Chand, 2021
Online resources	Asian Journal of Mathematics, Math on Web

<b>Course Nomenclature</b>	<b>Marketing Management</b>	
<b>Year / Semester</b>	<b>II/III</b>	
<b>Course Credit (5)</b>		
<b>Course Outcomes</b>		
<p>After studying this course, a student will able to –</p> <p>CO1: Describe the basic concept of marketing /concepts &amp;philosophies.  CO2: Recognize the relevance of marketing in modern competitive world  CO3: Classify the product and its classifications/new product development  CO4: Sketch marketing philosophy and generating ideas for marketing research for consumer satisfaction  CO5: Assess an analytical ability to plan for various marketing strategy  CO6: Develop planning and implementation strategies to achieve wider business objectives</p>		
<b>Unit I</b>	<b>Introduction</b>	<b>12 Hours</b>
Nature and Scope of Marketing, Importance of Marketing, Marketing Mix- 4P's & 7 P's, 4 A's & 4C's, Marketing Concept-Selling Vs Marketing Concept: Growing Relevance of Marketing in India.		
<b>Unit II</b>	<b>Marketing Environment</b>	<b>12 Hours</b>
Demographic, Economic, Natural, Technological, Political, and Legal and, Socio- Cultural Environment, The Indian Marketing Environment, Methods of Environmental Analysis- SWOT, PEST.		
<b>Unit III</b>	<b>Understanding Consumer Behavior and S.T.P. &amp;Product</b>	<b>14 Hours</b>
The Buying Decision Making Process, Market Segmentation, Targeting, Positioning. Products & its Classification, Product Life Cycles, Stages in Lifecycle and Factors Affecting Each Stage, Managing Product Life Cycles. New Product Development		
<b>Unit IV</b>	<b>Pricing &amp;Promotion Tools</b>	<b>12 Hours</b>
Pricing- Meaning, Methods, factors affecting pricing, Advertising-Meaning, Objectives & Types of Advertising Decisions, Trends in Advertising in Indian: Public Relations-Importance and Methods, Direct Marketing Concept: Sales Promotion Techniques.		
<b>Unit V</b>	<b>Marketing Challenges</b>	<b>10 Hours</b>
Marketing in 21st century, Impact of globalization, Technological Advances. Challenge for Rural Marketing in India, Need of Marketing in the Service Sector in India.		
<b>Skill Development</b>	1. Analyze the marketing environment of your locality and identify need, wants & purchasing power of customers. 2. Collect consumer behaviour towards home appliances in your locality. 3. Visit any	

	organization and collect the information towards pricing of the products. 4. Visit any wholesalers/Retailers; collect the role of them in marketing.
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
Text books	<ol style="list-style-type: none"> <li>1. Dhruv Grewal, Michael Levy, “Marketing   7th Edition”, McGraw Hill Education (India) Private Limited,2021</li> <li>2. Philip Kotler (Author), Keven Lane Keller, “Marketing Management   marketing cases in the Indian context   Fifteenth Edition”, Pearson Education,2020</li> <li>3. V. S. Ramaswamy (Author), S. Namakumari, “Marketing Management: Indian Context Global Perspective, 6<sup>th</sup> edition"2022</li> </ol>
Online resources	<ul style="list-style-type: none"> <li>• Journal of Marketing Management (JMM)</li> <li>• The Journal of Marketing (JM)</li> <li>• International Journal of Business Marketing and Management</li> </ul>

<b>Course Nomenclature</b>	<b>Legal Framework</b>	
<b>Year / Semester</b>	<b>II/III</b>	
<b>Course Credit (5)</b>		
<p>After studying this course, a student will able to –</p> <p>CO1: Define the basic understanding of the Legal Environment of Business.</p> <p>CO2: Demonstrate the legality and Statute of Frauds in contracts &amp;mercantile laws.</p> <p>CO3: Apply the various provisions of Sales of Goods Act, Consumer Protection Act and Partnership Act.</p> <p>CO4: Differentiate the trust and accountability between stakeholders.</p> <p>CO5: Assess the standard business and legal terminology.</p> <p>CO6: Build up the skills for case study analysis.</p>		
<b>Unit I</b>	<b>The Law of Contract</b>	<b>12 Hours</b>
Nature of Contract, Classification. Offer and Acceptance, Capacity to Contract, Free Consent, Consideration, Legality of object, Agreement declared void, Performance of Contract, Discharge of Contract, Remedies for breach of contract.		
<b>Unit II</b>	<b>Special Contracts</b>	<b>12 Hours</b>
Pledge: Meaning, Essentials, Rights and duties of Pawnor and Pawnee. Agency: Formation & termination methods of Agency. Rights & duties of agent. Bailment: Meaning, Essentials, Rights & duties of Bailer & Bailee.		

<b>Unit III</b>	<b>The Sale of Goods Act</b>	<b>14 Hours</b>
Formation of Contract of sale, Goods and their classification, Price, conditions & warranties, Passing of property in goods, performance of contract of sale, unpaid seller, sale by auction.		
<b>Unit IV</b>	<b>The Indian Partnership Act</b>	<b>12 Hours</b>
Introduction to partnership, Types of partnership and partners, Registration of partnership firm, Rights and duties of Partners, Dissolution of firm		
<b>Unit V</b>	<b>The Consumer Protection Act</b>	<b>10 Hours</b>
Introduction, Rights of Consumers, Consumer protection councils, Dispute Redressal agencies, the District Forum, the State and National commission.		
Skill Development	<ol style="list-style-type: none"> <li>1. legal skills</li> <li>2. knowledge of substantive law &amp; legal procedure</li> <li>3. organizational skills to manage large volumes of data and documents</li> </ol>	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	<ol style="list-style-type: none"> <li>1. Gulshan S.S. and Kapoor G.K., “Business Law including Company Law”, New Age International Private Limited Publishers, 2021</li> <li>2. Aggarwal S.K., “Business Law”, Galgotia Publishing Company, 2019</li> <li>3. Singh Avtar, “Mercantile Law”, Eastern Book Company, 2021</li> <li>4. Chandra Bose, “Business Laws”, 2022</li> <li>5. Bulchandani, “Business Law for Management”, Himalaya Publishing House 2020</li> </ol>	
Online resources	RGNUL Financial & Mercantile Law Review, Indian Journal on Law & Technology.	

<b>Course Nomenclature</b>	<b>Cost Accounting</b>	
<b>Year / Semester</b>	<b>II/III</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
CO1: Enumerate the conceptual knowledge of cost accounting.		
CO2: Demonstrate methods of schedule costs per unit of production.		
CO3: Compute the costs according to their impact on business.		
CO4: Analyse the specifics of different costing methods.		
CO5: Appraise mastery of costing systems, cost management systems, budgeting systems and performance measurement systems.		
CO6: Formulate all costs involved in performing any process, project, product		
<b>Unit I</b>	<b>Introduction – Direct and Labour Cost</b>	<b>10 Hours</b>
Meaning and Definition of Cost Accountancy, Cost Accounting and Costing. Distinction between Financial and Cost Accounting. Elements of Cost. Material: Purchasing, Storing and Pricing of Stores Issued Inventory Technique—ABC, VED, HML and EOQ.		
Labour: Recording of Time and Wages, Methods of Remuneration, Incentive Plans, Allocation of Wages, Labor Turn-Over and Treatment of Idle-Time, Over-time		
<b>Unit II</b>	<b>Overheads</b>	<b>16 Hours</b>
. Overhead: Meaning, Collection, Classifications, Apportionment Allocation and absorption of Overheads. Calculation of Machine Hour Rate.		
<b>Unit III</b>	<b>Costing Methods</b>	<b>10 Hours</b>
Single Output or Unit costing, Operating Costing		
<b>Unit IV</b>	<b>Job and Contract Costing and Process Costing</b>	<b>12 Hours</b>
Job and Contract Costing. Determination of profit or loss on contracts, when contract has been completed, uncompleted and nearer to completion. Accounting of process costing. Material losses & its treatment. Inter process profit.		
<b>Unit V</b>	<b>Marginal Costing &amp; Variance Analysis</b>	<b>12 Hours</b>
Meaning, Advantages, Limitations of CVP Analysis & Marginal Costing with Key Factor and Make Or Buy Decision Making. Variance Analysis -Meaning, Advantages, Limitations and types of variances. Analysis of Material and Labour Variance.		
Skill Development	<ol style="list-style-type: none"> <li>1. able to select the costs according to their impact on business.</li> <li>2. able to apply cost management systems.</li> <li>3. able to apply budgeting systems and performance measurement systems.</li> </ol>	
Learner support Material	Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	<ol style="list-style-type: none"> <li>1. Maheshwari, S. N. and S. N. Mittal; “Cost Accounting – Theory and Problems”, 27th Revised Edition, Shri Mahavir Book Depot, 2020.</li> <li>2. Jain and Narang; “Cost Accounting”, Kalyani Publishers, 2020.</li> <li>3. Arora, M.N. “Cost Accounting”, Vikas Publishing House Pvt. Ltd, 2021</li> <li>4. Oswal, Maheshwari, Modi, “Cost accounting”, Ramesh Book Depot, 2021</li> <li>5. Agrawal, Jain, Sharma, Shah, Mangal, “Cost Accounting”, Ramesh Book Depot, 2021</li> </ol>	
Online resources	The Journal of Cost Accounting Research, Journal of Accounting, Auditing & Finance	

<b>Course Nomenclature</b>	<b>International Business</b>	
<b>Year / Semester</b>	<b>II/III</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
CO1: Recall how international factors affect domestic concerns.		
CO2: Explain regional economic integration and economic and political integration.		
CO3: Determine the main institutions that shape the global marketplace.		
CO4: Relate the key legal issues related to businesses operating in other countries.		
CO5: Assess their cognitive knowledge of global issues; interpersonal skills with individuals. from various cultures, and social responsibility awareness on global issue.		
CO6: Compose greater opportunities for international business.		
<b>Unit I</b>	<b>International Business</b>	<b>10 Hours</b>
Introduction Meaning of International Business. Domestic V/S International Business, Scope of International Business, Role of International Business. Driving forces of International Business. Forces restricting International Business, why to study International Business.		
<b>Unit II</b>	<b>Cultural and Political Environment</b>	<b>12 Hours</b>
Definition of culture components of Culture, Imperatives of Culture for International Business. Work place and Market place. Importance of Political Environment for International Business. The Political Systems. Major Political objective. National Security. Protection of Cultural Identity.		
<b>Unit III</b>	<b>The Global Economic Environment</b>	<b>14 Hours</b>
The Global Economy, Natural Environment, Technological Resources. Economic System Market Allocation, Command Allocation, Mixed Allocation. Indicators of Economic. Wealth National Product, Balance of Payment, Exchange Rate, Foreign Investment.		
<b>Unit IV</b>	<b>Legal Environments</b>	<b>10 Hours</b>
Legal Systems Code v/s Common law. Socialist Law. Agreements and Conventions. Bilateral Multilateral, Global. Laws relating to International Business. Market Entry Laws, Product (Intellectual Property Laws). Warranties & Product Liabilities.		
<b>Unit V</b>	<b>International Trade and financial Environment</b>	<b>10 Hours</b>
World Trading Patterns, Reasons Countries trade, Trade Theories, Absolute Advantage, Comparative Advantage, Barriers to World Trade, Quantitative, Qualitative, Administrative. WTO, Regional Integration.		
Foreign Direct Investment: Types of FDI - Greenfield investment, Brownfield investments, Mergers & Acquisition, Strategic alliances; Benefits and drawbacks of FDI Volume and directions, Foreign Exchange Transactions and Terminology.		
<b>Skill Development</b>	<ol style="list-style-type: none"> <li>1. Prepare a chart showing currencies of different countries.</li> <li>2. List any three MNC's operating in India along with their products or services</li> </ol>	

	<p>offered</p> <p>3. Collect and Paste any 2 documents used in Import and Export trade.</p>
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
Text books	<ol style="list-style-type: none"> <li>1. <a href="#">Charles W. L. Hill</a>, G. Tomas M. Hult., “International Business”, 12<sup>TH</sup> Edition Tata McGraw-Hill Publishing Co. Ltd., 2021.</li> <li>2. Cherunilam, Francis, “International Business Text and Cases”, Prentice-Hall of India, 2021</li> <li>3. Rao P. Subba, “International Business” Text and Cases, Himalaya Publishing House, 2023</li> <li>4. Paul, Justin, “International Business”, Prentice-Hall of India Pvt. Ltd., 2019</li> </ol>
Online resources	<ol style="list-style-type: none"> <li>1. Journal of international business studies</li> <li>2. International journal of business and research.</li> </ol>



<b>Course Nomenclature</b>	<b>IT for Managers</b>	
<b>Year / Semester</b>	<b>II/III</b>	
<b>Course Credit (2)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
CO1: Recall a computing problem and to apply principles of computing and other relevant disciplines to identify solutions.		
CO2: Demonstrate as a member or leader of a team engaged in activities appropriate to the program's discipline.		
CO3: Compute, implements, and evaluate a computer-based system, process, component, or program to meet desired needs		
CO4: Analyse decisions related to work that demonstrate understanding of the importance of being an ethical computing professional		
CO5: Assess user needs and take them into account in the selection, creation, evaluation and administration of computer-based systems		
CO6: Develop the skills for latest changes in business environment.		
<b>Unit I</b>	<b>Introduction</b>	<b>5 Hours</b>
Introduction to Windows – Basics, Windows Accessories, Using File and Program Manager.		
<b>Unit II</b>	<b>MS-Word</b>	<b>6 Hours</b>
Introduction to Ms -Word – Editing a Document – Move and Copy text – Formatting Text and paragraph – Finding and Replacing Text and Spelling Checking – Using tabs, Tables, and other features, Enhancing document – using mail merge and other features.		
<b>Unit III</b>	<b>Worksheet</b>	<b>7 Hours</b>
Introduction to Worksheet – Getting started with excel – Editing Cells and using commands and functions – Moving and Coping, Inserting and Deleting Rows and Columns – Getting help and formatting a worksheet – Printing the worksheet – Creating Charts – using formulae and functions in excel.		
<b>Unit IV</b>	<b>Power Point Presentation</b>	<b>5 Hours</b>
Introduction to Power Point Presentation.		
<b>Unit V</b>	<b>Internet</b>	<b>5 Hours</b>
Introduction to internet, web searching, search engines, email, concept of email using outlook.		
Skill Development	<ol style="list-style-type: none"> <li>1. Able to learn the latest system software and application</li> <li>2. Able to understand the use of information technology to resolve the E-business problems.</li> </ol>	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	<ol style="list-style-type: none"> <li>1. Craig Stinson “Running Microsoft Windows-98” – Microsoft press.</li> <li>2. Joshua C. Nossiter “Using Excel – 5 for Windows”</li> <li>3. Vishnu Priya Singh &amp; Meenakshi Singh “Computerized Financial Accounting”,2019</li> <li>4. “Working with Word” – Aptech Computer Education,2018</li> <li>5. Malhotra: Computer Applications in Business.2019</li> </ol>	
Online resources	ommunications Surveys And Tutorials.	

<b>Course Nomenclature</b>	<b>Research Methods</b>	
<b>Year / Semester</b>	<b>II/IV</b>	
<b>Course Credit (5)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will be able to –		
Co1: List the knowledge of research processes & perform literature reviews using print and online databases.		
Co2: Demonstrate, compare, and contrast descriptive and inferential statistics.		
Co3: Solve, identify, explain, compare, and prepare the key elements of a research proposal/report.		
Co4: Classifying educational research contributes to the research proposal.		
Co5: Convince, compare, and contrast quantitative and qualitative research paradigms.		
Co6: Compose the Research proposal and submission the research work.		
<b>Unit I</b>	<b>Introduction to Research</b>	<b>12 Hours</b>
Definition, Scope, Limitations & Types, Objectives, Research Process, Application of Research in the Various Function of Management, Research Design		
<b>Unit II</b>	<b>Sampling &amp; Collection of data</b>	<b>12 Hours</b>
Sampling Procedure; Types of Sampling Techniques, Population Sample Types of Data, Primary & Secondary Data. Methods of Collection of Data.		
<b>Unit III</b>	<b>Scaling</b>	<b>14 Hours</b>
Meaning of Scaling, Important Scaling Techniques, Rating and Ranking Scales, Designing a Questionnaire, Data Preparation, Tabulation, Coding, Editing.		
<b>Unit IV</b>	<b>Hypothesis testing</b>	<b>12 Hours</b>
Concept of Hypothesis, Introduction to Hypothesis Testing for Small and Large Samples. Chi Square Test, ANOVA One Way and Two Way		
<b>Unit V</b>	<b>Conclusion</b>	<b>10 Hours</b>
Report Writing and Presentation, Bibliography & References		
Skill Development	1. compare and contrast quantitative and qualitative research paradigms 2. able to perform literature reviews using print and online databases 3. able to identify key elements of a research proposal/report	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	1. Zikmund William G., “Business Research Methods”, Cengage Learning, India.2021 2. Krishnaswamy K.N., AppalyerSivakumar, M.Mathirajan, “Management Research Methodology: Integration of Principles, Methods and Techniques”, Pearson Education 2021 3. Sachdeva J. K., “Business Research Methodology”, Himalaya Publication House, 2020 4. Green Paul E., Donald S. Tull, “Research for Marketing Decisions”, PHI. 5th edition 2022 5. Kumar Ranjeet, “Research Methods”, Pearson Education 2021	
Online resources	Sankhya – Journal for Statistics, The Indian Journal of Statistics	

<b>Course Nomenclature</b>	<b>Financial Management</b>	
<b>Year / Semester</b>	<b>II/IV</b>	
<b>Course Credit (5)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
<b>CO1:</b> Identify the basic of financial management, its concepts and principles used to produce financial decisions.		
<b>CO2:</b> Illustrate about capital structure and theories of capital structure & the cost of capital in wide aspects.		
<b>CO3:</b> Solve the concept of working capital and why it is required.		
<b>CO4:</b> Appraise the idea and meaning of material control, break even and capital budgeting		
<b>CO5:</b> Invent long-term financing decisions and working capital financing decisions.		
<b>Unit I</b>	<b>Financial Management</b>	<b>12 Hours</b>
Meaning, Importance and Objectives, Financial Planning – Objectives and Principles of Sound Financial Planning. Time Value of Money -Introduction, Rationale, Present value and Future value. Difference between Financial Management and Financial Accounting and Management Accounting.		
<b>Unit II</b>	<b>Financing decisions</b>	<b>12 Hours</b>
Capital Structure – Factors influencing Capital Structure – EBIT – EPS Analysis. Theories of Capital Structure, Types of Leverages.		
<b>Unit III</b>	<b>Working Capital Management</b>	<b>12 Hours</b>
Working Capital Management – Meaning, Importance of Working Capital, Excess or Inadequate Working Capital, Determinants of Working Capital Requirements.		
<b>Unit IV</b>	<b>Management of Cash &amp; Inventory</b>	<b>10 Hours</b>
Cash Management, Inventory Management: Models, Economic Order Quantity, Reorder Level, Optimum Inventory Levels.		
<b>Unit V</b>	<b>Break Even Analysis &amp; Dividend Policy</b>	<b>14 Hours</b>
Meaning, Importance, Objectives and Practical Approaches of Break-Even Analysis, Dividend Policy – Introduction, Importance, Objectives and Determinants of Dividend Policy, Types Of Dividend & Dividend Policy.		
Skill Development	<ol style="list-style-type: none"> <li>1. Imaginary figures prepare an estimate of working capital requirements</li> <li>2. Make a budget related to financial decisions.</li> <li>3. Format of a business plan.</li> <li>4. Learn Team work to achieved financial goal.</li> </ol>	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	1. R.P.Rustagi “Financial Management” Sixth Revised Edition 2022,	

	<p>TAXMANN</p> <ol style="list-style-type: none"> <li>Richard Musgrave &amp; Peggy Musgrave, "Financial management Theory and Practice   10th Edition" McGraw Hill Education, 2019</li> <li>M.Y Khan and Jain, "Financial Management", Tata McGrawHill, 8th Edition, 2018.</li> <li>Bose Chandra "Fundamentals of Financial Management", PHI, 2022</li> <li>Brigham, "Fundamentals of Financial Management", 10th, edition, Cengage Learning, 2018.</li> <li>Kulkarni, "Financial Management", Himalaya Publishing House, 2018.</li> </ol>
Online resources	<ol style="list-style-type: none"> <li>Journal of Accounting</li> <li>Indian Journal of Finance and Accounting.</li> <li>International journal of financial management</li> </ol>

<b>Course Nomenclature</b>	<b>Management Accounting</b>	
<b>Year / Semester</b>	<b>II/IV</b>	
<b>Course Credit (5)</b>		
<b>Course Outcomes</b>		
<p>After studying this course, a student will able to –</p> <p>CO1: Recall the basics of management accounting, its concepts and principles used to analyze financial statements.</p> <p>CO2: Recognize an insight on financial statement analysis from a practical point of view.</p> <p>CO3: Use the concept of accounting ratios with practical problems.</p> <p>CO4: Classify different types of management accounting tools through the preparation of statements.</p> <p>CO5: Assess management accounting techniques and its objectives in facilitating decision making.</p> <p>CO6: Construct a relationship between financial and management aspects of accounting.</p>		
<b>Unit I</b>	<b>Introduction</b>	<b>12 Hours</b>
<p>Meaning of management accounting, functions, responsibilities and qualities of a management accountant. Management accounting vs. traditional accounting and limitations of management accounting. Tools and Techniques of Management Accounting, Human resource Accounting &amp; Social Accounting.</p>		
<b>Unit II</b>	<b>Analysis of Financial Statements</b>	<b>11 Hours</b>
<p>Introduction of financial statement, Comparative and Common size Income statements and Balance Sheets. Trend Analysis.</p>		
<b>Unit III</b>	<b>Ratio Analysis</b>	<b>14 Hours</b>
<p>Elementary Ratio Analysis – meaning, classification of ratios, calculation &amp; interpretation of ratio. Preparing Balance Sheet with Ratio and Du Pont Analysis</p>		
<b>Unit IV</b>	<b>Fund flow and Cash flow Analysis</b>	<b>14 Hours</b>
<p>Meaning and concept. Preparation of fund flow and cash flow statements. Comparison between fund flow and cash flow statement.</p>		
<b>Unit V</b>	<b>Cost of Capital &amp; Capital Budgeting</b>	<b>19 Hours</b>
<p>Cost of Capital. Capital expenditure decisions, Payback period, return on investment, discounted cash flow.</p>		
Skill Development	<ul style="list-style-type: none"> <li>Will able to evaluate and manage financial risks.</li> <li>Will able to conduct cost and margin analysis.</li> <li>Will able to advise business leaders on mergers &amp; acquisitions.</li> </ul>	
Learner support	<p>Swayam (<a href="https://swayam.gov.in">https://swayam.gov.in</a>), E-library, E-books, online PDF material etc.</p>	

Material	
Text books	<ol style="list-style-type: none"> <li>1. Shah Paresh, “Management Accounting” II Edition, Oxford University Press, 2020.</li> <li>2. Wild John, “Financial Accounting Information for Decisions”, Tata-Mac Graw-Hill, 2021</li> <li>3. Maheshwari S.N. and S. K. Maheshwari, “A Text Book of Accounting for Management”, Vikas Publishing House, 2018</li> <li>4. Khan &amp; Jain; “Management Accounting”, Tata McGraw Hill Publishing House, 2021.</li> <li>5. Bhattacharyya S.K., “Accounting for Managers”, Reprint, Vikas Publishing House Pvt. Ltd, 2019</li> <li>6. Agarwal M.R., “Managerial Accounting”, Garima Publications, 2021.</li> </ol>
Online resources	Journal of Accounting, Indian Journal of Finance and Accounting, Indian Journal of Management Accounting.

<b>Course Nomenclature</b>	<b>Outsourcing Management</b>	
<b>Year / Semester</b>	<b>II/IV</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
<b>CO1:</b> Describe the conceptual framework of outsourcing and its impact on the economy		
<b>CO2:</b> Demonstrate various outsourcing l opportunities and evaluate the strategies associated with each type of opportunity		
<b>CO3:</b> Compute the contribution of outsourcing to the product value chain		
<b>CO4:</b> Characterise debates surrounding outsourcing and managerial prerogatives		
<b>CO5:</b> Assess how outsourcing principles can be used as a conceptual framework to help managers identify and solve marketing problems		
<b>CO6:</b> Design the request proposals from various options available in market.		
<b>Unit I</b>	<b>Introduction</b>	<b>14 Hours</b>
Outsourcing Related terms – Off-sourcing, Insourcing, Home-sourcing, Freelancer, and Knowledge process outsourcing (KPO) & Business process outsourcing (BPO). Activities which can be outsourced. History of Outsourcing, Reasons, Benefits & Disadvantages of Outsourcing, Outsourcing Models.		
<b>Unit II</b>	<b>Reasons, Benefits of Outsourcing</b>	<b>12 Hours</b>
Reasons Cost savings, improve quality, Knowledge, Operational expertise, Staffing issues, Capacity management, Risk management, Time zone, Customer Pressure. Benefits & disadvantages of outsourcing. Process of Outsourcing Deciding to outsource, Supplier proposals, Supplier competition, Negotiations, Contract finalization, Transition, Transformation, Ongoing service delivery, Termination or renewal		
<b>Unit III</b>	<b>Process of Outsourcing</b>	<b>12Hours</b>
RFP Development, Contract Formulation and Negotiation SOW, SLA, Developing Vendor Selection Strategy, Negotiations and Negotiation tactics		
<b>Unit IV</b>	<b>Contract Execution, Termination, Migration and Management</b>	<b>10 Hours</b>
Issues during Transition phase, Managing Vendors according to SLA, Vendor Management process,		

Analyze and assess Vendor progress, Contract renewal and Termination		
<b>Unit V</b>	<b>Outsource to India</b>	<b>8 Hours</b>
Benefits and disadvantages of outsourcing to India. Benefits and disadvantages for Indian companies. Benefits and disadvantages to Indian economy. Impact on Marketing function, Impact on Human Resource function. Impact on other functions of an organization. Cases.		
Skill Development	<ol style="list-style-type: none"> <li>1. Students learn to solve the contractual issues.</li> <li>2. Learn to develop and manage an organisations end-to-end outsourcing process</li> </ol>	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	<ol style="list-style-type: none"> <li>1. Bardhan Ashok Deo and Cynthi, "The New Wave of Outsourcing", Fisher Center Research Reports,</li> <li>2. Friedman Thomas L, "The World is Flat: A Brief History of the Twenty First Century"</li> <li>3. Dr. Tina, Ralph, March, "The Outsourcing Decision", Management Accounting, 2021</li> <li>4. Isaacs, Nora, "Call in the Outsourcers, But First, Consider Both Hidden and Obvious Cost and Benefits," InfoWorld, 2020</li> </ol>	
Online resources	<b>Journal of Outsourcing and Organizational Information Management</b> <a href="https://www.docsity.com/en/outsourcing-resource-management-lecture-notes/224658/">https://www.docsity.com/en/outsourcing-resource-management-lecture-notes/224658/</a>	

<b>Course Nomenclature</b>	<b>Tourism Management</b>	
<b>Year / Semester</b>	<b>II/IV</b>	
<b>Course Credit (4)</b>		
<p>After studying this course, a student will able to –</p> <p><b>CO1:</b> Define an understanding of the production, implementation, and impacts of tourism development locally, nationally, and internationally.</p> <p><b>CO2:</b> Demonstrate cultural and environmental sensitivity through an appreciation for various forms of diversity in our country.</p> <p><b>CO3:</b> Compute research ethically, as evidenced through effective research design and implementation.</p> <p><b>CO4:</b> Select the intricacies in the management of airports &amp; airlines.</p> <p><b>CO5:</b> Assess skills and experience relating to the management and production of tourism in a professional setting.</p> <p><b>CO6:</b> Develop a Tourism Idea to enhance the student capabilities.</p>		
<b>Unit I</b>	<b>Introduction to Tourism Management</b>	<b>10 Hours</b>
Components of Tourism, Geographic Components of Tourism, Motivation for Travel, Elements of Tourism; Principles of Tourism, Investigating leisure & Tourism.		
<b>Unit II</b>	<b>Tourism Industry Issues</b>	<b>12 Hours</b>
Customer Services, career opportunities in Travel Trade, Travel Insurance, Travel Information Manual, Travel formalities: the passport and Visas, health certificates, Taxes, Custom and currencies.		
<b>Unit III</b>	<b>Hospitality Industry</b>	<b>12 Hours</b>
Organisation of Hotel, Front Office, House Keeping, Food & Beverage Department, Types of Accommodation, classification of hotels.		
<b>Unit IV</b>	<b>Airlines Management</b>	<b>12 Hours</b>
Airlines station Management, Airport Facilities, In-flight Services, Facilities provided to Special Passengers, Aviation Terminology, Airline codes, Domestic city codes.		
<b>Unit V</b>	<b>Tourism Policies</b>	<b>10 Hours</b>
Concepts and ideas related for effective Tourism Development. - National Development council report on - Tourism Development (NDC) - National Action plan (NAP) - Tourism Civil Aviation - Tourism Task Force (TTF) - Tourism Destination – Development of sustenance. Tourism Policies Laws Regulation and its necessity for maintenance sustenance.		
Skill Development	<ol style="list-style-type: none"> <li>1. Understand the principles of tourism</li> <li>2. Recognize the career opportunities in tourism industry</li> <li>3. Inculcate new ideas for tourism development</li> </ol>	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	<ol style="list-style-type: none"> <li>1. SunetraRoday, Archana Biwal, Vandana Joshi, “Tourism: Operations and Management”, Oxford University Press, 2019</li> </ol>	

	<ol style="list-style-type: none"> <li>2. Kumar Prasanna, "Marketing for Hospitality and Tourism", McGraw Hill Education India, 2020</li> <li>3. Bhatia, A.K., "International Tourism Management", Sterling Publishers Pvt.Ltd, 2019</li> <li>4. Suddhendu Narayan Misra, Sapan Kumar Sadual, "Basics of Tourism Management", Excel Books, 2022</li> <li>5. Swain, Sampad Kumar, "Tourism: Principles and Practices", OUP India, 2021</li> </ol>
Online resources	<p><a href="https://www.journals.elsevier.com/tourism-management">https://www.journals.elsevier.com/tourism-management</a></p> <p>Journal of Hospitality and Tourism Management</p>



<b>Course Nomenclature</b>	<b>Event Management</b>	
<b>Year / Semester</b>	<b>II/IV</b>	
<b>Course Credit (2)</b>		
<p>After studying this course, a student will able to –</p> <p>CO1: Identify the importance of events for the organization and also develop the skills to raise the sponsorship for the same.</p> <p>CO2: Demonstrate the design and organize a successful event according to the need of audience</p> <p>CO3: Determine the need of conducting Market Research before organizing the event.</p> <p>CO4: Analyse the skills of creating a promotional campaign in order to attract sponsors and audience.</p> <p>CO5: Justify the importance of organizing meetings and exhibitions for the organizations.</p> <p>CO6: Develop the event management skills and provides employment and business scope .</p>		
<b>Unit I</b>	<b>Introduction</b>	<b>5 Hours</b>
<p>Event Management: Concept, Importance &amp; Advantages offered by events. Type of events Cultural, festivals, religious, business etc. Qualities of Event managers. Sponsorship and subsidies concept benefits and approaching sponsors,eventmanagementservices.</p>		
<b>Unit II</b>	<b>Event Planning</b>	<b>6 Hours</b>
<p>Concept and Design purpose of an event, analysis of need of audience, process of event planning. Event Planning Tips: 5 W's of event planning &amp; and 1 H, Venue selection and Contracting Event Venue.</p>		
<b>Unit III</b>	<b>Event Analysis</b>	<b>7 Hours</b>
<p>Market Research, Market Analysis, Competitors' Analysis in Event Planning. SWOT Analysis in Event Planning. Project planning and development.</p>		
<b>Unit IV</b>	<b>Event Marketing</b>	<b>5 Hours</b>
<p>Introduction to event marketing. Steps involved in creating a promotional campaign. Event promotion, advertising and public relation, formulation of event marketing budget and budget plan. Identifying funding resources, Incentives to attract the sponsors. Tactics and methods of successful event marketing. Evaluation ofmarketing efforts. Event safety and security.</p>		
<b>Unit V</b>	<b>Related concepts</b>	<b>5 Hours</b>

Introduction of meetings and exhibitions, Trade shows and exhibitions, principal purpose, types of shows, benefits. Corporate event, Evaluation of participants of event, Economic impact of Event.	
Skill Development	<ol style="list-style-type: none"> <li>1. Planning an event</li> <li>2. Creativity</li> <li>3. Decision-making Skills.</li> </ol>
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
Text books	<ol style="list-style-type: none"> <li>1. Singh Sohini “Corporate Events”, Vikas Publishing</li> <li>2. Singh Sanjaya, Gaur, Sanjay V. Saggere “Event Marketing &amp; Management” 2019</li> <li>3. Goldblatt “Best Practices in Modern Event Management.”, John Viley &amp; Sons.</li> <li>4. Allen, J. “Event Planning: The Ultimate Guide to Successful Meetings, Corporate Events, Fundraising Galas, Conferences, Conventions, Incentives and Other Special Events.” Wiley Armstrong, J. S. “Planning Special Events”. Wiley</li> </ol>
Online resources	<a href="http://newhorizonindia.edu/nhc-marathahalli/wp-content/uploads/2017/04/PRINCIPLES-OF-EVENT-MANAGEMENT.pdf">http://newhorizonindia.edu/nhc-marathahalli/wp-content/uploads/2017/04/PRINCIPLES-OF-EVENT-MANAGEMENT.pdf</a>

<b>Course Nomenclature</b>	<b>Minor Survey on Consumer Behaviour</b>
<b>Year / Semester</b>	<b>II/IV</b>
<b>Course Credit</b>	<b>2</b>
<b>Course Outcomes</b>	
<p>After studying this course, a student will be able to –</p> <p>CO1: Identify a problem statement.</p> <p>CO2: Recognize the needs, objectives and gaps that could be improved through research.</p> <p>CO3: Determine the appropriate research models for the survey.</p> <p>CO4: Analyse the data collected using appropriate tests.</p> <p>CO5: Assess the analysis and interpret the results.</p> <p>CO6: Design a construct based on the results and generalize the results.</p>	

<b>Course Nomenclature</b>	<b>Organizational Behaviour</b>	
<b>Year / Semester</b>	<b>III/V</b>	
<b>Course Credit (5)</b>		
<b>Course Outcomes</b>		
<p>After studying this course, a student will able to –</p> <p>CO1: Enumerate the application of psychological concepts such as Personality, Learning, Motivation, Leadership, Attitude, Leadership in Organizational context.</p> <p>CO2: Explain the cognizance of the importance of human behaviour.</p> <p>CO3: Determine how people behave under different conditions and understand why people behave as they do.</p> <p>CO4: Appraise skill to take rational decisions in the process of O.B.</p> <p>CO5: Assess individual and group behaviour, and understand the implications of organizational behaviour on the process of management.</p> <p>CO6: Design the request proposals from various options available in Market.</p>		
<b>Unit I</b>	<b>Introduction</b>	<b>12 Hours</b>
<p>Meaning of O.B., Disciplines, Contributing to O. B. field, Role of O.B. in today's' business organizations. Learning, Perception: Nature and Importance, Personality: Meaning, personality determinants, personality characteristics. Theories of Personality, Attitude and Its Theories. Emotional Intelligence and Spiritual Intelligence – Concept, difference and measuring tools</p>		
<b>Unit II</b>	<b>Motivation &amp; Group Dynamics</b>	<b>12 Hours</b>
<p>Primary and secondary motives, Theories of motivation: Content and process theories, Vroom's expectancy theory. Alderfers ERG theory, Mc Clelland's need theory. <b>Group Dynamics:</b> Theories of groups, group norms and roles.</p>		
<b>Unit III</b>	<b>Leadership</b>	<b>14 Hours</b>
<p>Leaders versus Managers, Theories of leadership: Trait theory, behavioral theory, Fiedler's contingency theory. Leadership styles. Transformational Leadership</p>		
<b>Unit IV</b>	<b>Management of Conflicts &amp; Power</b>	<b>12 Hours</b>
<p>Reasons and types of conflicts. Management of Interpersonal conflicts and organizational conflicts. <b>Power:</b> Meaning of Power, Source of power, Implications for performance and satisfaction. Stress Management – meaning , concept , sources , Stress management Techniques.</p>		
<b>Unit V</b>	<b>Organizational Change</b>	<b>10 Hours</b>
<p>Major forces of change. Resistance to change. Process of change. Developing support for change, Change Model. Transactional Analysis – Johari Window</p>		
Skill Development	<p>1. Understand behavioral patterns within the organization</p> <p>2. take rational decisions in the process of O.B.</p>	
Learner support Material	<p>NPTEL, Swayam (<a href="https://swayam.gov.in">https://swayam.gov.in</a>), E-library, E-books, online PDF material etc.</p>	
Text books	<p>1. Robbins Stephen P., Timothy A Judge, Seema Sanghi “Organizational Behaviour”, Pearson Education, 18th Ed</p> <p>2. Nelson, “Organisational Behaviour”, 8<sup>th</sup> Edition, Cengage Learning, India,</p>	

	<p>2012</p> <ol style="list-style-type: none"> <li>3. Dwivedi R. S., “Human Relations and Organizational Behavior: A Global Perspective”, Macmillan 5th edition</li> <li>4. Luthans Fred, “Organizational Behaviour”, McGraw Hill, 12th Edition, 2010</li> <li>5. Pareek Udai, “Understanding Organizational Behavior”, Oxford Higher Education, 2nd Edition</li> <li>6. Sinha Jai B P, “Culture and Organizational Behaviour”, Sage Publication, 2021</li> </ol>
Online resources	Indian Journal of Organization Behavior, Indian Journal of Management

<b>Course Nomenclature</b>	<b>COMPANY LAW</b>	
<b>Year / Semester</b>	<b>III/V</b>	
<b>Course Credit (5)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
CO1: Recall the various types of companies and features of companies including OPC small companies’ producer companies private and public limited companies		
CO2: Express the various documents of Companies like Memorandum Articles and Prospectus and the rules associated with them.		
CO3: Determine various aspects of companies act towards managing of shareholding, meetings and compliances like e governance insider trading etc		
CO4: Categorise the duties and responsibilities of Key Managerial Personnel, directors and company secretary.		
CO5: Assess and evaluate the various courses of action for winding up of companies		
CO6: Develop the managerial and secretarial skills related to company law compliances.		
<b>Unit I</b>	<b>The Law of Contract</b>	<b>13 Hours</b>
Nature of Contract, Classification. Offer and Acceptance, Capacity to Contract, Free Consent, Consideration, Legality of object, Agreement declared void, Performance of Contract, Discharge of Contract, Remedies for breach of contract.		
<b>Unit II</b>	<b>Special Contracts</b>	<b>12 Hours</b>
Pledge: Meaning, Essentials, Rights and duties of Pawnor and Pawnee. Agency: Formation & termination methods of Agency. Rights & duties of agent. Bailment: Meaning, Essentials, Rights & duties of Bailer & Bailee.		
<b>Unit III</b>	<b>The Sale of Goods Act</b>	<b>14 Hours</b>
Formation of Contract of sale, Goods and their classification, Price, conditions & warranties, Passing of property in goods, performance of contract of sale, unpaid seller, sale by auction.		
<b>Unit IV</b>	<b>The Indian Partnership Act</b>	<b>9 Hours</b>
Introduction to partnership, Types of partnership and partners, Registration of partnership firm, Rights and duties of Partners, Dissolution of firm.		
<b>Unit V</b>	<b>The Consumer Protection Act</b>	<b>12 Hours</b>
Introduction, Rights of Consumers, Consumer protection councils, Dispute Redressal agencies, the District Forum, the State and National commission.		
Skill Development	<ol style="list-style-type: none"> <li>1. Understand regulatory framework of business</li> <li>2. Understand the provisions of Sales of Goods Act, Consumer Protection Act and Partnership Act</li> <li>3. Understand standard business and legal terminology</li> </ol>	
Learner support Material	Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	<ol style="list-style-type: none"> <li>1. Gulshan S.S. and Kapoor G.K., “Business Law including Company Law”, New Age International Private Limited Publishers, 2018.</li> <li>2. Aggarwal S.K., “Business Law”, Galgotia Publishing Company, 2020.</li> <li>3. Singh Avtar, “Mercantile Law”, Eastern Book Company, 2019.</li> <li>4. Chandra Bose, “Business Laws”, PHI, 2021</li> <li>5. Kumar, “Legal Aspect of Business”, Cengage Learning, 2021.</li> </ol>	
Online resources	RGNUL Financial & Mercantile Law Review, Indian Journal on Law & Technology	

<b>Course Nomenclature</b>	<b>Tax Management</b>	
<b>Year / Semester</b>	<b>III/V</b>	
<b>Course Credit (5)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
CO1: Identify the introduction to the basics of India Tax procedure, its concepts and principles used to produce tax adjustment.		
CO2: Demonstrate the different know-how and heads of income with its components.		
CO3: Compute various categories of income of an individual.		
CO4: Analyse tax of an individual under different heads and deduction.		
CO5: Appraise the tax returns and assessments.		
CO6: Formulate the residential status of an individual and scope of total income.		
<b>Unit I</b>	<b>Indian Tax Procedure</b>	<b>12 Hours</b>
Introduction of Indian Tax Procedure: Direct Tax: Income Tax, Wealth Tax etc. and Indirect Tax: Custom Duty, Excise Duty, Service Tax and VAT. Important Definitions under the Income Tax Act. Residential status and incident of Tax. Clubbing of income. GST-Conceptual Framework		
<b>Unit II</b>	<b>Income from Salary and House Property</b>	<b>12 Hours</b>
Computation of Income from Salary. Computation of Annual Value and taxable income of House Property.		
<b>Unit III</b>	<b>Income from Business or Profession and Capital Gain</b>	<b>14 Hours</b>
Computation of taxable income from Business or Profession: Provisions relating to Depreciation, Allowable and Disallowable Expenses. Presumptive Income and Expenses. Meaning of Capital Assets & Transfer of Capital Assets, Short Term and Long-Term Capital Gain. Exemption under Capital Gain.		
<b>Unit IV</b>	<b>Income from Other Sources, Adjustments of Losses and Deductions u/s 80</b>	<b>12 Hours</b>
Income from Other Sources. Set off and Carry Forward of Losses. Deductions from gross total Income u/s 80. Deduction Available for Individual and HUF.		
<b>Unit V</b>	<b>Assessment of Individual and Hindu Undivided Family</b>	<b>10 Hours</b>
Computation of Taxable Income of Individual and HUF, Adjustment of Agricultural Income, Tax Rates, Marginal Relief & Tax Liability		
Skill Development	1. Tax planning 2. Tax calculation	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	1. Agarwal, Shah, Jain, Managal, Sharma, “Income Tax”,RBD, Jaipur latest edition 2. Gupta, Khatri, Goyal,“Income Tax” ,Kailash Book Depot 3. Patel, Choudhary, “Income Tax” ,ChoudharyPrakashan 4. Singhanian, Vinod K. and Monica Singhanian , “Students’ Guide to Income TaxTaxmann Publications Pvt. Ltd.”, New Delhi, latest ed 5. Ahuja Girish and Ravi Gupta , “Systematic Approach to Income Tax” ,Bharat Law House, Delhi	
Online resources	Indian Journal of tax Law, Vision- Indian Journal of Taxation	

<b>Course Nomenclature</b>	<b>SECURITY ANALYSIS &amp; PORTFOLIO MANAGEMENT</b>	
<b>Year / Semester</b>	<b>III/V</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
CO1: Write the various alternatives available for investment		
CO2: Explain risk and return. Find the relationship between risk and return.		
CO3: Determine the various strategies followed by investment practitioners.		
CO4: Analyze portfolio theory and study various methods of modelling the risk associated with stock investment such as the capital asset pricing model and arbitrage pricing theory.		
CO5: Assess various strategies of investment based upon Fundamental analysis, technical analysis and efficient market analysis.		
CO6: Build and integrate many topic of modern investment analysis.		
<b>Unit I</b>	<b>Introduction to Security Analysis</b>	<b>10 Hours</b>
Concept of Securities - Objectives of Security Analysis - Types of securities. Listing of Securities. Mechanism of Security Market. Markets and Brokers, Investment Companies, Market Indices and Return, Real Estate Investment, Investment Instruments of the Money Market.		
<b>Unit II</b>	<b>Risk and Return</b>	<b>12 Hours</b>
Concepts of Risk & Return - Diversification of Risk – Efficient Market Theory.  Stock Market Analysis: Fundamental Technical Analysis, Types, Functions, Listing, Different Stock exchange in India, Market Index, Recent Developments in the Indian Stock Market.		
<b>Unit III</b>	<b>Introduction to Portfolio Management</b>	<b>14 Hours</b>
Concept Of Portfolio, Composition of Portfolio Management, Objectives of Portfolio Management, Portfolio Theory: Optimum Portfolio Selection Problem, Markowitz Portfolio Theory, Portfolio Selection.		
<b>Unit IV</b>	<b>Portfolio Models</b>	<b>10 Hours</b>
Sharp Single Index Model – (CAPM Model - Factor Model) - Arbitrage Pricing Theory, Efficient Market Theory.		
<b>Unit V</b>	<b>Investment &amp; Portfolio Strategies &amp; Behavioral Finance</b>	<b>10 Hours</b>
Portfolio Investment Process, Corporate Investment & Portfolio. Practical Problems in Security Analysis and Portfolio Management. Portfolio Management in India. Introduction to Behavioral Finance – Definition , Meaning , Psychological Influences , Behavioral Biases.		
<b>Skill Development</b>	<ol style="list-style-type: none"> <li>1. Strategic decision-making</li> <li>2. More efficient use of resources</li> <li>3. Analytical Ability</li> </ol>	

Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
Text books	<ol style="list-style-type: none"> <li>1. Avadhani, V.A., Investment and security Markets in India, Himalaya Publishing House</li> <li>2. Kevin, S., Security Analysis and portfolio Management, PHI Learning</li> <li>3. Fischer and Jordon, Security analysis and Portfolio Management, Pearson Latest Edition</li> <li>4. Gordon Alexander, William Sharpe and Jeffery Bailey Fundamental of Investments Pearson Latest Edition</li> <li>5. P. Pandian Security analysis and Portfolio Management, Vikas Publishing, House Latest Edition</li> <li>6. ZviBodie, Alex Kane, Alan Marcus and PitabasMohanty, InvestmentsTata McGraw Hill Latest Edition</li> </ol>
Online resources	<a href="http://gurukpo.com/security-analysis-and-portfolio-management/">http://gurukpo.com/security-analysis-and-portfolio-management/</a> <a href="http://www.pondiuni.edu.in/storage/dde/downloads/finiv_sapm.pdf">http://www.pondiuni.edu.in/storage/dde/downloads/finiv_sapm.pdf</a>



<b>Course Nomenclature</b>	<b>AUDITING</b>	
<b>Year / Semester</b>	<b>III/V</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
CO1: State provisions and procedure aspects while conducting an Audit.		
CO2: Discuss the environment and types relating to the auditing function, steps and terminology.		
CO3: Compute auditing practices to different nature of Concerns		
CO4: Sketch how to prepare and use working papers, such as checklists & evaluate internal controls		
CO5: Assess the audit of sole proprietorship and partnership concerns financial statements		
CO6: Design the auditing Report and certificate with other working papers		
<b>Unit I</b>	<b>Auditing</b>	<b>10 Hours</b>
Meaning, Objects, Fraud, Errors: Book-Keeping, Accounting and Auditing; Classification of Audits;Forensic auditing, Online audits, tax audit, management audit, cost audit etc.		
<b>Unit II</b>	<b>Planning and Procedure of Audit</b>	<b>12 Hours</b>
Planning and Procedure of Audit; Audit Programmes; Auditor's Working Papers, Test Checking; Routine Checking. Bank reconciliation, accounts reconciliation, advantages / disadvantages of audit programmes, verifications and valuations		
<b>Unit III</b>	<b>Internal control &amp;Verification and Valuation</b>	<b>12 Hours</b>
Meaning, Objective and Evaluation of Internal Control; Internal Check and Internal Audit; Internal Control Regarding Sales, Purchases, Assets, Liabilities and Salaries and Wages; Vouching. Verification and Valuation of Assets and Liabilities		
<b>Unit IV</b>	<b>Company Audits and Auditor</b>	<b>12 Hours</b>
Companies Act 2013 regulations for company audits. Appointment of company auditor- qualifications of financial auditor, internal auditor, Rights, duties & liabilities, removal and remuneration, rotation of company auditors. Audit Reports Role of ICAI, Auditing standards Companies Act 2013 has made many changes impacting audits.		
<b>Unit V</b>	<b>Special audits and investigations</b>	<b>10 Hours</b>
Audits of Sole Proprietorships, Audit of Partnership firms, Special considerations in the Audit of Educational Institutions, cinema halls, schools, hospitals, clubs, Audit Certificates. difference between audit report and audit certificates. Investigation: Meaning, Objectives, Procedures;		
Skill Development	1. Strategic decision-making for auditing 2. Analytical Ability	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	

Text books	<ol style="list-style-type: none"> <li>1. Tandon B.N., S. Sudharsanam and S. Sundharababu, “A Handbook of Practical Auditing”, S. Chand &amp; Co., Ltd</li> <li>2. Sharma S.D., Taxmann’s “Auditing Principles and Practice”, Taxman Allied Services (P) Ltd.</li> <li>3. Ravindar Kumar &amp; Virender Sharma, “Fundamentals of Practical Auditing”, Prentice Hall of India (P) Ltd.</li> </ol>
Online resources	Indian Journal of Accounting , Journal of Accounting , auditing & Finance SAGE

<b>Course Nomenclature</b>	<b>GOODS &amp; SERVICE TAX</b>	
<b>Year / Semester</b>	<b>III/V</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
<p>After studying this course, a student will able to –</p> <p>CO1: Recall the compliances of GST for their businesses or prospective businesses</p> <p>CO2: Demonstrate specialized and updated knowledge in the area of GST in a systematic manner</p> <p>CO3: Determine indirect taxation system, VAT and GST</p> <p>CO4: Analyse work in Corporate Sector in the area of Taxation as Finance Executive or Finance Manager/ Entrepreneurs</p> <p>CO5: Assess analytical and problem-solving skills for decision making</p> <p>CO6: Invent the impact of GST on Indian business scenario with advantages and limitations.</p>		
<b>Unit I</b>	<b>Introduction</b>	<b>10 Hours</b>
Meaning and features of goods and Service Tax (GST) Background, Necessity and implementation of - GST. Favorable impacts and difficulties of GST. Important terms and definitions - Business, place of business, Goods, Input goods, Capital goods, Tax invoice, Inward Supply, Outward Supply, Person, Supplier, Classification of Goods and Services Tax.		
<b>Unit II</b>	<b>Supply &amp; Tax Liability</b>	<b>12 Hours</b>
Meaning and scope of Supply, Tax Liability on composite and mixed supplies. Levy and Collection of Tax. Registration under GST. Persons Liable I not liable for registration. Compulsory registration; process for registration, Issue of Registration Number (GSTIN). Amendment and Cancellation’ of Registration. Reverse Charge Mechanism		
<b>Unit III</b>	<b>Exemptions</b>	<b>14 Hours</b>
List of exempt goods under GST. Time and place of supply of goods and services Determination of value of Taxable supply. Preparation of Tax invoice-rules, proforma and practical problems.		

<b>Unit IV</b>	<b>Composition Levy</b>	<b>10 Hours</b>
Composition Levy - Persons eligible to opt composition, intimation for composition option. Condition and restriction for composition. Rate tax of the composition levy and rules regarding Return Practical Problems relating to composting levy		
<b>Unit V</b>	<b>Input Credit</b>	<b>10 Hours</b>
Rules, Provisions and procedure for Input Tax Credit. Provisions regarding Job-work. Classification of taxable goods and Services at the basis of tax rates (Practical Problems).		
Skill Development	<ol style="list-style-type: none"> <li>1. Strategic decision-making</li> <li>2. calculate GST tax calculation</li> <li>3. Analytical Ability</li> </ol>	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	<ol style="list-style-type: none"> <li>1. Koolwal, Ashish &amp; Ritu: Goods and Services Tax (2021) Commercial Law Publisher (India) Pvt. Ltd.</li> <li>2. Patel, Chaudhary: Indirect Taxes, Chaudhary Publication, Jaipur Goel Pankaj, GST Ready Referencer, (2021) Commercial Law Publisher (India) Pvt. Ltd.</li> <li>3. Rastogi, Abhishek: Professionals guide to GST Ideation to reality (2021)</li> </ol>	
Online resources	<a href="http://dcmsme.gov.in/ssiindia/gst.pdf">http://dcmsme.gov.in/ssiindia/gst.pdf</a> <a href="https://cleartax.in/s/gst-book-online-pdf">https://cleartax.in/s/gst-book-online-pdf</a>	

<b>Course Nomenclature</b>	<b>RETAIL MANAGEMENT</b>	
<b>Year / Semester</b>	<b>III/V</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
CO1: Recall the impact of retailing on the economy		
CO2: Demonstrate retailing’s role in society and, conversely, society’s impact on retailing		
CO3: Compute various retail opportunities and evaluate the strategies associated with each type of opportunity.		
CO4: Analyse and characterize the factors and management tools that retailers consider and use when developing their merchandise mix.		
CO5: Assess responsibilities of retail personnel in the numerous career positions available in the retail field		
CO6: Develop the perquisite skills to become effect effective managers with an avenue on managerial abilities.		
<b>Unit I</b>	<b>Introduction</b>	<b>10 Hours</b>
Retailing Definition, Importance and Indian vs. Global Scenario of retailing. Types of Retailing – Store Retailing – Non Store Retailing – Types of retail formats – Franchising in Retailing, Retail Marketing mix - Retail Consumer Buying Behavior.		
<b>Unit II</b>	<b>Retail organization &amp; Location</b>	<b>12 Hours</b>
Retail Organization Structure – Major Functional Areas – Careers in Retailing. Retail Location – Factors affecting Retail Location Decision – Site selection –Factors affecting Site Selection – Steps in Selecting Site – Location based Retail Strategies.		
<b>Unit III</b>	<b>Store design</b>	<b>14 Hours</b>
Store Design – Interiors & Exteriors - Store Layout – Types of layouts – Factors affecting Store Layout – Retailing Image Mix – Store Façade		
<b>Unit IV</b>	<b>Retail Communication</b>	<b>10 Hours</b>
Retail Communication mix – Sales promotion – Advertising - Public relation –Personal Selling – Steps in planning retail communication		
<b>Unit V</b>	<b>Retail Strategies</b>	<b>10 Hours</b>
Retail Strategies – Differentiation Strategies – Growth Strategies – Expansion Strategies – Pricing Strategies. Role of IT in Retailing - Electronic Data Exchange – Bar Coding – RFID – Electronic Payment Systems.		
Skill Development	<ol style="list-style-type: none"> <li>1. Will develop analytical skills to identify retail business opportunities and conditions for access to potential markets.</li> <li>2. Will learn the IT skills used in retailing.</li> </ol>	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	

Text books	<ol style="list-style-type: none"> <li>1. David Gilbert: Retail Marketing Management, Prentice Hall, 2021.</li> <li>2. K V S Madan: Fundamentals of Retailing, Tata McGraw Hill, 2020</li> <li>3. Gibson G Vedamani: Retail Management: Functional Principles and Practices, Jaico Publishing House, 2021.</li> <li>4. Michael Levy, Barton AWeitz: Retailing Management, Tata McGraw Hill, 2019.</li> <li>5. James R. Ogden and Denise T. Ogden: Integrated Retail Management, biztantra, 2018.</li> <li>6. Chetan Bajaj, RajnishTuli, Nidhi V Srivastava: Retail Management, Oxford University Press, 2018.</li> <li>7. Pradhan, Swapna; Retailing Management; Tata McGraw Hill; New Delhi, 2020</li> <li>8. Bajaj, Chetan, Tuli, Rajnish and Srivastava, Nidhi; Retail Management; OUP; New Delhi.</li> <li>9. Berman, Barry &amp; Evans, Joel R.; Retail Management – A strategic approach; Pearson Education/Prentice Hall of India; New Delhi</li> </ol>
Online resources	Journal of Business & retail Management research , Indian Journal of Marketing

<b>Course Nomenclature</b>	<b>Digital Marketing</b>	
<b>Year / Semester</b>	<b>III/V</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
After studying this course, the student will be able to:		
CO1: Describe the concept of Digital Marketing; it's importance and the growing opportunities.		
CO2: Demonstrate the ads and making the website while thoroughly ingraining the concepts of Search Engine Optimization (SEO) & Search Engine Marketing (SEM).		
CO3: Compute the skills of Social Media Marketing (SMM) & Mobile Marketing (MM)		
CO4: Analyse their cognitive knowledge of email marketing & strategies so as to be able to create an effective email campaign.		
CO5: Appraise & update themselves of the budget requirement assessment in digital marketing and how to be a freelancer in this career opportunity.		
CO6: Generate Custom Reports & Automated Reports,		
<b>Unit I</b>	<b>Introduction</b>	<b>10 Hours</b>
Digital Marketing: Definition; Benefits; Digital vs. Real Marketing, Digital Marketing Platforms and Strategies, Defining Marketing Goals, Latest Digital Marketing trends		
<b>Unit II</b>	<b>Search Engine Marketing (SEM)</b>	<b>12 Hours</b>
Search Engine Optimization (SEO): Understand the search engine as a default entry point to the internet. How to get a website listed among top search engine results? Search Engine Marketing (SEM): Appreciate the role of Pay Per Click (PPC) in website listing. Learn how to run ads using Search Engines effectively.		
<b>Unit III</b>	<b>Social Media Marketing (SMM)</b>	<b>14 Hours</b>
Facebook Marketing, Instagram Marketing, LinkedIn Marketing, Pinterest Marketing, Creating Industry specific Social Media Strategy. Using Hootsuite, Buffer, Sproutsocial for Social Media Marketing Mobile Marketing (MM): Strategizing marketing through smart devices. App-based marketing, Location-based marketing, SMS marketing		
<b>Unit IV</b>	<b>Email Marketing</b>	<b>10 Hours</b>
Email Marketing: Definition, Importance, Popular Email Marketing Software, How to write effective email marketing content, Email Marketing Strategies for B2B & B2C businesses. Nurturing: Definition, how to increase leads through nurturing? Mail Chimp: Introduction, Account setup and settings, creating a Subscriber List, Import subscribers in list. Email marketing campaigns: Types, Creating an Email Campaign. Newsletter: Definition, Designing a Newsletter		
<b>Unit V</b>	<b>Digital Marketing Budgeting &amp; Freelancing</b>	<b>10 Hours</b>
Resource planning- cost estimating, cost budgeting and cost control. How to become a Freelancer in Digital Marketing? How The Brand Is Reaching Out To Customers using digital marketing: Generating Custom Reports & Automated Reports, Evaluating Other Digital Marketing Services Providers, Creating Customized Presentations and Proposal, Setting Expectations and metrics to track performance.		
Skill Development	1. Use social media for marketing 2. Launch e-mail marketing campaign	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	1. Kotler Phillip, KartajayaHermawan(2017), Marketing 4.0: Moving from Traditional to Digital, Wiley Publishers 2. Seema Gupta (2017), Digital Marketing, McGraw hill India, 2 <sup>nd</sup> edition 3. Ryan, D. (2018). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Limited. 4. Romuald Andrade (2019), Beginners Guide to Digital Marketing: How to Flood Your Website with Traffic in 30 days, CreateSpace Independent Publishing	

	Platform (May 17, 2015)
Online resources	Journal of Direct, Data and Digital Marketing Practice, Journal of Interactive Marketing, International Journal of Mobile Communications

<b>Course Nomenclature</b>	<b>CONSUMER BEHAVIOUR</b>	
<b>Year / Semester</b>	<b>III/V</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
CO1: Identify the dynamics of human behavior and the basic factors that influence the consumer decision process.		
CO2: Illustrate about the application of psychological concepts such as Personality, Learning, Motivation, Leadership, Attitude, Leadership in Consumer decision making process.		
CO3: Apply and develop skill to take rational decisions in the process of Consumer Behavior.		
CO4: Appraise application of psychological concepts such as Personality, Learning, Motivation, Leadership, Attitude, and Leadership in Consumer decision making process.		
CO5: Justify individual and group behavior, and understand the implications of consumer behavior in making strategies of marketing.		
CO6: Formulate strategies to improve the customer satisfaction for better customer relationship management.		
<b>Unit I</b>	<b>Introduction to Consumer Behavior</b>	<b>10 Hours</b>
Introduction to Consumer Behavior- Consumer Behavior and Marketing Strategy, Understanding Consumers and Market Segments. Evolution of Consumer Behavior, Consumer Analysis and Business Strategy. Models of Buyer Behavior.		
<b>Unit II</b>	<b>Psychological Foundations of Consumer Behavior</b>	<b>12 Hours</b>
Psychological Foundations of Consumer Behavior - Consumer Motivation, Consumer Perception, Personality and Consumer Behavior, Learning and Behavior		
<b>Unit III</b>	<b>Social and Cultural Determinants</b>	<b>14 Hours</b>
Social and Cultural Environment Economic, Demographic, Cross Cultural and Socio-Cultural Influences, Social Stratification, Reference Groups and Family Influences, Personal influence		
<b>Unit IV</b>	<b>Decision Making of Consumer Behavior</b>	<b>10 Hours</b>
Consumer Decision Processes - High and Low Involvement, Pre-purchase Processes, Purchase, Post Purchase		

processes, Consumption and Evaluation, Brand Loyalty and Repeat Purchase Behavior.		
<b>Unit V</b>	<b>Consumer Protection</b>	<b>10 Hours</b>
Consumerism: The Roots of Consumerism, Consumer Safety, Consumer Information, Consumer Protection Council.		
Skill Development	<ol style="list-style-type: none"> <li>1. Able to learn the factors influencing the consumer behavior and it's impact</li> <li>2. Able to learn the decision making skills</li> </ol>	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	<ol style="list-style-type: none"> <li>1. Schiffman and Kanuk: Consumer Behaviour (12<sup>th</sup> Edition): Pearson PrenticeHall, Indian Reprint, 2017.</li> <li>2. Engel James F, Blackwell Roger and Miniard P. W: Consumer Behaviour; Thomson South Western, 2018.</li> <li>3. Satish K Batra &amp; SHH Kazmi, Consumer Behaviour Text and cases, Second Edition, Excel Books 2020</li> <li>4. Loudon &amp; Della Bitta: Consumer Behavior (6th Edition); Tata McGraw-Hill Publishing Company Limited, New Delhi, 2022.</li> <li>5. Solomon: Consumer Behavior Buying, Having, and Being (18<sup>th</sup> Edition); 2020</li> </ol>	
Online resources	<i>Journal of Marketing</i> , <i>International Journal of Consumer Behavior</i> , <i>Journal of Marketing and Consumer Research</i> .	



<b>Course Nomenclature</b>	<b>Training and Development</b>	
<b>Year / Semester</b>	<b>III/V</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
<b>CO1:</b> Recall the underlying concept of training in the organization i.e. its need, functions and advantages of training.		
<b>CO2:</b> Discuss various methods of on the job and off the job training and will also be able to comprehend the situation in which they are applicable.		
<b>CO3:</b> Compute fundamental need of Management Development Program and various methods used for managerial development in organization.		
<b>CO4:</b> Analyse Training evaluation statements and the effectiveness.		
<b>CO5:</b> Assess the need of OD and will able to learn the methods to implement OD		
CO6: Designing the training methods and development programme.		
<b>Unit I</b>	<b>Introduction</b>	<b>10 Hours</b>
Organization vision & plans, assessment of training needs, setting training objectives, designing training programs, Spiral model of training. Tasks of the training function: Building support, overall training capacity, developing materials.		
<b>Unit II</b>	<b>Training methods</b>	<b>12 Hours</b>
On the job training, job instruction training, apprenticeship, coaching, job rotation, syndicate method, knowledge-based methods, lecture, conferences, programmed learning, simulation methods, case study, vestibule training, laboratory training, in-basket exercise, experiential methods, sensitivity training, e-training.		
<b>Unit III</b>	<b>Management Development Program Methods</b>	<b>14 Hours</b>
Understudy, Coaching, Action Learning, Role Play, Management Games, Seminars, University related programs, special projects, behavioural modelling, job rotation, case study, multiple management, sensitivity training.		
<b>Unit IV</b>	<b>Post Training Evaluation</b>	<b>10 Hours</b>
Training evaluation, Training impact on individuals and organizations, Evaluating Programs, Participants, Objectives. Models of Training Effectiveness.		
<b>Unit V</b>	<b>Organizational Development (OD)</b>	<b>10 Hours</b>
Definition Foundations of OD, Managing the OD Process, Action Research and OD. OD Interventions: Overview of OD Interventions, Team Interventions Inter-group and Third-Party Peacemaking Interventions.		

Comprehensive OD Interventions, Structural Interventions and the Applicability of OD, Training Experiences.	
Skill Development	<ol style="list-style-type: none"> <li>1. Understand the need for training</li> <li>2. Usage of Management Development Programs</li> </ol>
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
Text books	<ol style="list-style-type: none"> <li>1. Blanchard P. Nick &amp; Thacker James: Effective Training, Systems, Strategies and Practices, Pearson.</li> <li>2. French Wendell, Bell Cecil and Vohra Veena: Organisation Development, Behavioral Science Interventions for Organisation Improvement, Prentice Hall.</li> <li>3. Lynton Rolf &amp; Pareek Udai: Training &amp; Development, Prentice Hall.</li> <li>4. Bhatia S.K.: Training &amp; Development, Deep &amp; Deep Publishers.</li> </ol>
Online resources	International Journal of Training Research, Training & Development Journal

<b>Course Nomenclature</b>	<b>INDUSTRIAL RELATIONS</b>	
<b>Year / Semester</b>	<b>III/V</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
<p>After studying this course, a student will able to –</p> <p>CO1: Define of industrial relations institutions such as employer associations, trade unions and industrial tribunals</p> <p>CO2: Demonstrate the essential concepts of industrial relations and their interrelationship at the personal, organisational and national levels.</p> <p>CO3: Apply principles of employment law; practical skills in negotiation, advocacy and workplace bargaining</p> <p>CO4: Analyze solutions to industrial relations problems based on research and assessment of current practices</p> <p>CO5: Evaluate the knowledge of industrial relations in both written and verbal formats reactive to both audience and purpose</p> <p>CO6: Create various terms related to industrial laws provision and procedure.</p>		
<b>Unit I</b>	<b>Introduction</b>	<b>10 Hours</b>
Industrial Relation-Definition, Importance & Scope, Role in Global Context ; Role of Personnel & Industrial Relations Manager in Promoting & Establishing Peaceful Industrial Relations; Environment Force Affecting Union Management Relations.		

<b>Unit II</b>	<b>Industrial Disputes</b>	<b>12 Hours</b>
Emerging Trends and Cross Cultural Aspects of Management; Industrial Disputes: Causes of Strikes and Lockout; Settlement and Handling, Procedure Code of Discipline, Prevention of Industrial Disputes, Work Committees, Standing Orders		
<b>Unit III</b>	<b>Collective Bargaining</b>	<b>14 Hours</b>
Collective Bargaining – Meaning, Characteristics, Need, Importance, Process, Pre-Requisites; Conciliation Officer- Boards: Compulsory Arbitration and Adjudication.		
<b>Unit IV</b>	<b>Workers Participation</b>	<b>10 Hours</b>
Workers Participation in Management - Concept & Pre-Requisites; Forms & Levels of Participation; Benefit of Workers Participation in Management ; Role of Workers Participation in Labour Welfare & Industrial Hygiene		
<b>Unit V</b>	<b>Industrial Dispute</b>	
The Industrial Disputes Act, 1947 Definitions, Authorities under the Act, Power & Duties of Authorities; Lay-Off and Retrenchment; Grievance Redressal Machinery; Trade Unions Overview of Factories Act 1948, Maternity Benefit Act 2017.		
Skill Development	<ol style="list-style-type: none"> <li>1. Able to learn the industrial laws and compliances..</li> <li>2. Able to learn the handling of complex situation and disputes.</li> </ol>	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	<ol style="list-style-type: none"> <li>1. Industrial Relations and Labour Laws ,Ghosh Piyali,2017</li> <li>2. Personnel Management and Industrial Relation. In India Kapoor T.N.,2015</li> <li>3. Industrial &amp;labour laws -S.P.Jain,2018</li> <li>4. Industrial Relations ,c . s Venkata Ratnam , 2020</li> </ol>	
Online resources	Indian Journal of Industrial Relations, Journal of Industrial Relations	

<b>Course Nomenclature</b>	<b>Performance Management</b>	
<b>Year / Semester</b>	<b>III/V</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
<p>After studying this course, a student will be able to –</p> <p>CO1: Describe the importance of Performance Management in an organization.</p> <p>CO2: Express the significance of Performance Management in context of Human Resource Management.</p> <p>CO3: Apply various techniques of Performance Management used in an organization to evaluate the performance of employees.</p> <p>CO4: Analyse the wage and salary structure of employees on the basis of their performance in an organization.</p> <p>CO5: Assess the implication of performance management in designing various training and development programmes.</p> <p>CO6: Design various techniques to solve the problem related to performance management</p>		
<b>Unit I</b>	<b>Introduction of Performance Management System</b>	<b>10 Hours</b>
<p>Definition of Performance Management System, Performance Planning and Performance Appraisal, Role of Appraisals in Performance Management, Role of Performance Management System, Characteristics of an ideal PM system.</p>		
<b>Unit II</b>	<b>Performance Planning</b>	<b>12 Hours</b>
<p>Components of Performance Planning, Objectives of Performance analysis, Process of performance analysis, Performance Mapping tools.</p>		
<b>Unit III</b>	<b>Implementing Performance Management System</b>	<b>14 Hours</b>
<p>Competency Mapping and Competence based Performance Management System.</p> <p>Linking individual and team goals to organizational goals, Goal setting procedure.</p>		
<b>Unit IV</b>	<b>Performance Appraisal</b>	<b>10 Hours</b>

Definition and objectives of Performance Appraisal, Process of Performance Appraisal – Self Assessment and its importance, Methods of Performance Appraisal – Traditional and Modern. Performance Appraisal as a training need assessment

Unit V	Potential Appraisal	10 Hours
Meaning & objectives of Potential Appraisal, Potential Appraisal & Performance Appraisal.		
Skill Development	<ol style="list-style-type: none"> <li>1. Performance management systems enhance organizational effectiveness by aligning individual, team and strategic goals</li> <li>2. Effective performance management requires year-round conversations with employees</li> <li>3. Employees' reaction to feedback is important for performance improvements</li> <li>4. Utilize effective performance rating scales</li> </ol>	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	<ol style="list-style-type: none"> <li>6. T V Rao, “Performance Management Second Edition”, SAGE Response, 2020</li> <li>7. Rose A. Mueller-Hanson and Elaine D. Pulakos, “Transforming Performance Management to Drive Performance”, Routledge, 2018</li> </ol>	
Online resources	<ol style="list-style-type: none"> <li>1. International Journal of Business Performance Management</li> <li>1.1 <b>2. International Journal of Public Sector Performance Management</b></li> </ol>	

<b>Course Nomenclature</b>	<b>Summer Training Project Report</b>
<b>Year / Semester</b>	<b>III/V</b>
<b>Course Credit</b>	<b>3</b>
<b>Course Outcomes</b>	
<p>After studying this course, a student will be able to –</p> <p>CO1: Identify career alternatives prior to graduation</p> <p>CO2: Demonstrate work habits and attitudes necessary for job success</p> <p>CO3: Apply communication, interpersonal and other critical skills in the job interview process</p> <p>CO4: Assess interests and abilities in their field of study</p> <p>CO5: Integrate employment contacts leading directly to a full-time job following graduation from college</p>	

<b>Course Nomenclature</b>	<b>Strategic Management</b>	
<b>Year / Semester</b>	<b>III/VI</b>	
<b>Course Credit (5)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to:		
CO1: Identify the role and importance of strategic management in today's business environment.		
CO2: Differentiate between the vision and mission statements of companies, the goals, objectives, strategies, tactics, policies etc.		
CO3: Compute a deep understanding of the external as well as internal environment in which businesses exist.		
CO4: Analyse various functional strategic alternatives and also develop them.		
CO5: Assess case studies students shall understand the meaning of strategic control and appreciate how corporates are practically strategizing their businesses with mergers, acquisitions etc.		
CO6: Experiment various analytical tools used in strategy making for different situations.		
<b>Unit I</b>	<b>Introduction</b>	<b>12 Hours</b>
Concept, Meaning of Strategic Management, Need for Strategic Management, Role of Strategic Management in Business and Non-Business Organizations, Strategic Planning Process for Single Strategic Business Unit & Multiple Strategic Business Unit, Organizational Mission, Vision, Objectives, Goals & Ethics.		
<b>Unit II</b>	<b>External and Internal Environment</b>	<b>12 Hours</b>
The Broad Environment: Social, Ethical, Economic, Technological, Legal/ Political, Global Environment, Competitive Advantage, Porter Five Forces Model, Organization Managers, Owners, Employees & Human Resource Management, and Internal Resources, core competence & Value Chain Model, SWOT Analyses, TOWS Analyses.		
<b>Unit III</b>	<b>Strategic Alternatives</b>	<b>14 Hours</b>
Value of Developing Strategies. Functional Strategies: Marketing, Finance, Production and Human Resource Management. Grand Strategies- Stability Expansion, retrenchment and Combination, porter's Competitive strategy- Cost leadership, Differentiation, Niche, Ansoff Matrix.		
<b>Unit IV</b>	<b>Strategic Choices</b>	<b>12 Hours</b>
Concept of Choice of Strategy, Choice Process. Evaluation of Strategic Alternatives.		
<b>Unit V</b>	<b>Strategic Control</b>	<b>10 Hours</b>
Meaning of Strategic Control, Corporate Restructuring		
Skill Development	<ol style="list-style-type: none"> <li>1. Developing a strategic vision which sets critical direction and guides resource allocation within the organization</li> <li>2. Case analysis and critical reviewing the growth development and retrenchment of business life cycle</li> <li>3. Crafting strategy, effective implementation, monitoring, evaluating performance and developing corrective intervention where necessary</li> <li>4. Ensuring successful and superior performance in diversify portfolio to a single specific business unit.</li> </ol>	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	<ol style="list-style-type: none"> <li>1. Joseph J. Martocchio, " Strategic Compensation ", Pearson,2018</li> <li>2. Azhar Kazmi and Adela Kazmi, "Strategic Management ", McGraw Hill,2020</li> <li>3. Fred R. David (Author), Forest R. David (Author), Purva Kansal (Author) ," Strategic Management Concepts: A Competitive Advantage Approach   Sixteenth Edition ", Pearson,2018</li> </ol>	
Online resources	1. Indian Journal of Commerce &Mgmt Studies,	

2. Prabhandan- Indian Journal of Management

<b>Course Nomenclature</b>	<b>Quantitative Techniques</b>	
<b>Year / Semester</b>	<b>III/VI</b>	
<b>Course Credit (5)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will be able to –		
CO1: Recall the basic of quantitative techniques, its concepts and principles		
CO2: Demonstrate mathematical models to solve business problems		
CO3: Compute the value of mathematical reasoning in day-to-day basis		
CO4: Analyse linear equation models to minimize the cost		
CO5: Appraise the importance of the costing techniques to find solution of the complex problem		
CO6: Formulate transportation problem, no relation regression, simplex method, game theory		
<b>Unit I</b>	<b>Introduction</b>	<b>10 Hours</b>
An Introduction, Statistical and Operations Research techniques, Scope and application of Quantitative Techniques, Scientific Approach in Decision Making, Limitation of these Techniques.		
<b>Unit II</b>	<b>Forecasting Techniques</b>	<b>12 Hours</b>
Correlation & Regression Analysis, Time Series Analysis- Trend Analysis, Cyclical Analysis, Seasonal Analysis, Irregular Variation. Business Forecasting- Forecasting Methods		
<b>Unit III</b>	<b>Linear Programming</b>	<b>14 Hours</b>
Introduction to LPP. Problem formulation and Graphical methods of solution. Simplex method.		
<b>Unit IV</b>	<b>Transportation and Assignment</b>	<b>12 Hours</b>
Introduction of Transportation Problems, Various Procedures of finding optimal solution; Assignment Problem & its solution.		
<b>Unit V</b>	<b>Theory of Games and Queuing Theory</b>	<b>12 Hours</b>
Two persons Zero sum games, pure and mixed strategy. Queuing model Single channel queuing theory Application of queuing theory in business decision making.		
<b>Skill Development</b>	<ol style="list-style-type: none"> <li>1. familiarity with linear equation models to minimize the cost</li> <li>2. able to find solution of the complex problem</li> <li>3. able to apply mathematical models to solve business problems</li> </ol>	
<b>Learner support</b>	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF	



Material	material etc.
Text books	<ol style="list-style-type: none"> <li>1. Anderson, Sweeney &amp; Williams, Quantitative Methods for business, Cengage Learning India Pvt. Ltd., 2022</li> <li>2. Kothari CR -- Quantitative Techniques (Vikas publishing New Delhi)</li> <li>3. Vohra N.D., Quantitative Techniques in Management, McGraw Hill Publications, 6<sup>th</sup> Edition, 2021</li> <li>4. Kapoor V.K -- Operations Research (Sultan chand&amp; Sons New Delhi), 2019</li> <li>5. Khandelwal&amp; M.C. Gupta -- Quantitative Techniques (Tata Mc Grow-hill Publishing Co. Ltd. New Delhi), 2021</li> <li>6. Agarwal N. P. -- Quantitative Techniques (RBD, Jaipur), 2021</li> <li>7. D. M. Mithani -- Quantitative Techniques (Himalaya Publishing House), 2018</li> </ol>
Online resources	Indian Journal for Quantitative Methods, International Journal for Quantitative Research in Education

<b>Course Nomenclature</b>	<b>LEADERSHIP SKILLS AND CHANGE MANAGEMENT</b>	
<b>Year / Semester</b>	<b>III/VI</b>	
<b>Course Credit (5)</b>		
<b>Course Outcomes</b>		
<p>After studying this course, a student will able to –</p> <p>CO1: Recall the core concept of Leadership and what makes leadership effective.</p> <p>CO2: Express the Challenges face by the managers of 21 century</p> <p>CO3: Compute the need of change for an organization and how to manage it.</p> <p>CO4: Analyse the major drivers of change and how to cope up with them.</p> <p>CO5: Assess the major models of executing and implementing change</p> <p>CO6: Compose terms and techniques to improve the leadership skills.</p>		
<b>Unit I</b>	<b>Introduction</b>	<b>12 Hours</b>
Concept, leadership theories, Attributes of effective leaders.Different styles of Leadership, Leadership skills and tactics.		
<b>Unit II</b>	<b>Leadership Challenges</b>	<b>12 Hours</b>
Challenges of knowledge work, Realities of the E-commerce environment, Managing diversity.		
<b>Unit III</b>	<b>Introduction to organizational change</b>	<b>12 Hours</b>
Nature of change, forces of change, reinventing Kurt Levin, change need analysis, content of change, types and styles of change, building capability for change, providing leadership to change, creating support systems and managing transition.		
<b>Unit IV</b>	<b>Appreciating change</b>	<b>12 Hours</b>
External environment as drivers of change, business cycles, industry cycles, technology and strategic change.		
<b>Unit V</b>	<b>Mobilizing support and executing change</b>	<b>12 Hours</b>
Four approaches to change, parallel organization, ownership and involvement in change, Executing change: challenges of execution, execution framework.		
<b>Skill Development</b>	<ol style="list-style-type: none"> <li>1. Strategic decision-making</li> <li>2. Leadership abilities</li> <li>3. More efficient use of resources</li> <li>4. Analytical Ability</li> </ol>	
<b>Learner support Material</b>	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	

Text books	<ol style="list-style-type: none"><li>1. Cummings T.G. and Worley C. G., Organizational Development and Change, Cengage Learning</li><li>2. Harigopal K, Managing organizational change, Response Books, 2020.</li><li>3. Nilakant V. and Ramnarayan S., Change management, Response Books</li><li>4. Palmer, unford and Akin, Managing organizational change, 2021.</li><li>5. Kavitha Singh, Organizational Change and Development, Excel Books</li></ol>
Online resources	<a href="http://www.theskillsacademy.net/_lingayas_notes/leadership.skills-prabbal.frank.pdf">http://www.theskillsacademy.net/_lingayas_notes/leadership.skills-prabbal.frank.pdf</a>

<b>Course Nomenclature</b>	<b>CORPORATE TAX</b>	
<b>Year / Semester</b>	<b>III/VI</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will be able to –		
<b>CO1:</b> State the rules imposed upon employers in relation to employee taxation		
<b>CO2:</b> Demonstrate and apply the system of corporation tax self-assessment, capital gains and VAT		
<b>CO3:</b> Use and evaluate the impact of various aspects on a company's taxation		
<b>CO4:</b> Select and evaluate the impact of different tax planning scenarios.		
<b>CO5:</b> Assess the tax assessment of corporate societies.		
<b>CO6:</b> Build awareness about the impact of different tax planning scenarios.		
<b>Unit I</b>	<b>International</b>	<b>10 Hours</b>
Corporation tax, Tax Planning, Tax Evasion, Tax Avoidance, Tax Management, Dividend Tax, Domestic Company, Foreign Company		
<b>Unit II</b>	<b>Computation of Total Income and Tax Liability of Companies</b>	<b>12 Hours</b>
Assessment of Trust and Assessment of Local Authorities.		
<b>Unit III</b>	<b>Assessment of Companies</b>	<b>14 Hours</b>
Tax Assessment of companies, Minimum Alternative Tax (MAT), Deduction available to companies.		
<b>Unit IV</b>	<b>Assessment of Cooperative Society</b>	<b>10 Hours</b>
Tax Assessment of cooperative society, Deduction available to cooperative societies under section 80P.		
<b>Unit V</b>	<b>Tax Payment</b>	<b>10 Hours</b>
Tax deduction at source, Tax collection at source, and Advance payment of tax.		
<b>Skill Development</b>	<ol style="list-style-type: none"> <li>1. Prepare a chart showing currencies of different countries.</li> <li>2. List any three MNC's operating in India along with their products or services offered</li> <li>3. Collect and Paste any 2 documents used in Import and Export trade.</li> </ol>	
<b>Learner support Material</b>	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
<b>Text books</b>	<ol style="list-style-type: none"> <li>1. Corporate Tax Planning &amp; Management - H. C. Mehrotra &amp; S. P. Goyal</li> <li>2. Corporate Tax Planning and Business Tax Procedures- V. K. Singhania</li> </ol>	
<b>Online resources</b>	<a href="http://ssbnc.in/files/bcommaterial/CT.pdf">http://ssbnc.in/files/bcommaterial/CT.pdf</a> <a href="http://icmai.in/upload/PPT_Chapters_RCs/Bhubaneswar-08112015-Session-II.pdf">http://icmai.in/upload/PPT_Chapters_RCs/Bhubaneswar-08112015-Session-II.pdf</a>	

<b>Course Nomenclature</b>	<b>FINANCIAL REPORTING</b>	
<b>Year / Semester</b>	<b>III/VI</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
<p>After studying this course, a student will able to –</p> <p>CO1: Describe the features, needs, importance and contents of business financial reporting.</p> <p>CO2: Discuss the ability to understand and prepare accounts as per the Indian Financial reporting standards.</p> <p>CO3: Use the International financial reporting standards (IFRS) in various facets of financial reporting, the role of Indian Institute of Chartered Accountants.</p> <p>CO4: Select the recent changes in financial reporting practices like the use of value-added reporting, reporting of CSR etc.</p> <p>CO5: Decide and critically examine Human Resource Accounting, social accounting etc.</p> <p>CO6: Create a plan for a company's internet/ web reporting &amp; understand the various terminologies of segment reporting.</p>		
<b>Unit I</b>	<b>Introduction</b>	<b>10 Hours</b>
Corporate Financial Reporting: Meaning, Issues and Problems Objectives of Corporate Financial Reporting, Theories of Disclosure, Role of Auditors, Role of SEBI , Disclosure Requirement of Listed Companies, Corporate Financial Reporting with special reference to Published Financial Statements.		
<b>Unit II</b>	<b>International Financial Reporting Standards</b>	<b>12 Hours</b>
Development of Accounting Standards in India and Abroad, Role of ICAI, Introduction to IFRS, Converged IFRS- (IND AS), Procedure of Formulating Accounting Standards, Accounting Standards for Stock, Cash Flow, Interim Reporting		
<b>Unit III</b>	<b>Developments in Financial Reporting</b>	<b>14 Hours</b>
Developments in Financial Reporting: Value Added Statement, Economic Value Added, Market Value Added and Shareholders Value Added, Introduction to Environmental Accounting Environmental Reporting, Environmental Audit.		
<b>Unit IV</b>	<b>New Practices in Reporting</b>	<b>10 Hours</b>
Human Resource Accounting: Concept, Need and Importance; Corporate Social Reporting		
<b>Unit V</b>	<b>Recent Reporting Practices</b>	<b>10 Hours</b>

Recent Development in Financial Reporting System: Segment Reporting (AS 17), Web/Internet Reporting, Advantages of Internet Financial Reporting

Skill Development	<ol style="list-style-type: none"> <li>1. Strategic decision-making</li> <li>2. More efficient use of resources</li> </ol> <p>1.2 <b>3. Analytical Ability</b></p>
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
Text books	<ol style="list-style-type: none"> <li>1. Jain, Khandelwal, Pareek : Higher Accounting, 2021</li> <li>2. Financial Reporting &amp; Financial Statement Analysis ,Tee Dee Publications (1 January 2020)</li> <li>3. Agarwal, Agarwal, Jain, Bansal: Financial Reporting, RBD, 2023</li> <li>4. Chakaravorty H.: Accounting Theory</li> </ol>
Online resources	<a href="https://www.edupristine.com/blog/financial-reporting">https://www.edupristine.com/blog/financial-reporting</a>

<b>Course Nomenclature</b>	<b>Strategic Financial Management</b>	
<b>Year / Semester</b>	<b>III/VI</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
<p>After studying this course, a student will able to –</p> <p>CO1: Define and apply key concepts of strategic financial management to conduct the business operations in an efficient, effective and competitive manner.</p> <p>CO2: Explain the forms of financial restructuring and critically assess the merger and acquisitions strategies played by the organization to increase the market share and taking the advantage of diversification.</p> <p>CO3: Determine the legal provisions under leasing &amp; venture capital</p> <p>CO4: Classify decision making practices in financial /investment uncertainty</p> <p>CO5: Decide various capital structures and make decisions.</p> <p>CO6: Develop awareness about various startups and their success.</p>		
<b>Unit I</b>	<b>Introduction</b>	<b>10 Hours</b>
<p>Nature and Value by Strategic Management – Dimensions of Strategic Decisions -Benefits and risks of Strategic Management -Financial policy and strategic Planning: Components of financial strategy; Objectives and goals; Strategic planning process. Linkage between corporate strategy and financial Strategy.</p>		
<b>Unit II</b>	<b>Corporate Strategy &amp; Decision Making</b>	<b>12 Hours</b>
<p>Corporate strategy and high technology investment Implications of capital budgeting, capital structure and dividend policy on corporate strategy; Shareholder value - creation, measurement, and management.</p> <p>Investments Decisions under Risk uncertainty: Techniques of investment decision- risk adjusted discount rate, certainty equivalent factor, statistical method.</p>		
<b>Unit III</b>	<b>Financing Strategy</b>	<b>12 Hours</b>
<p>Hybrid securities namely convertible and non-convertible debentures, deep discount bonds, Managing Financial risk with derivatives</p>		
<b>Unit IV</b>	<b>Expansion and Financial, Restructuring:</b>	<b>12 Hours</b>
<p>Mergers and amalgamations - corporate restructuring, reasons for merger, benefits and cost of merger; Determination of swap ratios; Evaluation of merger proposal; Corporate and distress restructuring.</p>		

Unit V	Leasing & Venture capital	10 Hours
Meaning, importance, types, tax considerations, and accounting considerations. Venture capital concept and developments in India; Process and methods of financing.		
Skill Development	1. critically assess the merger and acquisitions strategies 2. able to analyze the legal provisions under leasing & venture capital 3. able to apply decision making practices in financial /investment uncertainty	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	1. Allen D: An introduction to Strategic Financial Management, CIMA/Kogan page, London. 2. Chandra, Prasanna: Financial Management, Tata McGraw Hill Delhi. 3. Julian, Lowenthal, Survival, Strategic for Financial Services, John Wiley, 2021. <b>Reference Books</b> 1. Hull J.C Options, Futures and other Derivative Securities, Prentice Hall of India Delhi 2. Mattoo, P.K. Corporate Restructuring: An Indian Perspective, Macmillan, New Delhi. 3. Pandey, I.M. Financial Management Vikas Publications, Delhi, 2018 4. Smith, C.W C.W Smithson., and D.S Wilford; Managing Financial Risk,. Harper and Row Newyork. 5. My. Khan, Indian Financial System, Tata McGraw Hill, 2019	
Online resources	International Journal of Business and Management, Journal of Applied Corporate Finance	



<b>Course Nomenclature</b>	<b>Advertising and Media Management</b>	
<b>Year / Semester</b>	<b>III/VI</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
CO1: Recall the basic nature and purpose of Advertising and its advantages and disadvantages to business CO2: Explain the purpose of Advertising for a product /service of organization. CO3: Compute Advertising Budget. CO4: Classify different Advertising Media Strategy. CO5: Evaluate the role functions of Advertising Agencies. CO6: Prepare a Advertising Budget & plan.		
<b>Unit I</b>	<b>Introduction</b>	<b>10 Hours</b>
History of advertising, advertising purpose and functions; Economic, Social and ethical aspects of advertising. Advertising as a marketing tool. Types of advertising reasons (pros) for advertising, Criticism of advertising. Advertising as a communication process.		
<b>Unit II</b>	<b>Advertising and campaign Planning</b>	<b>10 Hours</b>
Marketing strategy and situation analysis; advertising plan; Advertising objectives; DAGMAR approach; Advertising campaign planning process.		
<b>Unit III</b>	<b>Creative strategy &amp; Advertising Budget</b>	<b>14 Hours</b>
The art of copywriting; Advertising copy testing; Creativity in communication; motivational approaches; types of appeals used in advertising; Advertising budget process.		
<b>Unit IV</b>	<b>Advertising Media Strategy</b>	<b>12 Hours</b>
Role of Media; types of media, their advantages; and disadvantages; media planning, selection & scheduling strategies.		
<b>Unit V</b>	<b>Choosing the Right Agency</b>	<b>10 Hours</b>
Role of agencies- Types and functions of ad agencies, client agency relationship; selection and coordination of advertising agency.		
<b>Skill Development</b>		
<b>Learner support Material</b>	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
<b>Text books</b>	<ol style="list-style-type: none"> <li><a href="#">Gupta SL, Ratna VV</a>, Advertising and Sales Promotion Management: An Indian Perspective: Text and Cases, Sultan Chand &amp; Sons, 2020</li> <li><a href="#">Jayaprakas N Satapathy</a>, Advertising, Notion Press, 2021</li> <li><a href="#">Roger Baron &amp; Jack Sissors</a>, Advertising Media Planning, McGraw Hill Publications, 2022</li> </ol>	



<b>Course Nomenclature</b>	<b>MARKETING OF SERVICES</b>	
<b>Year / Semester</b>	<b>III/VI</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
CO1: Define how the services sector operates in developed economies		
CO2: Discuss and illustrate the main components of services marketing theory		
CO3: Compute the roles of relationship marketing and customer service in adding value to the customer's perception of a service		
CO4: Analyze the way in which this theory can be practically applied in the service sector.		
CO5: Evaluate how services marketing principles can be used as a conceptual framework to help managers identify and solve marketing problems		
CO6: Design the new framework of services to help the managers to solve the problems of customers		
<b>Unit I</b>	<b>Introduction</b>	<b>10 Hours</b>
Growth of services sector economy, Understanding Service Characteristics, Difference between goods and services, Classification of Services, Scope of Services marketing, Service Vision and Service Strategy. Consumer Behaviour, Expectation in Services.		
<b>Unit II</b>	<b>Marketing Mix</b>	<b>12 Hours</b>
The 7ps model: The service product, Pricing for services Promotional services, Service place and location. The service process, Physical evidence, People and services		
<b>Unit III</b>	<b>Designing Services</b>	<b>14 Hours</b>
Service Quality: Definition, Dimensions of Services Quality, Scope of Services Quality, Causes of Service Quality Problems, Principles Guiding Improving of Services quality, GAP Analysis		
<b>Unit IV</b>	<b>Delivering Services in Real Time</b>	<b>10 Hours</b>
Employees' Roles in Service Delivery; Delivering Service through Intermediaries and Electronic Channels, the Role of the Customer in Service Delivery.		
<b>Unit V</b>	<b>Marketing of Services</b>	<b>10 Hours</b>
Service Marketing of Insurance Consultancy and Banks, Marketing of Educational and Professional Services, Emerging Trends/Industries		
<b>Skill Development</b>	1. Strategic decision-making 2. Understand relationship marketing 3. Analytical Ability	
<b>Learner support Material</b>	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
<b>Text books</b>	1. J. Zeithaml, V A and Bitner, M J. "Services Marketing"; 3rd edition; McGraw Hill 2. Lovelock, Christopher H. Service Marketing: People, Technology Strategy; 4th edition; Pearson Education 3. Hoffman & Bateson; "Essentials of Service Marketing"; Thomson Learning 4. Rampal M.K. & Gupta S.C.; "Service Marketing"; Galgotia Publishing Company	

Online resources	UIP Journal of Service Marketing , Journal of Marketing
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<b>Course Nomenclature</b>	<b>Product and Brand Management</b>	
<b>Year / Semester</b>	<b>III/VI</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
<b>CO1:</b> Write fundamental concepts of product and brand development and management		
<b>CO2:</b> Discuss the brand positioning framework to develop a brand, keep it relevant, expand a brand internationally, and reposition a brand		
<b>CO3:</b> Apply the importance of using teams and organization to coordinate multiple interdisciplinary tasks in order to create and manage products within an organization.		
<b>CO4:</b> Analyse and use portfolio analysis and the product life cycle to understand how a firm manages its product mix.		
<b>CO5:</b> Assess an understanding of the product manager's role in product pricing, sales, and promotion		
<b>CO6:</b> Develop the understanding of product and brand and then use brand development, architecture and portfolio in order to achieve success		
<b>Unit I</b>	<b>Introduction</b>	<b>10 Hours</b>
Product, Levels of a Product, Product Characteristics and Classifications, Product and Services Differentiation, Product Life-Cycle Marketing Strategies.		
<b>Unit II</b>	<b>Product Development</b>	<b>12 Hours</b>
Product-Mix Decisions, Product-Line Strategies, Product-Mix Pricing, Packaging and Labeling Decisions, New Product Development, Consumer-Adoption Process.		
<b>Unit III</b>	<b>Introducing Brand</b>	<b>14 Hours</b>
Meaning of Brand, Branding, Brand Management and Importance of Branding to Consumers, Firms, Brands v/s Products, Scope of Branding, Branding Challenges and Opportunities, Steps of Brand Building including Brand Building Blocks, Brand Positioning: Meaning, Importance.		
<b>Unit IV</b>	<b>Managing Brand</b>	<b>10 Hours</b>
Brand Personality, Elements of Brand Personality. Brand Awareness, Brand Loyalty. Brand Identity-Concept and Sources, Designing Brand Identity & Brand Image		
<b>Unit V</b>	<b>Understanding Brand Equity</b>	<b>10 Hours</b>
Brand Equity –Definition and Significance, Brand Equity Models, Building Brand Equity, Brand Value and Brand Strength, Measuring Brand Equity-Cost Based Method. Price Based Method, Revitalizing Brands.		
Skill Development	1. interpret, relate and evaluate product and brand strategies in an array of customer and competitive contexts. 2. Evaluate strategies for brand management at the global level and adapt them to suit the requirement of managing the brand in different cultural contexts.	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	1. Kevin Keller and Vanitha Swaminathan (2019), Strategic Brand Management: Building, Measuring and Managing Brand Equity, Pearson. 2. Elliot, Richard (2018), Strategic Brand Management, OUP Oxford. 3. Kapferer, Jean-Noel (2020), Strategic Brand Management, Kogan Page. 4. Kishen, Ram, Strategic Brand Management- 2020 5. U C Mathur, Product and Brand Management, Excel Books, 2021	
Online resources	Journal of Product & Brand Management, Journal of Marketing , The UIP journal of Brand Management	

<b>Course Nomenclature</b>	<b>HUMAN RESOURCE DEVELOPMENT</b>	
<b>Year / Semester</b>	<b>III/VI</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
CO1: Enumerate a basic understanding of different tools used in forecasting and planning human resource needs		
CO2: Explain the role of recruitment and selection in relation to the organization’s business and HRM objectives.		
CO3: Apply the appropriate use of job descriptions, application forms and related staffing tools such as internet recruiting.		
CO4: Analyse and apply advanced training strategies and specifications for the delivery of training programs .		
CO5: Assess the responsibilities of management, HRM specialists, managers, and employees in managing the employment relationship in a unionized or a non- unionized environment .		
CO6: Design the terminology used in human resource management.		
<b>Unit I</b>	<b>Human Resource Development (HRD):</b>	<b>10 Hours</b>
Concept, Origin and Need, Relationship between human resource management and human resource development; HRD as a Total System; Activity Areas of HRD: Training, Education and Development; Roles and competencies of HRD professionals.		
<b>Unit II</b>	<b>Training:</b>	<b>12 Hours</b>
Introduction, meaning and definition, objectives, Training and Development, Need and Importance, Benefits of training to Individuals and organization, Steps in Systematic training plan, training methods—on the job training- Job instruction training, position rotation, Apprenticeship,- Off the job training- vestibule training, Apprenticeship training, classroom training, internship training, conferences, role playing, computer based training		
<b>Unit III</b>	<b>HRD Process:</b>	<b>14 Hours</b>
Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs .HRD Interventions: Integrated Human Resource Development Systems, Staffing for HRD; Physical and Financial Resources for HRD.		
<b>Unit IV</b>	<b>HRD and diversity management:</b>	<b>10 Hours</b>
HRD Climate; HRD Audit.HRD Applications: Coaching and mentoring, Career management and development; Employee counselling; Competency mapping, High Performance Work Systems, Balanced Score Card. Integrating HRD with technology.		
<b>Unit V</b>	<b>Evaluating the HRD Effort;</b>	<b>10 Hours</b>
Data Gathering; Analysis and Feedback; Industrial relations and HRD. HRD Experience in Indian Organizations, International HRD experience, Future of HRD.		
Skill Development	1. Able to learn the training strategies and work life balance . 2. Able to learn the recruitment process and different methods. 3. Learners would be well equipped with the HRM concepts and its application	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	1. Chhabra, T. N; “Human Resource Management”; DhanpatiRai and Co. Pvt. Ltd. 2. Dr. Gupta, C. B.; “Human Resource Management”, Sultan Chand and Sons, 2022. 3. Flipppo,Edwin B. “Personnel Management”,4 <sup>th</sup> edition Tata McGraw Hill.2022 4. Rao,V S P, “Human Resource Management, Text and Cases”, Excel	

	Books,2020. 5. Aswathappa, K.; “Human Resource and Personnel Management. (Text and Cases)”,Tata McGraw Hill Publishing Company, 2021
Online resources	<i>tional Journal on Human Resource Development &amp; Management, International Journal of Research in Organization Behaviour &amp; Human &amp;Resource</i>

<b>Course Nomenclature</b>	<b>Human Resource Information System</b>	
<b>Year / Semester</b>	<b>III/VI</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
CO 1. Identify the system approach to HRIS, it's strategic role and significance.		
CO 2. Demonstrate the philosophy of HRIS and how it contributes to organizational success.		
CO 3. Determine the functional requirements of HRIS according to the business needs.		
CO 4. Characterize the decision making and work planning through HRIS.		
CO 5. Appraise the HRIS initiatives and developments w.r.t business firms.		
CO6. Compose an organizational design reviewing the implementation of HRIS.		
<b>Unit I</b>	<b>Introduction</b>	<b>10 Hours</b>
Concept of HRIS, Human Resource System approach, Strategic role of information in HRM, uses and importance of HRIS		
<b>Unit II</b>	<b>IT in HRM</b>	<b>12 Hours</b>
Difference between Traditional Information System and HRIS, HRIS Philosophy, Different types of HRIS, Sources of HRI		
<b>Unit III</b>	<b>HRIS Implementation</b>	<b>14 Hours</b>
Identifying business need, transformation of business need into functional requirements		
<b>Unit IV</b>	<b>Decision making and Work Force planning</b>	<b>10 Hours</b>
Decision Making, Application of HRIS; Strategic Management, Work force Planning and Employment, HRD, Employees and labour		
<b>Unit V</b>	<b>HRIS Application</b>	<b>10 Hours</b>
Designing an HRIS Department, Compensation and Benefits Management, Training and Development, HR planning and Analysis, HRIS Initiatives in Indian Companie		
<b>Skill</b>	<ol style="list-style-type: none"> <li>1. reduce the cost of data stored in the HR department.</li> <li>2. faster data extraction and processing.</li> </ol>	



Development	<ol style="list-style-type: none"> <li>3. reduce duplication of effort, resulting in reduced costs.</li> <li>4. the availability of accurate and up-to-date human resources data.</li> <li>5. better analysis leading to more effective decision-making.</li> </ol>
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
Text books	<ol style="list-style-type: none"> <li>1. Michael J Kavanagh, Mohan Thite &amp; Richard D. Johnson, “Human Resource Information System, third edition”, SAGE Publications India Pvt Ltd, 2019</li> <li>2. Richard D. Johnson, Kevin D., Carlson &amp; Michael J. Kavanagh, “Human Resource Information Systems”, SAGE Publications, 2020</li> </ol>
Online resources	<ol style="list-style-type: none"> <li>1. The International Journal of Human Resource Management</li> <li>2. Human Resource Management Journal</li> <li>3. <a href="https://www.shrm.org">https://www.shrm.org</a></li> </ol>

<b>Course Nomenclature</b>	<b>Global Human Resources</b>	
<b>Year / Semester</b>	<b>III/VI</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
<p><b>CO1:</b> Recall the basic aspects of different Human Resources.</p> <p><b>CO2:</b> Explain how cross-national differences of culture and institutions affect human resource management of multinational firms.</p> <p><b>CO3:</b> Determine business cases of international human resource management</p> <p><b>CO4:</b> Compare Indian HRM with western countries.</p> <p><b>CO5:</b> Appraise diverse perspectives on international human resource management practice</p> <p><b>CO6:</b> Design effectively verbally and in writing, using discipline-specific terminology</p>		
<b>Unit I</b>	<b>Introduction</b>	<b>10 Hours</b>
Introduction to global HRM drivers of globalization, variables that moderate differences between HRM and GHRM. Global HRM trends and future challenges: Ethics in international business, strategies IHRM.		
<b>Unit II</b>	<b>The organization context</b>	<b>12 Hours</b>
The path of global status and control mechanism. Sustaining international business operations, Globalization emerging global economy, globalisation of market, production investment and technology. Recruiting and selecting staff for international assignment: issues in staff selection, factors Moderating performance, selection criteria, dual – career couples, re-entry and career issues: the repatriation process, multinational responses, designing a repatriation programme.		
<b>Unit III</b>	<b>Training and development</b>	<b>14 Hours</b>
Role of expatriate training, pre-departure training, developing staff through international assignment. International compensation: approaches of international compensation, key components of an International compensation program, executive compensation		
<b>Unit IV</b>	<b>Global HR issues in the host context</b>	<b>10 Hours</b>
Standardization and adaption of work practices, retaining, developing and retrenching staff, language standardization, monitoring HR practices. International industrial relations: issues, responses of trade unions to multinational, regional Integration.		
<b>Unit V</b>	<b>Multinational performance management</b>	<b>10 Hours</b>
Challenge, performance management. Understanding human behaviour in global perspective – issues in organization culture, cultural diversity at work, motivation and communication across culture, cross cultural leadership, multi-cultural teams. Comparison of Indian HRM with western countries		
<b>Skill</b>	1. Take decisions regarding recruiting methods, selection procedures and staffing	

Development	<p>decisions for expatriate employees.</p> <ol style="list-style-type: none"> <li>Design a training program using an effective framework for evaluating training needs, designing a training program, and evaluating training results.</li> <li>Properly interpret salary survey data, design a pay structure and monitor the implementation of performance-based pay system and design employee benefit schemes.</li> </ol>
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
Text books	<ol style="list-style-type: none"> <li>Srinivas R. Kandula, “International Human Resource Management”, SAGE Publications Pvt. Ltd, 2018</li> <li>Peter J. Dowling, “International Human Resource Management”, Cengage Learning India Private Limited, 2017</li> <li>K Aswathappa, “International Human Resource Management”, McGraw Hill, 2020</li> </ol>
Online resources	<ol style="list-style-type: none"> <li>The International Journal of Human Resource Management</li> <li>Human Resource Management Journal</li> <li><a href="https://www.shrm.org">https://www.shrm.org</a></li> </ol>

## Annexure II- Mandatory Documents for Admission

To be uploaded on the Admission Portal by the Prospective students

Admission Documents	Format (Jpeg/PNG/PDF)	Documents Size
Duly filled application form with student signature	Digital signature/Student signature JPEG/PNG	20 KB
Colour scan copy of all year/semester mark sheet/grade cards (for PG programs only) or consolidated mark sheet/grade cards also accepted.	PDF/JPEG	500 KB
Colour scan copy of 10th std. Mark sheet/grade card	PDF/JPEG	
Colour scan copy of 12th std./ Three-Year Polytechnic Diploma Mark sheet/grade card	PDF/JPEG	
Colour scan copy of passport size photograph	JPEG or PNG Format	50 KB
Colour scan copy of Govt. Photo id proof, Aadhar card is mandatory. (Other options: Voter's id, Driving License, Passport etc.)	PDF/JPEG	100 KB

In case of name change, Gazette notification documents for name changes  For married women – marriage certificate would be accepted – provided previous maiden name is clearly mentioned in the same.  In case of deferred Father name or mother name in such cases without a Gazette notification document.	PDF	500 KB
Fees submission transaction details or receipt as per University policy for respective programs	PDF/JPEG	500 KB
Digitally Signed undertaking as per the process; where applicable	PDF	500 KB

Students can also visit the University website for the said information.

### Annexure III- Academic Bank of Credit Id Creation Process

All enrolled students, particularly those of Indian nationality, are required to register with ABC (Academic Bank of Credits), a central scheme established by the Ministry of Education, Government of India, for depositing credit. ABC ID creation is mandatory for all students, ensuring their participation in this scheme.

Process	<ul style="list-style-type: none"> <li>• Students can register by logging in at <a href="http://www.abc.digilocker.gov.in">www.abc.digilocker.gov.in</a></li> <li>• Click on My Account → Login as Student</li> <li>• Click on “Sign up with DigiLocker” → Enter valid mobile number → An OTP is sent at the phone number via SMS → Enter the OTP and click on “Continue” button → Enter Security PIN set created during Sign Up and click “Submit” Button</li> <li>• You will be prompted with ABC student account creation</li> </ul>
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	window
Documents and proofs required	<ul style="list-style-type: none"> <li>• Aadhaar Card is mandatory for ABC Id creation</li> <li>• Learners Name</li> <li>• Date of Birth</li> <li>• Gender</li> <li>• Enrolment Number</li> <li>• Requirements by Academic Institution:</li> <li>• Mobile Number</li> </ul>

The ABC Id can be created by students themselves using Digi-locker, UMANG application, ABC portal or Academic Institution Portal. The process for which is provided below.

The University will extend support to the students to create ABC ID. The documents required will remain the same as stated above.

#### **Annexure IV–Continuous Internal Assessment Pattern**

<b>Particular</b>	<b>A1 (Objective Type)</b>	<b>A2 (Objective Type)</b>
<b>Marks</b>	15	15

#### Question Pattern for the CIA Components

##### **A-1**

1. There will be 15 Objective type MultipleChoice Questions (MCQs), each carrying mark 1

mark

2. The time for the A-1 assignment will be 30 mins
3. All questions are compulsory
4. There will be NO NEGATIVE MARKING for the wrong answers.

**A-2**

1. There will be 15 Objective type Multiple Choice Questions (MCQs), each carrying 1 mark
2. The time for the A-1 assignment will be 30 mins
3. All questions are compulsory
4. There will be NO NEGATIVE MARKING for the wrong answers.

**Annexure V– End-term Examination Pattern**

**JNU**

**Centre for Distance and Online Education**

**End Term Examination**

**[PROGRAM NAME]**

**[COURSE NAME][COURSE CODE]**

Time :2 Hours

Max. Marks : 70

Note for students: The paper will comprises of 70 compulsory objective questions of 1 mark each.

Answer all the questions. Each question carries one mark.

Q. No. 1 to Q. No. 70 - Objective questions with four multiple choices.



**JAIPUR NATIONAL**  
**UNIVERSITY**  
A venture of The Seedling Group of Educational Institutions

**Bachelor of Business Administration  
(BBA)  
Online Mode**

**PROGRAM PROJECT REPORT – BBA – Online Mode**



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## **BBA – Online Mode**

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### **Program Overview**

#### **1.1 Program's Mission and Objectives**

The program's mission is to fully prepare students with high-level competence by imparting the latest concepts and technology, aligning them with industry demands. The objectives of the program are as follows:

- Offer an opportunity to earn a B.B.A. degree to individuals facing challenges pursuing a traditional B.B.A. course due to job commitments or other circumstances.
- Enable learners to study at their own pace and from their preferred location.
- Provide students with a solid foundational understanding of business and commerce.
- Cultivate skills in commerce and management.
- Create a pathway for self-employment and contribute to the workforce needs of financial, commercial, and business institutions by producing qualified individuals.
- Develop Information Technology skills among students, crucial in today's business and commerce landscape.

#### **1.2 Relevance of the Program with JNU's Vision and Mission**

Jaipur National University (JNU) was established in 2007. JNU provides a world-class learning experience, with a highly accomplished faculty, numerous extracurricular activities, and a wide range of academic pursuits. The university fosters holistic development of students.

JNU with its vision to transform the Education Landscape of India and contribute to the maximum to improve the GER of India has plans to launch affordable and flexible education programs. Online programs are an excellent way to launch affordable and

flexible education programs in sync with the vision and mission of the university stated below:

**University Vision:**

To be a leader in creating unique and exclusive learning opportunities in all disciplines of study that ultimately lead to the advancement of learning and creation of a sustainable society and environment.

**University Mission:**

- Provide global opportunities of learning through broad and balanced academic programmes.
- Explore and hone the potential of stakeholders, develop their human and intellectual capacities to the fullest.
- Create and maintain excellence with high standard driven activities, universal significance and acknowledgement.
- Inculcate and keep track of the current trends and finest practices in education for constant growth and evolution.

Leverage diversity of thoughts, ideas, and perspectives to enrich the stake holders

### **1.3 Nature of Prospective Target Group of Students**

The curriculum of B.B.A. is designed in such a way that it helps the students to become not only more employable but also encourages them to become entrepreneurs.

Primarily the target group of learners will be:

- Population living in remote areas where higher education institutes are not easily accessible.
- Learners who could not get admission in the regular mode due to limited intake capacity.
- Learners who are working and who desire to pursue higher education as a means for movement up the ladder.
- Learners who are unable to pursue Higher education due to social, financial and economic compulsions as well as demographic reasons.

#### **1.4 Appropriateness of programs to be conducted in online mode to acquire specific skills and competence**

The degree holds significant value for students seeking employment as professionals in industries, businesses, finance, or the civil service. Additionally, employers highly regard it for various other roles where proficiency in logical and quantitative reasoning is essential, such as accountancy, banking, or general managerial positions.

### **5. Procedure for Admission and Curriculum Transaction**

The academic programs catered to candidates enrolled in the online mode of learning are facilitated by Centre of Distance and Online Education -Jaipur National University (CDOE-JNU), with the backing of various faculties within the University. Eligibility criteria, course structure, detailed curriculum, program duration, and evaluation criteria are subject to approval by the Centre for Internal Quality Assurance (CIQA) and Academic Council, adhering to UGC guidelines for programs falling under the purview of online mode for degree conferment.

Below are the details of the admission procedure, eligibility criteria, fee structure, curriculum, program delivery, information about the Learning Management System (LMS), and assessments and evaluations.

#### **2.1 Procedure for Admission**

Students who are seeking admission in programs offered by CDOE-JNU need to apply through <https://online.jnujaipur.ac.in/> in the courses offered.

##### **2.1.1 Minimum Eligibility Criteria for Admission**

The minimum eligibility criteria for admission to the Online BBA program require candidates to 10+2 (12<sup>th</sup> Standard) from a recognized Board, in accordance with UGC and AICTE norms. Additionally, candidates must have secured at least 40% marks in the qualifying examination.

Candidates must also fulfill all documentation requirements as specified on the program's website for admission purposes. Failure to submit proof of eligibility within the stipulated timeframe specified by CDOE-JNU will result in the cancellation of admission. Prospective candidates are encouraged to carefully review all instructions provided on the website before proceeding with the application process.

### 2.1.2 Online Admission Process and Instructions: Learner Communication

The online admission process for the students is provided below:

Step	Process	Particulars
Step 1	Counselling	Prospective students will receive guidance and counseling for their chosen program from designated and authorized counselors.
Step 2	Registration on admission portal to get access to My Account.	To initiate the registration process, prospective students are required to complete the application form by providing all necessary details and uploading mandatory documents.
Step 3	Details of Document upload	Student Uploads document as follows-  <u>Personal Documents</u> Passport-size Photograph Student's Signature Aadhar Card (Back & Front) Passport (For International Student)  (detailed list of documents is provided in <b>Annexure II</b> )
Step 4	Verification of documents by the Deputy Registrar	The Deputy Registrar is responsible for verifying all documents uploaded by prospective students on the admission portal. Within a timeframe of 48 hours, the Deputy Registrar will review and either approve or disapprove the eligibility of the prospective student for the chosen program.
Step 5	Undertaking	Student will sign Undertaking after Approval in Application.
Step 6	Payment of fees	All eligible students, duly approved by the Deputy Registrar, will get fees payment link activated in their My Account for payment.  The Fee is payable through any of the following means:  (a) UPI  (b) Credit/Debit Card  (c) Net-banking

		Note: Cash, bank demand draft and Cheques are not accepted
<b>Step 7</b>	<b>Enrolment</b>	After the payment of program fee, the eligible student will get the Enrolment number and access to the LMS within 21 days.
<b>Step 8</b>	<b>Access to Learning Management System (LMS)</b>	

**General Instructions:**

1. Prior to applying for online programs, all students are advised to thoroughly read and comprehend the eligibility conditions provided in the student handbook document and outlined on the university website.
2. It is the responsibility of prospective learners to ensure that their educational or qualifying degree has been issued by a recognized university or board only. For learners from Indian higher education institutions, recognition by the regulatory authority of the Government of India is necessary. To verify degrees from recognized boards of education, refer to [www.cobse.org.in/](http://www.cobse.org.in/). For Polytechnic Diploma, check the respective State Board of Technical Education. Verification of degrees from recognized universities can be done at [www.ugc.ac.in/](http://www.ugc.ac.in/). Foreign prospective learners should verify their institutions at [www.aiu.ac.in/](http://www.aiu.ac.in/).
3. Prospective learners must verify their eligibility on the date of admission and ensure that they have passed the qualifying exams before the commencement of the admission batch.

Upon enrollment, students must register with the Academic Bank of Credits (ABC), a central scheme for depositing credit formulated by the Ministry of Education, Government of India. Creation of an Academic Bank of Credits (ABC) ID is mandatory for all students. (Refer to Annexure IV for details).

**2.1.3 Program Fee for the Academic Session beginning July 2024**

Program fees for students pursuing BBA offered by CDOE-JNU is mentioned below:

Program	Academic Total Fees (INR)	Exam Fees
BBA	93,000	1500 Per Semester

#### **2.1.4 Financial Assistance Policy**

Students will make fee payments through the online mode available on the university website. Additionally, the University has collaborated with a third-party Non-Banking Financial Company (NBFC) to offer financial assistance to individuals who require it.

### **2.2 Curriculum Transactions**

#### **2.2.1 Program Delivery**

The curriculum is delivered through Self Learning Materials (SLMs) in the form of e-Contents, supplemented by a variety of learning resources including audio-video aids via the Learning Management System (LMS), following the four-quadrant approach. Furthermore, the program includes online contact hours featuring discussion forums and synchronous live interactive sessions conducted through the LMS, adhering to the current UGC norms for course delivery.

#### **2.2.2 Learning Management System to support online mode of Course delivery**

The Learning Management System (LMS) is available on URL <https://lms.jnujaipur.ac.in/> is meticulously developed to offer students a truly global learning experience. With a user-friendly interface, the LMS simplifies the learning process and ensures it meets the highest global standards. Utilizing audio-visual teaching methods, self-learning materials, discussion forums, and evaluation patterns, the platform stands out as unique and aligns seamlessly with both industry requirements and the UGC Guidelines' four-quadrant approach.

Students can engage in uninterrupted learning 24x7 via web and mobile devices, allowing them to progress at their preferred pace. The LMS boasts a simple and intuitive user interface, facilitating easy navigation through the e-learning modules. Designed in accordance with standard norms, all learning tools are easily accessible, ensuring a perfect learning experience for all users.

#### **2.2.3 Course Design**

The Course content is designed as per the 4-quadrant approach as detailed below to facilitate seamless delivery and learning experience

**Quadrant-I** i.e., e-Tutorial, that contains – Faculty led Video and Audio Contents, Simulations, video demonstrations, Virtual Labs

**Quadrant-II** i.e., e-Content that contains – Portable Document Format or e-Books or Illustration, video demonstrations, documents as required.



**Quadrant-III** i.e., Discussion forums to raise and clarify doubts on real time basis by the Course Coordinator and his team.

**Quadrant-IV** i.e. Self-Assessment, that contains MCQs, Problems, Quizzes, Assignments with solutions and Discussion forum topics.

**2.2.4 Academic Calendar for Academic Session beginning July 2024**

Sr. No.	Event	Session	Month (Tentative)
1.	Commencement of semester	January	January
		July	July
2.	Enrol learner to Learning Management system	January	Within 21 working days from fee deposit and Eligibility confirmation
		July	
3.	Interactive Live Lectures for query resolution	January	February to May
		July	August to November
4.	Assignment Submission	January	By April
		July	By October
5	Project Report Submission (Wherever applicable during Final semester)	January	Last week of April
		July	Last week of November
6	Term End Examination	January	May onwards
		July	December onwards
7	Result Declaration of End Term Examination	January	By June
		July	By January

## 6. Instructional Design

### 6.1 Curriculum Design

The curriculum is meticulously designed by experts in the field of management, incorporating contemporary topics and fostering environmental awareness. It has received approval from the Board of Studies of the Faculty of Management, the Centre for Internal Quality Assurance (CIQA), and the University Academic Council.

### 6.2 Program Structure and detailed Syllabus

#### 6.2.1 Program Structure

#### Semester I

Course Code	Course	Subject Name	Credits	Contact-Per Week			Evaluation		Total
				L	T	P	Internal	External	
OBBACO101T24	CORE	Financial Accounting	5	4	1	0	30	70	100
OBBACO102T24	CORE	Managerial Economics	5	4	1	0	30	70	100
OBBACO103T24	CORE	Business Organization and Ethics	5	4	1	0	30	70	100
OBBACO101P24	CORE	MANAGEMENT LAB	1	*	*	2	30	70	100
OBBADS101T24 OBBADS102T24	DSE	**Statistical Applications in Business *Indian Economy	4	3	1	0	30	70	100
OBBAAE101T24	**AECC/SEC/VBC	Environmental Impact Analysis	2	2	0	0	30	70	100
OBBAGE101T24 OBBAGE102T24 OBBAGE103T24	*OE/GE	Fundamental of Food and Health Chemistry in daily life First Aid	2	2	0	0	30	70	100
<b>Total Credit</b>			<b>24</b>						<b>700</b>

\* Credits of courses can be obtained from MOOC and SWAYAM courses

\*\* Credit can be obtained from the university or from MOOC and SWAYAM courses

#### Semester II

Course Code	Course	Subject Name	Credits	Contact-Per Week			Evaluation		Total
				L	T	P	Internal	External	

OBBACO201T24	CORE	Principles and Practices of Management	5	4	1	0	30	70	100
OBBACO202T24	CORE	Entrepreneurship & Skill Development	5	4	1	0	30	70	100
OBBACO203T24	CORE	Business Environment	5	4	1	0	30	70	100
OBBACO201P24	CORE	MANAGEMENT LAB	1	*	*	2	30	70	100
OBBADS201T24	DSE	Management of Financial institutions	4	3	1	0	30	70	100
OBBADS202T24		Human Resource Management							
OBBASE201T24	*AECC/SE C/VBC	Corporate Communication Skills	2	2	0	0	30	70	100
OBBAGE201T24	*GE/OE	Preventive Measures in Healthcare	2	2	0	0	30	70	100
OBBAGE202T24		Molecules of Life							
OBBAGE202T24		Health Assessment							
OBBASE202P24	AECC/SE C/VBC	MSME INDUSTRY VISIT	2	*	*	4	30	70	100
<b>Total Credits</b>			<b>26</b>						<b>800</b>
<b>Exit Option with Certificate of Business Administration</b>									

\* Credits of courses can be obtained from MOOC and SWAYAM courses

### Semester III

Course Code	Course Category	Subject Name	Credits	Contact-Per Week			Evaluation		Total
				L	T	P	Internal	External	
OBBACO301T24	CORE	Business Mathematics and Logical Reasoning Skills	5	4	1	0	30	70	100
OBBACO302T24	CORE	Marketing Management	5	4	1	0	30	70	100
OBBACO303T24	CORE	Legal Framework	5	4	1	0	30	70	100
OBBACO301P24	CORE	MANAGEMENT LAB	1	*	*	2	30	70	100
OBBADS301T24	DSE	Cost Accounting	4	3	1	0	30	70	100
OBBADS302T24		International Business							
OBBASE301T24	*AECC/SE C/VBC	IT For Managers	2	2	0	0	30	70	100
OBBAGE301T24	*GE/OE	Community Nutrition Assessment	2	2	0	0	30	70	100
OBBAGE302T24		Atmospheric Science							
OBBAGE303T24		Basic Cardiopulmonary							

		Life Support							
<b>Total Credits</b>			<b>24</b>					<b>700</b>	

\* Credits of courses can be obtained from MOOC and SWAYAM courses

#### Semester IV

Course Code	Course Category	Subject Name	Credits	Contact-Per Week			Evaluation		Total
				L	T	P	Internal	External	
OBBACO401T24	CORE	Research Methods	5	4	1	0	30	70	100
OBBACO402T24	CORE	Financial Management	5	4	1	0	30	70	100
OBBACO403T24	CORE	Management Accounting	5	4	1	0	30	70	100
OBBACO401P24	CORE	MANAGEMENT LAB	1	*	*	2	30	70	100
OBBADS401T24/ OBBADS402T24	DSE	Outsourcing Management Tourism Management	4	3	1	0	30	70	100
OBBASE401T24	*AECC/SE C/VBC	Event Management	2	2	0	0	30	70	100
OBBAGE401T24		Food Hygeine and Sanitation					30	70	100
OBBAGE402T24	*GE/OE	Nanotechnology	2	2	0	0			
OBBAGE403T24		Fundamentals of Prescribing							
OBBASE402P24	AECC/SEC /VBC	Minor Survey on Consumer Behaviour	2	*	*	4	30	70	100
<b>Total Credits</b>			<b>26</b>					<b>800</b>	
<b>Exit Option with Diploma in Business Administration</b>									

\* Credits of courses can be obtained from MOOC and SWAYAM courses

### Semester V

Course Code	Course Category	Subject Name	Credits	Contact-Per Week			Evaluation		Total
				L	T	P	Internal	External	
OBBACO501T24	CORE	Organizational Behavior	5	4	1	0	30	70	100
OBBACO502T24	CORE	Company Law	5	4	1	0	30	70	100
OBBACO503T24	CORE	Tax Management	5	4	1	0	30	70	100
OBBACO501P24	CORE	MANAGEMENT LAB	1	*	*	2	30	70	100
	*DSE	Elective List Attached Below	4	3	1	0	30	70	100
	DSE		4	3	1	0	30	70	100
OBBAGE501T24	*GE/OE	Diet in Lifestyle Disorders	2	2	0	0	30	70	100
OBBAGE502T24		Business Mathematics-I							
OBBAGE503T24		Essential Newborn Care (ENBC) & Facility based newborn care(FBNC)							
OBBASE501P24	AECC/SEC/VBC	STPR	3	*	*	6	30	70	100
<b>Total Credit</b>			<b>29</b>						<b>800</b>

\* Credits of Open Elective courses can be obtained from MOOC and SWAYAM courses

Course Type	Course Code	Course
DSE	OBBADS501T24	Finance
	OBBADS502T24	Security Analysis and Portfolio Management
	OBBADS503T24	Auditing,
	OBBADS504T24	Goods and Service Tax.
	OBBADS505T24	Marketing
	OBBADS506T24	Retail Management
	OBBADS507T24	Digital Marketing
	OBBADS508T24	Consumer Behaviour
	OBBADS509T24	Human Resource
		Training and Development
		Industrial Relations
		Performance Management

### Semester VI

Course Code	Course	Subject Name	Credits	Contact-Per Week			Evaluation		Total
				L	T	P	Internal	External	
OBBACO601T24	CORE	Strategic Management	5	4	1	0	30	70	100
OBBACO602T24	CORE	Quantitative Techniques	5	4	1	0	30	70	100
OBBACO603T24	CORE	Leadership Skills & Change Management	5	4	1	0	30	70	100
OBBACO601P24	CORE	MANAGEMENT LAB	1	*	*	2	30	70	100
	*DSE	Elective List Attached Below	4	3	1	0	30	70	100
	DSE		4	3	1	0	30	70	100
OBBAGE601T24	*GE/OE	Techniques in Basic Life Support					30	70	100
OBBAGE602T24		Plants and Human Welfare							
OBBAGE603T24		Integrated Management of Neonatal and Childhood Illness (IMNCI)& Pediatric Life Support (PLS)	2	2	0	0			
OBBAAE601T24	*AECC /SEC/VBC	Personality Development	2	2	0	0	30	70	100
<b>Total Credits</b>			<b>28</b>						<b>800</b>

\* Credits of courses can be obtained from MOOC and SWAYAM courses

Course Type	Course Code	Course
DSE	OBBADS601T24	Finance
	OBBADS602T24	
	OBBADS603T24	
	OBBADS604T24	Marketing
	OBBADS605T24	
	OBBADS606T24	

	OBBADS607T24	Human Resource	Human Resource Development
	OBBADS608T24		Human Resource Information System
	OBBADS609T24		Global Human Resources

### 3.4.2 Detailed Syllabus of BBA

Detailed syllabus of BBA is attached in Annexure-I.

### 3.5 Duration of the Program

Program	Level	Duration	Maximum duration for completion	Credits
BBA	Bachelor's Degree	3 years (6 Semesters)	6 Years	157

### 3.6 Faculty and Support staff requirements (Refer Regulation Document for all Staff Details)

#### 3.4.1 Director

The selected candidate will assume the role of a permanent, full-time Professor, bringing expertise in overseeing and coordinating online and distance learning initiatives throughout their career. They will spearhead the CDOE-JNU department, ensuring seamless coordination among faculty, the technology department, and staff. This individual will hold responsibilities encompassing both academic and administrative realms.

#### KRA

1. Oversee the operations of CDOE-JNU and the Learning Management System (LMS), in addition to supervising relevant staff members.
2. Foster collaboration among various faculties and supervisors to ensure the implementation of suitable pedagogical approaches and delivery of high-quality educational content.
3. Continuously assess the strengths and weaknesses of the program, offering appropriate solutions and enhancements as needed.

### 3.4.2 Deputy Director

The candidate is required to hold the position of Associate Professor in accordance with UGC Regulations 2018. Proficiency in Learning Management Systems (LMS) is essential, along with technical proficiency to facilitate and contribute to module development.

#### KRA:-

1. Collaborate with the Technical Manager to provide information manuals and documents to CDOE team members.
2. Develop the academic calendar for the academic sessions.
3. Review the timetable for live classes and interactive sessions, offering recommendations to the Program Coordinator as needed.
4. Approve the Content Matrix for each program, ensuring compliance with UGC guidelines.
5. Participate in syllabus design and updates in consultation with the Board of Studies and Academic Council of JNU to meet industry requirements.
6. Ensure academic planning, conduct academic audits, and implement academic policies.
7. Incorporate and implement changes in academic delivery as per UGC amendments.
8. Approve e-content and e-tutorials, forwarding them to the Technical Manager for upload on the LMS.
9. Monitor faculty members' live classes and interactive sessions, coordinating with the Program Coordinator to record attendance.
10. Maintain records of learner dropouts, actively minimizing dropout rates through student follow-up and support.
11. Issue academic notifications for lectures, events, content uploads, and examinations regularly.
12. Ensure adherence to the four-quadrant approach in academic practices.
13. Propose schedules for continuous internal assessments and end-term examinations, approving them for circulation.



14. Supply approved schedules to the Technical Manager for upload on the LMS.
15. Review reports on student performance and attendance in assessments periodically.
16. Ensure timely submission of internal assessment marks to the Controller of Examinations (CoE) and upload them as per schedule.
17. Monitor submission of examination forms and payment of examination fees by students within deadlines, communicating with the CoE as necessary.
18. Coordinate with the CoE for all examination-related matters at CDOE-JNU.
19. Arrange provision for industrial interface and provide assistance to students, coordinating with the Program Coordinator.
20. Organize orientation, Faculty Development Programs (FDP), and training programs for CDOE-JNU team members periodically.
21. Fulfill any other assigned functions as part of relevant committees or teams to ensure smooth functioning of CDOE-JNU.

#### **3.4.3 Assistant Director**

The candidate must hold the position of Associate Professor as per UGC Regulations 2018 and possess prior experience in overseeing online education programs.

##### **KRA:-**

1. Coordinate with different departments that offer online programs.
2. Aid the Deputy Director in fulfilling daily responsibilities associated with the Online Program.
3. Ensure that courses are conducted according to schedule and without any errors.
4. Ensure timely completion of assigned tasks as directed by the Deputy Director.

#### **3.4.4 Program Coordinator**

Each program will require the appointment of a Program Coordinator. Eligible candidates for this role must meet the qualifications outlined in the UGC Regulations 2018 for either Associate Professor or Assistant Professor.

##### **KRA**

1. Prepare the timetable for live classes and interactive sessions, ensuring accessibility for

both students and faculty, with approval from the Deputy Director.

2. Schedule or reschedule classes as needed.
3. Ensure course content aligns with the Content Matrix, coordinating with faculties and academic partners.
4. Develop a subject allocation plan in consultation with faculty members, seeking approval from the Deputy Director.
5. Maintain faculty attendance records and ensure regular participation in live classes and interactive sessions, reporting to the Deputy Director.
6. Ensure instructional delivery adheres to the Content Matrix and UGC regulations.
7. Review the quality and plagiarism of e-content and e-tutorials, coordinating with the Course Coordinator and submitting for approval to the Deputy Director.
8. Ensure timely availability of e-content, e-tutorials, and events on the LMS.
9. Assist the Deputy Director in uploading e-content and e-tutorials on the LMS in coordination with technical departments.
10. Provide technical support to faculty and students throughout the course duration.
11. Schedule and deliver live lectures punctually and without technical issues.
12. Monitor student attendance in live classes and interactive sessions, maintaining accurate records.
13. Ensure scheduled lectures are completed on time and utilize the allocated credit hours.
14. Schedule sessions with Visiting Faculty, subject to approval from the Director.
15. Coordinate with the Deputy Director for soft skill and value-added certificate programs to enhance students' career prospects.
16. Coordinate academic activities such as Discussion Forums with Course Coordinators.
17. Pace and plan continuous internal assessments, ensuring technical feasibility and effective communication.
18. Ensure assessment contents align with Quadrant-IV and are uploaded on the LMS by faculty.
19. Allocate faculty for student project work, establish completion timelines, communicate dissertation preparation guidelines, ensure plagiarism checks, and monitor topic diversity.
20. Ensure timely thesis submission and schedule viva-voce examinations for students.

21. Submit online program question papers within deadlines and communicate with the Controller of Examinations.
22. Monitor faculty evaluation and uploading of marks on the LMS.
23. Ensure timely completion of evaluations for publishing results within planned timelines, consulting with the Controller of Examinations.

### **3.4.5 Course Coordinator**

Each course will require the appointment of a Course Coordinator possessing subject expertise and industry knowledge necessary for academic delivery. Eligible candidates for this role must meet the qualifications and experience outlined in the UGC Regulations 2018 for Professor, Associate Professor, or Assistant Professor.

#### **KRA**

1. Familiarize oneself with the LMS operations before the session begins.
2. Prepare thoroughly for daily sessions, engaging students for the entire allocated time and fostering effective communication.
3. Organize Discussion Forums for clearing doubts and promptly respond to student queries via chat, email, phone, video, or other synchronous tools, adhering to university policies and SRM directives.
4. Provide regular feedback to students on discussion board activities, assignments, tests, etc.
5. Conduct plagiarism checks on all e-tutorials and e-content according to UGC's four-quadrant framework, reporting findings to the Program Coordinator.
6. Schedule regular assessments of course modules using the LMS platform.
7. Ensure assessments are conducted with integrity, reporting any instances of academic misconduct to the Program Coordinator.

### 3.4.6 Course Mentor

For each batch of 250 students, the appointment of one Course Mentor is required. Eligible candidates for this role must meet the qualifications and experience outlined in the UGC Regulations 2018 for Assistant Professor.

#### KRA

1. Assist the Program Coordinator and Course Coordinator in sharing academic knowledge and resolving procedural queries as requested by students.
2. Supervise teacher-student interaction groups.
3. Aid the Course Coordinator in organizing and actively participating in discussion forums.
4. Develop mechanisms to improve learners' learning experiences through open dialogues, counseling, etc.
5. Ensure resolution of non-academic queries.

### 3.4.7 Examinations

#### *Deputy Controller of Examination (Dy. CoE)*

The Deputy Controller of Examinations (Dy. CoE) is responsible for overseeing and executing all functions related to the entire examination process.

#### KRA

1. Verify that students at CDOE-JNU meet examination eligibility criteria, in coordination with the Dy. Director.
2. Ensure students submit examination forms and pay fees within deadlines, in coordination with the Dy. Registrar and student cell.
3. Issue admit cards to compliant students at least 3 days before end-term examinations, coordinating with the academic team.
4. Prepare and release the Examination Time-Table.
5. Appoint qualified faculty examiners for online student assessments, whether internal or external.

6. Ensure timely receipt of question papers for online programs, adhering to guidelines, in coordination with the Dy. Director.
7. Ensure faculty examiners receive appropriate payment for paper checking fees, as per CDOE-JNU norms.
8. Ensure timely declaration of results and issuance of grade cards to students, in coordination with the given time-frame.
9. Disseminate notifications, guidelines, and regulations to promote awareness of examination policies and procedures among students and faculty members at CDOE-JNU.
10. Coordinate with CDOE-JNU for all matters concerning result declaration and grade-card issuance.

#### **3.4.8 Technical Support Team**

1. *Technical Manager (Operations)*– One Technical Manager is to be appointed.

##### **KRA**

- a) Upload academic content for delivery after approval from the Dy. Director.
- b) Develop e-tutorials and e-contents in alignment with the four-quadrants approach, UGC plagiarism guidelines, and branding guidelines of CDOE-JNU.
- c) Collaborate with other Technical Managers, ERP, and LMS providers for ongoing maintenance and issue resolution.

2. *Technical Associate (Audio-Video recording and editing)*– One Technical Associate is to be appointed.

##### **KRA**

- a) a) Record, edit, and execute tasks related to creating audio-video content for CDOE-JNU.
- b) b) Implement changes and develop audio-video content as directed by the Technical Manager and Director.

### 3.4.9 Administrative Staff Strength

The strength of the administrative staff shall constitute of:

1. *Deputy Registrar* – One individual is to be appointed with minimum Master's degree qualification and five years of experience as an Assistant Registrar or an equivalent position.

The individual should have expertise in adequate technology.

#### **KRA**

- i. Coordinate with the Admissions teams to ensure smooth functioning of the admission process at CDOE-JNU.
- ii. Ensure that Academic Bank of Credit (ABC) IDs are generated for all students after enrollment numbers are issued.
- iii. Approve and ensure regular notifications related to administration are sent to faculty and staff.
- iv. Conduct official correspondence with regulatory bodies, the Registrar's Office, and other stakeholders on behalf of CDOE-JNU.
- v. Approve and ensure regular administration-related notifications are sent to students.
- vi. Maintain records of student enrollment, including all necessary documents such as bonafide letters and NOCs.
- vii. Collect fees from students when applicable.
- viii. Conduct official correspondence with regulatory bodies, the Registrar's Office, and stakeholders as needed.
- ix. Ensure scholarship facilities are provided to students based on criteria set by JNU and other funding agencies.
- x. Ensure compliance with statutory regulations as per UGC, AICTE, and other regulatory bodies.
- xi. Organize induction and training programs for new recruits and staff members at CDOE-JNU.
- xii. Determine the need for recruiting staff members at various positions within the CDOE-JNU department.

- xiii. Determine employee salaries based on university criteria and communicate this information to the JNU accounts department.
- xiv. Ensure all required documents are submitted by employees for performance appraisals and communicate this to the Registrar's office.
- xv. Organize events for effective employee engagement as deemed necessary.
- xvi. Efficiently address employee grievances at CDOE-JNU.
- xvii. Oversee the grievance redressal process for students.
- xviii. Manage and oversee other duties related to the examinations, admissions, and technical departments.

## *2. Student Relationship Manager (SRM)*

CDOE-JNU will appoint two Student Relationship Managers (SRM), each with a minimum qualification of an undergraduate degree and at least two years of relevant experience in managing student relationships within an academic institution. Candidates should possess excellent communication skills and demonstrate the ability to collaborate effectively in teams.

### KRA

1. Establish and maintain relationships with prospective learners and their parents/guardians.
2. Assist learners in understanding the various courses offered and highlight their selling points.
3. Identify opportunities and weaknesses in the SRM systems and implement necessary changes.
4. Gather feedback and efficiently resolve complaints throughout the program duration.
5. Fulfill any other duties as required.

## **3.5 Instructional delivery mechanisms**

JNU boasts a fully dedicated team of faculty members and staff proficient in delivering online lectures through CDOE – JNU. At the commencement of each session, students will receive the academic calendar via the Learning Management System (LMS). The distribution of self-learning

material, audio, and video content to students will be facilitated through the LMS via the following delivery channels:

### 3.5.1 Four Quadrants and Academic Delivery

No. of Credits	Duration	Live Sessions	Quadrant – I e-Tutorial		Quadrant – II e-Content	Quadrant – III Discussion Forum	Quadrant – IV Assessment
			(Recorded Lecture)	Open Source Videos	e-Content( E-book/ PDF & PPT)	Live Session ( 2 hrs/week)	CIA
2	6 weeks	6 (1/week)	6 hrs	4 hrs	<ul style="list-style-type: none"> <li>•PPT and E-book/PDF</li> <li>•Reading time should be mentioned for each file</li> </ul>	Forum Topics – For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Practice Questions.
<b>Total Hours= 60</b>		<b>6 hrs</b>	<b>10 Hrs</b>		<b>10 Hrs</b>	<b>12 hrs</b>	<b>22 Hrs</b>
3	9 weeks	9 (1 session/week)	9	6	<ul style="list-style-type: none"> <li>• PPT and E-book/PDF</li> <li>Reading time should be mentioned for each file</li> </ul>	-same-	-same-
<b>Total Hours = 90</b>		<b>9 Hrs</b>	<b>15 Hrs</b>		<b>15 Hours</b>	<b>18 hrs</b>	<b>33 Hrs</b>
4	12 weeks	12 (1 session/week)	12	8	<ul style="list-style-type: none"> <li>•PPT and E-book/PDF</li> <li>Reading time should be mentioned for each file</li> </ul>	-same-	-same-
<b>Total Hours = 120</b>		<b>12 Hrs</b>	<b>20 Hrs</b>		<b>20 Hours</b>	<b>24 hrs</b>	<b>44 Hrs</b>

\*Proportionate Credit wise allocation would be done.

### 3.6 Identification of media-print, audio, or video, online, computer aided

The Learning Management System (LMS) serves as a comprehensive digital platform, offering a multitude of features including recorded faculty video lectures, real-time discussion forums, live sessions, e-content comprising study material, and graded assessments.



For each module within a course, there will be one live session conducted by the respective faculty member, focusing on a specific topic. CDOE-JNU has curated study material that is clear and easily comprehensible, complete with concise summaries, self-assessment questions, and case studies.

Access to these course materials is facilitated through:

- Login credentials provided in the welcome email sent by the university
- Students can also log in on the University website at <https://lms.jnujaipur.ac.in/>.

### **Online Courseware**

Through the Learning Management System (LMS), students will have access to a comprehensive array of course materials, including:

- E-Books (Self Learning Materials)
- Study Guides (PowerPoint presentations)
- Tutorial Videos
- Live Interactive Online Sessions
- Frequently Asked Questions (FAQs) and Misconceptions
- Web Resources for Research Purposes
- Practice Assignments
- Online Discussion Forums
- Enriching Content such as gamified elements and Value Added Content
- The LMS is organized with semester/year-wise buckets for subjects and specializations of the respective programs as enrolled.

The Dashboard feature of the LMS serves to track and monitor students' learning progress. It includes functionalities such as:

- Monitoring progress in learning
- Comparing progress with peers
- Receiving regular notifications about upcoming webinars, virtual classes, assignments, discussion forum participations, and examinations
- Providing a platform for raising queries, which can be addressed by course coordinators, mentors, and faculty members. may be answered and conveyed by the course coordinators mentors and faculty.

### 3.7 Student Support Services

Students will have access to support services provided by CDOE-JNU through the Student Relationship Management (SRM) system for queries related to administration and general technical issues. A ticketing system integrated into the LMS will enable learners to connect with the CDOE-JNU technical team for support services, with resolutions handled by the appropriate authority. Notifications will also be sent to the Deputy Registrar to ensure queries are addressed within 24 hours or sooner.

For academic course-related queries, students can raise queries directly through an open discussion forum, which will notify the Course Coordinator, Program Coordinator, and Deputy Director. Queries should be resolved within 48 hours of being raised, with the Program Coordinator responsible for managing and resolving any unresolved matters. The Deputy Director will ensure the timely resolution of academic queries.

In addition to academic excellence, CDOE-JNU prioritizes the holistic development of its students. The department supports various initiatives to broaden students' opportunities and shape them into future leaders.

## 4. Assessment and Evaluation

### 4.1 Overview

The evaluation of students' learning will encompass internal assignments, quizzes, learner response sheets, and end-of-term examinations. CDOE-JNU follows a rigorous process in the development of question papers, creation of question and quiz banks, preparation and moderation of assignments, administration of examinations, analysis of answer scripts by qualified academics, and declaration of results. Question papers are meticulously framed to ensure comprehensive coverage of the syllabus.

The evaluation process will include two types of assessments:

Examination Name	Marks Division
Continuous internal assessment	30%
Summative assessment in the form of end-term examination. End-term examination will be held with proctored examination tool technology (follow <b>Annexure V</b> for guidelines and pre-requisites for Proctored Examination)	70%

The examinations are designed to evaluate the knowledge acquired during the study period.

For theory courses, internal evaluation will be conducted through Continuous Internal Assessment (CIA), which includes assignments and quizzes in form of MCQ type of questions. The internal assessment will contribute a maximum of 30 marks for each course.

At the end of each semester, an end-of-semester online examination will be held for each course, lasting two hours.

**Guidelines issued by the Regulatory Bodies from time-to-time about conduct of examinations shall be considered and new guidelines if any will be implemented.**

#### **4.2 Question Paper Pattern**

**Online Exam Time: 2 Hours**

**Max. Marks: 70**

Exam will be comprising of 70 Multiple-Choice Questions (1 Mark Each) – 70 Marks

#### **4.3 Distribution of Marks in Continuous Internal Assessments**

The following procedure shall be followed for internal marks for theory courses. Weightage for Assignment is provided below:

<b>Particular</b>	<b>A1 (MCQ Type)</b>	<b>A2 (MCQ Type)</b>
<b>Marks</b>	15	15

Note: Refer to **Annexure VI** and **VII** for reference to the question paper pattern and formats of documents accepted.

Students may re-appear for CIA up to next two semesters and has to follow the same procedure. For the last semester the academic rules shall apply.

#### **4.4 Statistical Method for the Award of Relative Grades**

<b>Letter Grade</b>	<b>Grade point</b>	<b>Range of Marks(%)</b>
O (Outstanding)	10	90-100

A+ (Excellent)	9	80-89
A (Very good)	8	70-79
B+ (Good)	7	60-69
B (Above average)	6	50-59
C (Average)	5	40-49
P (Pass)	4	35-39
F (Fail)	0	0-34
Ab (Absent)	0	Absent

Abbreviations:

CO	Core Course	MM	Maximum Marks
DSC	Discipline Specific Course	MO	Marks Obtained
GE	Generic Elective Course	SE	Skill Enhancement
AE	Ability Enhancement	DSE	Discipline Specific Elective

#### 4.4.1 Cumulative Grade Point Average (CGPA) and Semester Grade Point Average

##### Semester Grade Point Average (SGPA):

It is the summation of product of Credit Points and Grade Points divided by the summation of Credits of all Courses taught in a semester.

$$SGPA = \frac{\sum C.G}{\sum C}$$

Where, G is grade and C. is credit for a Course.

**Cumulative Grade Point Average (CGPA):**  $CGPA = \frac{\sum(C_i \times S_i)}{\sum C}$

Where, S<sub>i</sub> is the SGPA of the semester and C<sub>i</sub> is the total number of credits in that semester.

The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.

Note:

- In case of any mistake being detected in the preparation of the Grade Statement at any stage or when it is brought to the notice of the concerned authority the University shall have the right to make necessary corrections.

#### **4.4.2 Cumulative Grade Point Average (CGPA)**

CGPA will be used to describe the overall performance of a student in all courses in which letter grades are awarded since his entry into the University or transferred from other University upto the latest semester as per the procedure provided in JNU Academic Regulations. It is the weighted average of the grade points of all the letter grades received by the student from his entry into the University or transferred from other University. Since multiple performance in a course in which the student has already received a grade is possible, whenever through such a process a new grade is obtained, it will replace the earlier one in the calculation of CGPA. On the other hand, if through this process merely a report emerges, this event by itself will not alter the CGPA.

A student's grades, reports, CGPA, etc. at the end of every semester/term will be recorded on a grade card, a copy of which will be issued to him. The grade card will be withheld if a student has not paid his dues or when there is a pending case of breach of discipline or a case of unfair means against him.

The faculty members will also be responsible for maintaining the complete records of each student's attendance, performance in different components of evaluation. If a scrutiny or statistical analysis becomes necessary, the above records and any other pertinent information should be made available by the faculty member of the course.

#### **4.4.3 Conversion Factor**

Formula for Conversion of CGPA to Percentage:

$$\text{Percentage of marks} = \text{CGPA} \times 10$$

#### **4.5 Grade card**

All grades and reports and other pertinent information for a semester are given in a grade card which is a complete record of the outcome of what was intended in the original registration. The various grades and reports would be appropriately used to tally the grade card with the original registration.

Chronologically organized information from the grade cards of a student with the necessary explanation constitutes is transcript which is issued at the time the student leaves the University or at an intermediate point on request.

#### **4.5.1 Grade cards and Certification – Student Communication**

- The student can get soft copy of grade cards through the University website, the hard copy grade card would be provided only after successfully completion of full program along with degree certificate.
- Once the student completes all the mandated assignments, examinations and projects (if applicable) the final mark sheet/grade card and certificate would be dispatched by the University to the student registered address.
- All pending payments/dues need to be cleared by the student, before the final certification.
- If required, the University may request the mandatory documents from student as submitted during admission time, the students may have to re-submit the same if required during final degree certification.
- Students need to apply for degree by filling the degree application form and submit all the required documents and the applicable degree processing application fees as mentioned in this document.

#### **4.5.2 Online Results, grade card and Degree Logistics–Internal Process**

- After verification of all data by the Controller of Examination, the results would be published on the CDOE-JNU website.
- Students need to download and save the copy of semester / year wise results.

CDOE-JNU would provide hard copy grade cards and degree certificate at the end of the program to students who have successfully completed the program. Students who successfully completed the program will receive hard copy mark sheet/grade cards and a degree certificate from the University at the end of the program. A provision for On Demand Mark Sheets can be provided wherein student would have to fill the requisition and pay postal charges enabling university to dispatch the hard copy marksheets as requested by the student; prior to completion of the overall program.

## **5. Requirement of the Laboratory Support and Library Resources**

### **5.1 Laboratory Support**

Jaipur National University offers access to state-of-the-art laboratories equipped with the latest tools and resources necessary for research and analytical work. The laboratory support at JNU aims to foster a robust research environment, encouraging students to develop essential skills required for their academic and professional growth.

## 5.2 Library Resources

The Central Library at CDOE-JNU offers a comprehensive range of sections, including reference, circulation, audio-visual, periodical, book-bank, digital library, and reprographic sections. With a collection exceeding 1,00,000 books, the library also provides access to e-journals, online databases such as Scopus and Web of Science, and institutional repositories featuring rare book collections. University has 449 subscriptions of online and offline Journals. Equipped with modern facilities like reading rooms, computer labs, and quiet study areas, the library fosters a conducive environment for learning and intellectual growth. Additionally, the library frequently organizes workshops, seminars, and exhibitions to enhance academic engagement and promote a culture of continuous learning.

All electronic resources can be accessed seamlessly through the Local Area Network (LAN) on campus, as well as remotely via login credentials. This ensures convenient access to resources for students, faculty, and researchers both on-site and off-site.

## 6. Cost Estimate of the Program and the Provisions

The Estimate of Cost & Budget could be as follows (all figures on Annual basis) :

Sl. No.	Expenditure Heads	Approx. Amount
1	Program Development (Single Time Investment)	70,00,000 INR
2	Program Delivery (Per Year)	14,00,000 INR
3	Program Maintenance (Per Year)	47,00,000 INR

## 7. Quality Assurance Mechanism

The quality of a program hinges upon the course curriculum, syllabus, and academic delivery, all of which are meticulously designed to bridge the gap between industry standards and academia. To uphold this standard, the Centre for Internal Quality Assurance (CIQA) and the Academic Council play crucial roles.

The Academic Council is entrusted with ratifying the curriculum and any proposed changes recommended by CIQA to ensure the continual enhancement and maintenance of quality in online education at CDOE-JNU.

The Centre for Internal Quality Assurance (CIQA) is tasked with several responsibilities:

- (i) Conducting periodic assessments of online learning course materials and audio-video tutorials to maintain the quality of learning.
- (ii) Soliciting stakeholder feedback and implementing recommended changes to meet the evolving needs of course delivery and industry requirements.
- (iii) Evaluating the quality of assignments, quizzes, and end-term assessments and providing suggestions for enhancements to sustain the learning program's standards.
- (iv) Ensuring that the learning experience is truly global, aligning with program outcomes and reflecting the vision and mission of JNU.

The Chief Operating Officer (CoE) of the University oversees examinations and the evaluation system to ensure fairness and integrity in the assessment process.

CDOE-JNU is committed to continual improvement, striving to enhance processes, assessments, teaching methodologies, and e-learning materials in line with the four-quadrant approach and the implementation of the New Education Policy (NEP). The University is dedicated to delivering exceptional education across all learning modes while adhering to NEP, UGC, and other regulatory guidelines, fostering a truly global educational environment.

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## Annexure I \_Detailed syllabus of BBA Program

### Program Outcomes

The BBA Program curriculum is meticulously crafted to achieve the following outcomes:

PO1: Apply knowledge of management theories and practices to solve business problems.

PO2: Foster analytical and critical thinking abilities for data-based decision-making.

PO3: Cultivate value-based leadership skills.

PO4: Analyze and effectively communicate global, economic, legal, and ethical aspects of business.

PO5: Develop leadership skills tailored for business and industry.

PO6: Foster a multifunctional perspective for problem-solving.

PO7: Cultivate cognition, attitude, and values for personal growth while considering the ecological impact of professional decisions.

PO8: Synthesize cognitive abilities for professional conduct with an empathetic attitude towards marginalized segments of society.

The detailed syllabus for the Program is as follows

<b>Course Nomenclature</b>	<b>Financial Accounting</b>	
<b>Year / Semester</b>	<b>I/I</b>	
<b>Course Credit (5)</b>		
<b>Course Outcomes</b>		
<p>After studying this course, a student will able to –</p> <p>CO1: Enumerate the incomplete record accounting, its concepts and principles used to produce financial statement.</p> <p>CO2: Rearrange the higher concepts of branch and departmental accounting and comprehend it.</p> <p>CO3: Use the knowledge about accounting procedures, methods and techniques.</p> <p>CO4: Classify the fundamentals of company accounts –issue of shares and debentures its entries and balance sheet.</p>		

CO5: Predict the financial performance of the firm and company.		
CO6: Compose the financial statement reports to improve financial health of organization.		
<b>Unit I</b>	<b>Introduction</b>	<b>10 Hours</b>
Meaning and scope of accounting, Need & objectives of accounting, Accounting Terminology, Generally Accepted Accounting Principles, Concepts and conventions, accounting equation. Journal: Rules of debit and credit, compound journal entry and subsidiary books. Ledger: Rules regarding posting. Trial Balance		
<b>Unit II</b>	<b>Final Accounts</b>	<b>12 Hours</b>
Preparation of Final Accounts: Trading account, Profit & Loss account, Balance sheet, Statement of change in equity and manufacturing accounts		
<b>Unit III</b>	<b>Bank reconciliation statement</b>	<b>14 Hours</b>
<b>Bank reconciliation statement:</b> Introduction, Meaning-Cash Book and Pass Book- Causes for difference between Cash book and Pass book-Purpose of bank re-conciliation.		
<b>Unit IV</b>	<b>Company Accounts</b>	<b>12 Hours</b>
Issue of Shares – Meaning of Shares, Types of Shares, Methods of issue of shares, forfeited of shares and reissue of forfeited shares. Debentures–Meaning and methods of issuing debentures ,treatment of interest on debentures. Redemption of Preference Shares – Meaning, Legal provision and methods of redemption of shares. Redemption of Debentures- Meaning, Legal provision and methods of redemption of debentures, preparation of balance sheet after redemption.		
<b>Unit V</b>	<b>Valuations of Goodwill</b>	<b>12 Hours</b>
Valuation of Goodwill – Meaning, types of Goodwill, Method of valuation of Goodwill and object of valuation of goodwill.		
Skill Development	4. Reading Financial Statements 5. Analyzing Financial Statements 6. Generating Financial Statements	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	7. Tulsian P.C., “Financial Accounting”, Pearson, 2020 8. Maheshwari S.N., “Introduction to Accountancy”, New Delhi, Vikas Publishing House, 10th Edition, 2021 9. Ramchandran and Ramkumar Kakani, “Financial Accounting for Management”, Tata-Mac Graw-Hill, 2nd Edition, 2018. 10. Paresh Shah, “Basic Financial Accounting for Management”, Oxford University Press, 2022 11. Jain, Khandelwal & Pareek, “Fundamentals of Accounting, Vol. II” ,Ramesh Book Depot, 2022 12. Agarwal, Shah, Goyal & Sharma, “Fundamentals of Accounting”, Vol. II New Book House, 2023	
Online resources	Journal of Accounting Research, <a href="https://www.coursera.org/lecture/uva-darden-financial-accounting/journal-entries-a-tutorial-fDPpn">https://www.coursera.org/lecture/uva-darden-financial-accounting/journal-entries-a-tutorial-fDPpn</a> , <a href="https://www.accountingtools.com/articles/2017/5/17/accounting-journal-entries">https://www.accountingtools.com/articles/2017/5/17/accounting-journal-entries</a>	

<b>Course Nomenclature</b>	<b>Managerial Economics</b>	
<b>Year / Semester</b>	<b>I/I</b>	
<b>Course Credit (5)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
<b>CO1:</b> Identify the basics of Managerial economics, its concepts and principles used to relate with business.		
<b>CO2:</b> Explain the internal and external decisions to be made by managers		
<b>CO3:</b> Determine the demand and supply conditions and assess the position of a company		
<b>CO4:</b> Classify competition strategies, including costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the markets		
<b>CO5:</b> Appraise real-world business problems with a systematic managerial economics theoretical framework		
<b>CO6:</b> Develop the knowledge for Economic theories and methods in business and management		
<b>Unit I</b>	<b>Introduction</b>	<b>10 Hours</b>
Managerial Economics – meaning, nature & scope; Difference between Economics and Managerial economics. Role of Micro & Macro analysis in formulation of business policy; Inductive & deductive methods, Positive and Normative Economics.		
<b>Unit II</b>	<b>Consumer Behavior</b>	<b>12 Hours</b>
Utility Analysis, Law of Diminishing Marginal Utility, Equi-marginal utility, Cardinal and Ordinal approach of Utility, Consumer's surplus, Indifference curve analysis, consumer equilibrium – price, income & substitution effect. Utility Analysis, Law of Diminishing Marginal Utility, Equi-marginal utility, Cardinal and Ordinal approach of Utility, Consumer's surplus, Indifference curve analysis, consumer equilibrium – price, income & substitution effect.		
<b>Unit III</b>	<b>Demand and Supply analysis</b>	<b>14 Hours</b>
Demand analysis, Determinants and Changes in Demand. Law of Demand, Elasticity of Demand & its Measurement. Demand Forecasting. Supply analysis, Determinants and Changes in Supply. Law of Supply, Elasticity of Supply.		
<b>Unit IV</b>	<b>Cost and Production Analysis</b>	<b>12 Hours</b>
Production Function in Short Run and Long Run, Law of Variable proportions, Returns to scale, production and Equal product curves, least cost combination. Cost concepts and Revenue Analysis.		
<b>Unit V</b>	<b>Markets</b>	<b>12 Hours</b>
Equilibrium of a Firm, Classifications of Market, Price & Output determination: Perfect Competition, Monopoly, Monopolistic competition and Oligopoly (Price Leadership & Kinked Demand Curve)		

Skill Development	1. prepare graphs related to consumer satisfaction 2. able to calculate the elasticity of demand and supply 3. able to calculate cost and revenue of the product
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
Text books	7. Samuelson and Nordhaus: “Economics”, Tata Mc Graw Hill, 2019 8. Sloman & Mark Sutcliffe “Economics for Business”, Pearson Education, 2022 9. Keat Paul G. & K. Y. Young : “Managerial Economics”, Pearson Education, 2020 10. Ahuja H.L., “Modern Micro Economics”, S. Chand & Company Limited, 2023 11. Mishra S.K & V. K. Puri: “Advanced Microeconomic Theory”, Himalaya Publishing House, 2020 12. Jhingan M. L., "Microeconomic Theory", Vrinda Publications (P) Ltd., 2023
Online resources	Inter economics, International Economics, International Journal of Economic Research

<b>Course Nomenclature</b>	<b>Business Organization and Ethics</b>	
<b>Year / Semester</b>	<b>I/I</b>	
<b>Course Credit (5)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will be able to –		
<b>CO1:</b> Cite the forms of business ownership and recognize the importance of entrepreneurs and small business to the economy.		
<b>CO2:</b> Explain the management process (planning, organizing, directing, and controlling).		
<b>CO3:</b> Determine ethical issues and formulate ethical and socially responsible responses.		
<b>CO4:</b> Compare different organizational structures.		
<b>CO5:</b> Assess the types of ethical challenges and dilemmas confronting members of a range of professions.		
<b>CO6:</b> Create a new Business Unit with all technological issues.		
<b>Unit I</b>	<b>Introduction</b>	<b>12 Hours</b>
Meaning and Definition of Business Essentials & Scope of Business Classification of Business Activities, Meaning, Definition, Characteristics and Objectives of Business Organisation, Evolution of Business Organisation. Modern Business, Business & Profession.		
<b>Unit II</b>	<b>Business unit, technological innovation &amp; skill development</b>	<b>12 Hours</b>

Business Unit, Establishing a New Business Unit. Meaning of Promotion. Features for Business, Size of Business Unit, Determinants of Establishment of a New Business Unit. Technological Innovation & Skill Development, Make in India Movement, Business Incubations		
<b>Unit III</b>	<b>Forms of Business Organization</b>	<b>14 Hours</b>
Forms of Business Organization. W Sole Proprietorship, Partnership, Joint Stock Companies & Co-operatives. E-Business, Start ups		
<b>Unit IV</b>	<b>Business Ethics</b>	<b>12 Hours</b>
An Overview-Concept, Nature, Evolving Ethical Values, Arguments Against Business Ethics. Relationship between Ethics & Corporate Excellence – Corporate Mission and Statement, Code of Ethics and Culture, Indian Ethics.		
<b>Unit V</b>	<b>Business and Society</b>	<b>10 Hours</b>
Changing Concepts and Objectives of Business, Professionalization, Business ethics, Gandhian Philosophy, Organizational Culture, Technological Development and Social Change, Social Responsibility of Business, Social Audit.		
Skill Development	<ol style="list-style-type: none"> <li>4. Understanding the management process</li> <li>5. Recognize ethical issues and ethical dilemma</li> <li>6. Understand the need of start-ups</li> </ol>	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	<ol style="list-style-type: none"> <li>5. P. C. Tulsian, “Business Organization”, Pearson Education India, 2020</li> <li>6. Basu, “Business Organization &amp; Management”, Tata McGraw-Hill Education, 2020</li> <li>7. P N Reddy, “Principles of Business Organisation and Management”, S. Chand Limited, 2021</li> <li>8. U.C. Mathur, “Corporate Governance &amp; Business Ethics”, Macmillan India Ltd., 2023</li> </ol>	
Online resources	Journal of Academic Ethics, Journal of Business Ethics	

<b>Course Nomenclature</b>	<b>Statistical Application in Business</b>	
<b>Year / Semester</b>	<b>I/I</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will be able to –		
<b>CO1:</b> List the key terminology, tools and techniques used in business statistical analysis and able to recall statistical concepts.		
<b>CO2:</b> Express the underlying usage of Central Tendency of data dispersion of data.		
<b>CO3:</b> Calculate, summarize and illustrate Index Numbers		
<b>CO4:</b> Relate the uses and limitations of Correlation and Regression		
<b>CO5:</b> Recommend the problems using the techniques covered and conduct basic Statistical Analysis of Time Series and Association of Attributes.		
<b>CO6:</b> Create the decision-making power related to estimates about cost, demand, prices, sales etc.		

<b>Unit I</b>	<b>Introduction to Statistics</b>	<b>10 Hours</b>
Growth of Statistics, Definition, Scope, uses and limitations of Statistics, Collection of Primary and Secondary Data. Classification and Tabulation of Data: Meaning and Characteristics, Frequency Distribution, Simple and Manifold Tabulation.		
<b>Unit II</b>	<b>Measures of Central Tendency Measures of Dispersion</b>	<b>12 Hours</b>
Arithmetic Mean (Simple & Weighted) Median (including Quartiles, Deciles and Percentiles), Mode, Geometric Mean and Harmonic Mean. Uses and limitations of Measures for Central Tendency Absolute and Relative Measures of Dispersion; Range, Quartile Deviation, Mean Deviation, Standard Deviation and their Co-efficient; Uses and Interpretation of Measures of Dispersion. Measure of Skewness and Kurtosis.		
<b>Unit III</b>	<b>Index Numbers</b>	<b>12 Hours</b>
Meaning and uses of Index Numbers, Simple and Weighted Price Index Numbers, Methods of Construction of Index Numbers, Average of Relatives and Aggregative Methods, Fisher's Ideal Index Number, Base Shifting, Splicing and Deflating.		
<b>Unit IV</b>	<b>Correlation &amp; Linear Regression</b>	<b>12 Hours</b>
Correlation-Meaning and Significance Scatter Diagram, Correlation Graph, Karl Pearson's Coefficient of Linear Correlation between Two Variables in Grouped and Ungrouped Data by Direct and Short Cut Methods, Coefficient of Correlation by Spearman's Rank Differences Method and Concurrent Deviation Method. Linear Regression.		
<b>Unit V</b>	<b>Analysis of Time Series</b>	<b>10 Hours</b>
Analysis of Time Series- Meaning and Significance and Simple Numerical and Association of Attributes Meaning and Significance and Simple Numerical.		
Skill Development	1. Able to Conduct Basic Statistical Analysis of Time Series and Association of Attributes 2. Able to solve a range of problems using the techniques covered	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	1. Gupta S.P., "Statistical Methods", Sultan Chand and Sons, 2021 2. Gupta S.C., "Business Statistics", Himalaya Publication House, 2023 3. Srivastava T.N, "Statistics for Management", TataMc.GrawHill, 2022 4. Sancheti and Kapoor, "Statistics: Theory and Practice" S. Chand & Sons, 2021.	
Online resources	Sankhya – Journal for Statistics, The Indian Journal of Statistics	

<b>Course Nomenclature</b>	<b>INDIAN ECONOMY</b>	
<b>Year / Semester</b>	<b>I/I</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
<p>After studying this course, a student will able to –</p> <p>CO1: List and apply the key concepts Related to Indian Economy Including Agricultural Economy, Industrial Sector, and Infrastructural sector</p> <p>CO2: Discuss the role that Indian Economy can play in development and growth of India</p> <p>CO3: Compute the new technology used in development of Agricultural and Infrastructural Sector</p> <p>CO4: Sketch on the practical Implementation on the growth of Indian Economy</p> <p>CO5: Justify Education and Skill development Services and Trade and also to solve the problems that are coming in Development of Indian Economy</p> <p>CO6: Prepare financial framework, market sizes, profits, business motives.</p>		
<b>Unit I</b>	<b>Structure of The Indian Economy</b>	<b>10 Hours</b>
Overview of Indian Economy, Structure of Indian Economy, Demographic Profile of India as per 2011 census, Unemployment – causes and remedies, Poverty - causes and remedies. Impact of Covid on Indian Economy		
<b>Unit II</b>	<b>Agriculture Sector</b>	<b>12 Hours</b>
Role of agriculture, Land reforms- Objectives, components and implementation, Green Revolution, Agricultural prices Policy- procurement price and minimum support price, agriculture and allied activities- animal husbandry, horticulture, floriculture. Sources of agricultural finance – NABARD; Agricultural marketing – structure and problems, APMC, Role of co-operative sector (finance and marketing), Food security in India		
<b>Unit III</b>	<b>Industrial Sector</b>	<b>14 Hours</b>
Industrial policy resolution 1948, 1956 and Industrial Policy 1991 – a critical appraisal – Strengthening of the private sector, Liberalization and Globalization – Public-Private Partnership, Public sector enterprises in India – origin and growth and problems; Disinvestment, Micro, Small and Medium Enterprises – problems, prospects and challenges.		
<b>Unit IV</b>	<b>Infrastructure Sector</b>	<b>10 Hours</b>
Sources of Power in India – conventional and non-conventional. Transport system – Road transport system in India, PGSY, Railways, Water transport and Civil aviation.		
<b>Unit V</b>	<b>Service Sector &amp; Trade</b>	<b>10 Hours</b>
Health sector – National Rural Health Mission, Education and Skill development- SSA, MSA, USA, Insurance – government and private, IT & ITES, Tourism and Hospitality, Real Estate Sector,		

Composition and direction of foreign trade	
Skill Development	4. Getting demographic and geographic awareness about Indian Economy 5. Knowledge and skills needed to manage agricultural and farm businesses 6. Understanding various dynamics of Indian economic scenario through grasping knowledge of primary secondary and tertiary sector.
Learner support Material	Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
Text books	1. NITIN SINGHANIA, "Indian Economy ( English  2nd Edition) ", McGraw Hill,2023 2. Sriram Srirangam and Manish Kumar Rohit Deo Jha, "Indian Economy - Principles, Policies, and Progress ", Pearson Education,2021 3. V.K. Puri and S. K. Misra, "Indian Economy 39th Edition ", Himalaya Publishing House Pvt. Ltd,2022
Online resources	SAGE Indian Economics Journal, Arthshastra journal of Economics, Economic times, Business India , Live mint , BGR

<b>Course Nomenclature</b>	<b>Environmental Impact Analysis</b>	
<b>Year / Semester</b>	<b>I/I</b>	
<b>Course Credit (2)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
CO1: Recall the basics of Environmental Management, its concepts and principles		
CO2: Review the Energy sector and it’s management in current scenario.		
CO3: Determine the environmental issues, ethics and management system.		
CO4: Analyze the environment needs, problems and develop sustainable development		
CO5: Assess the environmental protection laws and review the UN Convention on Biodiversity.		
CO6: Develop a desired course of action for optimal utilization of scarce environmental resources within legal framework.		
<b>Unit I</b>	<b>Introduction</b>	<b>5 Hours</b>
Environmental Management: Concept and need; Sustainable Development, Natural resources, Environmental Education, Economic growth and Environment, Brief Introduction to Disaster Management		
<b>Unit II</b>	<b>Energy Sector in India</b>	<b>6 Hours</b>
Energy Production and Trade, Energy Management: Need and Objectives, Energy Resources: Renewable & Non-Renewable Energy, Recent Trends in Renewable Energy Production. Natural – Importance and classification of resources, factors responsible for over exploitation of natural resource – soil, water and forest		
<b>Unit III</b>	<b>Eco System &amp; EMS</b>	<b>7 Hours</b>
Eco System: Basic Concepts, Kinds of Eco System, Industrial Ecology; Environmental Management System, EMS Standards: ISO 14000, WTO & Environmental Issues. Environmental Management and Valuation, EIA, IPR’s, Environmental Accounting: Objectives & Importance, Environmental Audit, Environmental Ethics.		
<b>Unit IV</b>	<b>Global and National Environmental Issues</b>	<b>5 Hours</b>
Climate Change Ozone Depletion, Green House Effect, Acid Rain, Sea Level Rise , Deforestation , Biodiversity Loss , Desertification , Disasters		
<b>Unit V</b>	<b>Environmental Laws</b>	<b>5 Hours</b>



Environmental Pollution & Environmental protection Laws: Air, Noise, Water and Land Pollution, Wastes Management, Biodiversity: Concept & importance, Review of UN Convention on Biological Diversity.	
Skill Development	1. develop sensitization towards conserving environment 2. implement sustainable techniques 3. awareness about environmental laws.
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
Text books	6. John Pallister (2020), Environmental Management SB, Oxford University Press 7. ,Krishnamoorthy Bala, “Environmental Management: Text and Cases”, PHI, 2019 8. Dr. Bal Anand S: “An Introduction to Environmental Management”, Himalaya Publishing House, 2018 9. Dr. Khan M.S & Prof. H.P. Behera: “Environmental Management”, Himalaya Publishing House, 2019 10. Ministry of Environment and Forests: Reports of the Working Group
Online resources	Indian Journal of Environment health, Indian Journal of environment protection, International journal of environment science & technology

<b>Course Nomenclature</b>	<b>Principles and Practices of Management</b>	
<b>Year / Semester</b>	<b>I/II</b>	
<b>Course Credit (5)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
CO1: List the basic nature, functions and scope of management.		
CO2: Explain the roles, skills and functions of management.		
CO3: Compute the significance of various techniques of management		
CO4: Classify effective decision-making skills, employing analytical and critical thinking ability.		
CO5: Support effective application of PoM knowledge to diagnose and solve organizational problems and develop optimal managerial decisions.		
CO6: Compose the perfection through practice and more proficient.		
<b>Unit I</b>	<b>Management - Introduction</b>	<b>10 Hours</b>
Concept, Nature, Objective, Principles, Importance and Process, Functions of Management, Evolution of Management Thought – Classical Approach – Taylor, Fayol; Hawthorne Experiment, System Approach & Contingency Approach.		

<b>Unit II</b>	<b>Planning</b>	<b>12 Hours</b>
Meaning, Nature, Type & Importance, Techniques, MBO, Decision Making: Concept, Importance, Process and Group Decision Making.		
<b>Unit III</b>	<b>Organization</b>	<b>14 Hours</b>
Goals, Structure, Importance, Process and Principles of Organization. Formal and Informal Organization. Authority and Responsibility Delegation of Authority, Centralization and Decentralization.		
<b>Unit IV</b>	<b>Coordination</b>	<b>14 Hours</b>
Coordination and Cooperation, Coordination as Essence of Management, Principles and Techniques, Obstacles in Coordination, Essential of Effective Coordination. Leadership –Functions & Qualities		
<b>Unit V</b>	<b>Direction, Motivation &amp; Control</b>	<b>10 Hours</b>
Concept, Nature, Importance and Principles of Direction. Motivation: Importance, Type Process and Techniques. Control Nature, Process, Techniques and Essentials of Effective Control. Change Management: Concept, Forces of Change, Resistance to Change		
Skill Development	<ol style="list-style-type: none"> <li>1. Able to handle complex situation in work place.</li> <li>2. Able to understand the group behavior and leadership qualities.</li> </ol>	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	<ol style="list-style-type: none"> <li>7. Stephen P. Robbins, David A. Decenzo, Sanghmitra Bhattacharya, “Fundamentals of Management”, Pearson 9<sup>th</sup> Education, 2020.</li> <li>8. Kreitner, “Management Theory and Applications”, Cengage Learning, India, 2019</li> <li>9. Robbins, “Management”, 15th edition Pearson Education, 2022,</li> <li>10. PC Tripathi, PN Reddy, Principles of management, Tata Mc Graw Hill 2017</li> <li>11. Harold Koontz, O'Donnell and Heinz Weihrich, “Essentials of Management.” Tata McGraw Hill, 11<sup>th</sup> edition, 2022</li> <li>12. Stoner, “Management”, PHI Learning, 2022</li> </ol>	
Online resources	Sage Journal of management, Prabhandan-Journal of management	

<b>Course Nomenclature</b>	<b>ENTREPRENEURSHIP &amp; SKILL DEVELOPMENT</b>	
<b>Year / Semester</b>	<b>I/II</b>	
<b>Course Credit (5)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will be able to –		
CO1: State the process of setting up a business enterprise and consideration required for starting a new business.		
CO2: Explain the source of finance raised by the enterprise for starting new business.		
CO3: Sketch the basic fundamentals of the business environment, organizational theory and marketing, including capacity to recognize and use relevant terminology.		
CO4: Analyse the processes underlying diversity within an organization.		
CO5: Assess effective application of knowledge to diagnose and solve organizational problems and develop optimal managerial decisions.		
CO6: Design the functioning of Stock Exchanges & Mutual funds.		
<b>Unit I</b>	<b>Introduction</b>	<b>12 Hours</b>
Entrepreneurship – Meaning, Types & Qualities. Role of Entrepreneur in Economic Development. Changing Economic Scenario for Small Scale Entrepreneurs. Concept of Women Entrepreneur and Challenges faced by the Women Entrepreneur in India.		
<b>Unit II</b>	<b>Institutional Assistance &amp; Entrepreneurship Development</b>	<b>12 Hours</b>
Small Industrial Development Bank of India: An overview. National Small Industries Corporation, Small Industries Development Organization. Role of RFC and RIICO in Entrepreneurship Development. District Industries Center, protection of intellectual property, and marketing the new venture, new venture capital, Angel investor.		
<b>Unit III</b>	<b>Project Formulation</b>	<b>14 Hours</b>
Business Idea Generation Techniques – Identification of Business Opportunities – Feasibility study. Identification and Selection of Projects; Project Report: Contents and Formulation, Concept of Project Evaluation, Startup India Campaign.		
<b>Unit IV</b>	<b>Skill Development</b>	<b>12 Hours</b>
Meaning, Need, and Role in Entrepreneurship. Pradhan Mantri Kaushal Vikas Yojana, National Policy on Skill Development 2015, NSDC. Career Development Schemes under Skill India		
<b>Unit V</b>	<b>Challenges of Entrepreneurship Development in India</b>	<b>10 Hours</b>
Challenges of Entrepreneurship in India- Infrastructure, Marketing, Pricing. Sickness of Small-Scale Industry. Technology based business		
Skill Development	1. Idea generation, identification and validation, business models 2. Well known about the documents required to set up a new industry.	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	6. Charanthimath, “Entrepreneurship development small business enterprises”, Pearson education, 2019 7. Kuratko & Hodgetts, “Entrepreneurship in The New Millennium”, 2nd Indian Reprint, Cengage learning, 2020 8. Vasant Desai: “Small scale Industries and Entrepreneurship”, Himalaya Publishing House, 2021. 9. Kanishka Bedi, “Management and Entrepreneurship”, Oxford University Press, 2020. 10. Desai Vasant, “Dynamics of Entrepreneurship Development and Management”, Himalaya Publishing House, 2019	

Online resources	Journal of entrepreneurship, Mgmt& Innovation, Indian Journal on entrepreneurship and small business
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<b>Course Nomenclature</b>	<b>Business Environment</b>	
<b>Year / Semester</b>	<b>I/II</b>	
<b>Course Credit (5)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
<b>CO1:</b> Listmicro and macro environment before setting up the business enterprise.		
<b>CO2:</b> Express the economic, social and cultural environments within which international businesses operate.		
<b>CO3:</b> Choose the viable alternatives and make effective decisions relating to business ethics and social responsibility.		
<b>CO4:</b> Subdividevalue-based education which identify consequences that result from unethical behaviour.		
<b>CO5:</b> Judge the research aptitude in order to analyse and solve the business problems.		
<b>CO6:</b> Invent business opportunities, tapping useful resources, assists in planning and overall improvement.		
<b>Unit I</b>	<b>Introduction</b>	<b>12 Hours</b>
Concept, Significance and Nature of Business Environment; Elements of Environment- Internal, External, Micro and Macro; Interaction Matrix between various Environmental Factors		
<b>Unit II</b>	<b>Technological and Politico-legal Environment</b>	<b>12 Hours</b>
Features & Impact of Technology on Business, Role of Research & Development in Business, Import of technology and Problems relating to it, Current Status of technology in India. Key Elements of Political Environment, Relationship between Business and Government, Economic Role of Government. FEMA, Competition Act, SEBI & Consumer Protection Act		
<b>Unit III</b>	<b>Social – Cultural Environment</b>	<b>14 Hours</b>
Nature and Impact of Culture. Business and Society. Corporate Social responsibility. Social Audit.		
<b>Unit IV</b>	<b>Economic Environment</b>	<b>12 Hours</b>
Nature of Economic Environment. Economic Factors affecting environment. Overview of New economic policy. Role of monetary policy.		
<b>Unit V</b>	<b>International Business Environment</b>	<b>10 Hours</b>
Nature of globalization, challenges of international businesses, Strategies for going global		
<b>Skill Development</b>	1. Ability to analyse the international and national business scenarios 2. Develop effective decision making skills 3. Develop approach towards social and ethical responsibility whilst conduct of business	
<b>Learner support</b>	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF	

Material	material etc.
Text books	4. Saleem Shaikh (2020), Business Environment, 4 <sup>th</sup> edition, Pearson, 2020 5. Fernando A.C. (2019), Business Environment, Pearson. 6. Cherunilam Francis (2019), Business Environment Text and Cases, Himalaya Publishing House, 27 <sup>th</sup> revised edition
Online resources	<a href="https://www.toppr.com/bytes/business-environment-notes/">https://www.toppr.com/bytes/business-environment-notes/</a>

<b>Course Nomenclature</b>	<b>Management of Financial Institutions</b>	
<b>Year / Semester</b>	<b>I/II</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will be able to –		
CO1: Identify the types, importance and advantages of various financial institutions in the country. Evaluate how their functioning affects the economic development		
CO2: Explain about the promotional as well as regulatory institutions like the Reserve Bank of India and Securities and Exchange Board of India.		
CO3: Determine the role and functions of commercial banks and the need and importance of rural banking in India.		
CO4: Characterize knowledge about the recent trends in banking and participate in the capital market through investment in mutual funds.		
CO5: Assess about the International scenario in banking by knowing about the chief international financial institutions and their functioning		
CO6: Develop the skill to understand the relationship among different variables related to financial institutions.		
<b>Unit I</b>	<b>Introduction</b>	<b>10 Hours</b>
Indian financial system, significance and definition of financial system, importance of financial institution, various types of classification, functions of financial institutions, advantages of financial institution, relation between financial system and economic development.		
<b>Unit II</b>	<b>Regulatory Framework</b>	<b>11 Hours</b>
Regulatory Framework and Promotional Institutions, Reserve Bank of India – Organization, Functions and credit policy. The Securities and Exchange Board of India Objectives, powers and functions.		
<b>Unit III</b>	<b>Commercial Banking</b>	<b>13 Hours</b>
Commercial Bank Functions of the commercial banks. Recent trends in Indian Banking, Mutual funds types and benefits.		
<b>Unit IV</b>	<b>Rural Banks and NBFCs</b>	<b>12 Hours</b>

NABARD, Regional Rural banks. Operations of major FIs in India – IFCI, IDBI, ICICI. Non-Banking Financial Companies Definition, Activities of NBFCs.		
<b>Unit V</b>	<b>International Financial Institutions</b>	<b>10 Hours</b>
International Financial Institutions International Monetary fund, The World Bank, Asian development Bank, Recent trends Offshore banking, E-banking, Universal banking.		
Skill Development	<ul style="list-style-type: none"> <li>• Will be able to manage cash flows, spending levels &amp; the receivables due from the clients.</li> <li>• Will be able to know how to prepare the departmental budget.</li> <li>• Will be able to analyse the variances against the budget or forecast.</li> </ul>	
Learner support Material	Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	8. Khan M Y, “Indian Financial System”, Tata McGraw Hill, 2021 9. Chandra, P., “Financial Management: Theory and Practice”, Tata McGraw Hill, 2022 10. Kimball Dietrich J, “Financial Services & Financial Institutions”, Value Creation in theory and Practice, Prentice Hall, 2020 11. Pandey, I.M, “Financial Management”, Vikas Publishing House 2022. 12. Bhole L M, “Financial Institutions and Markets: Structure, Growth & Innovations”, Tata McGraw Hill, 2020.	
Online resources	<a href="http://www.ddegjust.ac.in/studymaterial/mba/fm-404.pdf">http://www.ddegjust.ac.in/studymaterial/mba/fm-404.pdf</a> <a href="http://www.pondiuni.edu.in/storage/dde/downloads/finiii_mfc.pdf">http://www.pondiuni.edu.in/storage/dde/downloads/finiii_mfc.pdf</a>	

<b>Course Nomenclature</b>	<b>Human Resource Management</b>	
<b>Year / Semester</b>	<b>I/II</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
<p>After studying this course, a student will able to –</p> <p>CO1: State a basic understanding of different tools used in forecasting and planning human resource needs</p> <p>CO2: Demonstrate the role of recruitment and selection in relation to the organization’s business and HRM objectives.</p> <p>CO3: Compute the appropriate use of job descriptions, application forms and related staffing tools such as internet recruiting.</p> <p>CO4: Analyse and apply advanced training strategies and specifications for the delivery of training programs.</p> <p>CO5: Assess the responsibilities of management, HRM specialists, managers, and employees in managing the employment relationship in a unionized or a non- unionized environment.</p>		

CO6: Compose the terminology used in human resource management.		
<b>Unit I</b>	<b>Introduction &amp; Human Resource Management</b>	<b>10 Hours</b>
Human Resource Management: Concept, Functions, Importance and Role of HRM, Status and Competencies of HR Manager. Emerging Challenges of HRM-Workforce Diversity, Empowerment, Downsizing, VRS, Work Life Balance, HRM Model.		
<b>Unit II</b>	<b>Human Resource Planning</b>	<b>12 Hours</b>
Human Resource Planning – Need, Nature, Importance, Process, Factors Affecting HRP, Requisites of HRP and Barriers to HRP. Job design, Job Analysis, Job Description, Job Specification, Job Enlargement, Job Enrichment and Job Rotation.		
<b>Unit III</b>	<b>Recruitment, Selection and Induction</b>	<b>14 Hours</b>
Recruitment- Nature, Purpose, Sources, Importance, Process, Types and Factors Affecting Recruitment. Selection – Nature, Purpose, Importance, Process, Types and Factors affecting Selection. Induction.		
<b>Unit IV</b>	<b>Training and And Performance Appraisal</b>	<b>10 Hours</b>
Need and Benefits of Training and Different Training Methods. Evaluation and Effectiveness of Training Programs		
<b>Unit V</b>	<b>Emerging Horizons of HRM-</b>	<b>10 Hours</b>
E- HRM, Human Resource Information System, Impact of HRM Practices or Organizational Performance, Human Resource Audit, Green HRM, E Job Portals.		
Skill Development	1.Preparation of Job Descriptions and Job specifications for a Job profile 2. Choose any MNC and present your observations on training program 3. Develop a format for performance appraisal of an employee. 4. Discussion of any two Employee Engagement models	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	4. Gary Dessler & Biju Varrkey, “Human Resource Management Second edition”, S. Chand, Publishing, 2019 5. Ashok Khurana, Parvee Khurana & Hira Lal Sharma, “Human Resource Management”, VK Global Publications Pvt Ltd, 2021 6. S. S. Khanka, “Human Resource Management Second edition”, S. Chand Publishing, 2019	
Online resources	Journal of Human Resource management, International Journal of Human Resource Management	

<b>Course Nomenclature</b>	<b>Corporate Communication Skills</b>	
<b>Year / Semester</b>	<b>I/II</b>	
<b>Course Credit (2)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
<b>CO1:</b> Identify the basic principles & various aspects of Business Communication.		
<b>CO2:</b> Discuss various communication models and the chief barriers to effective communication.		
<b>CO3:</b> Compute the knowledge of proceeding with all types of written business correspondences.		
<b>CO4:</b> Analyse writing skills required for different types of business letters and would also learn basic skills to face interviews.		
<b>CO5:</b> Decide the various types of business letters and letter writing.		
<b>CO6:</b> Develop smart and self-esteemed personality.		
<b>Unit I</b>	<b>Introduction</b>	<b>5 Hours</b>
Concept and objectives of Communication, Importance of communication in Business, Effective Communication. Communication Process, Types of Communication Upward and Downward Horizontal & Grapevine.		
<b>Unit II</b>	<b>Communication Media</b>	<b>6 Hours</b>
Written, oral, face to face, visual, audiovisual, modern media telex, fax teleconferencing, mail, and media of nonverbal communication		
<b>Unit III</b>	<b>Communication Barriers</b>	<b>7 Hours</b>
Wrong choice of medium, Physical barriers, Semantic barriers, Socio Psychological barriers, remedies to overcome barriers. Report writing.		
<b>Unit IV</b>	<b>Aids to Correct Writing</b>	<b>5 Hours</b>
Tenses, Modals, Conditional Infinitives, gerunds and participles. Active and Passive voice, Subject verb agreement Common errors. Pronouns, Conjunctions, Prepositions, Articles		
<b>Unit V</b>	<b>Practical aspects of Business Communication</b>	<b>5 Hours</b>
Public speaking, Seminar Presentation, Interview, group discussion, Effective Listening. Writing Skills: types of business letters and letter writing. Minutes of Meetings, Agenda, Notices.		
Skill Development	1. Strategic decision-making 2. Communication Skills 3. Professional skills	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	7. Murphy, Effective Business Communication, 7th edition, Tata McGraw-Hill. 8. Bentley, T. J., Report Writing in Business, The Chartered Institute of Management Accountants, Viva books Pvt. Ltd. 9. Kaul, Asha, Effective Business communication, Prentice Hall of India. 10. Chaturvedi, P. D. and Mukesh Chaturvedi, Business Communication: Concepts, Cases and Applications, Pearson Education. 11. Ludlow, Ron & F. Pantan, The Essence of Effective Communication, Prentice Hall of India. 12. Thill, John & C. V. Bovee, Excellence in Business Communication, McGraw Hill	
Online resources	Journal of Business Communication, International Journal of Marketing & Business Communication	



<b>Course Nomenclature</b>	<b>MSME Industry Visit</b>
<b>Year / Semester</b>	<b>I/II</b>
<b>Course Credit</b>	<b>2</b>
<b>Course Outcomes</b>	
<p>After studying this course, a student will be able to –</p> <p>CO1: Recall the theoretical subject knowledge while visiting a MSME industry.</p> <p>CO2: Recognize the concepts in a practical setting.</p> <p>CO3: Determine the industrial process and adequately study the flow of process.</p> <p>CO4: Infer the various management tools applicable in industrial setting.</p> <p>CO5: Predict the future viability of the sector while analyzing the competitive scenario</p> <p>CO6: Develop a business plan based on the industrial visit.</p>	

<b>Course Nomenclature</b>	<b>Business Mathematics and Logical Reasoning Skills</b>	
<b>Year / Semester</b>	<b>II/III</b>	
<b>Course Credit (5)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
CO1: Recall the basic of mathematics, its concepts & Compound Interest and basics of Logarithms		
CO2: Demonstrate business mathematics concepts that are encountered in the real world, understand and be able to communicate the underlying business concepts and mathematics involved to help another person gain insight into the situation.		
CO3: Use correct mathematical terminology and symbolic processes in order to be prepared for future work in business.		
CO4: Analyse various mathematical models to solve business problems.		
CO5: Assess real world scenarios to recognize when simple and compound interest, annuities, payroll preparation		
CO6: Build critical thinking, modelling, and problem-solving skills in a variety of contexts.		
<b>Unit I</b>	<b>Simple Arithmetic</b>	<b>13 Hours</b>
General Number system, HCF and LCM, simple interest, compound interest including half yearly and quarterly calculation. Percentage and average. Basics of Logarithms – product, quotient, power, base change rules; Antilogarithms		
<b>Unit II</b>	<b>Theory of Equations</b>	<b>12 Hours</b>
Meaning, types of equations –simple linear and simultaneous equations (only two variables) eliminations and substitution method only. Quadratic equation factorization and Formula method ( $ax^2 + bx + c = 0$ form only) problems on commercial application.		
<b>Unit III</b>	<b>Matrices and Determinants</b>	<b>14 Hours</b>
Meaning and types of matrices – operations of addition, subtraction, multiplication of two matrices; problems on transpose and determinant of a square matrix; minor of an element, cofactor of an element of determinants. Problems & application of determinants on business problems, adjacent of a square matrix, singular and non-singular matrices, Inverse of square matrix. Solutions of system of linear equations in two or three variables using Cramer’s rule.		
<b>Unit IV</b>	<b>Probability Theory</b>	<b>11 Hours</b>
Permutation, combination, probability, probability theorems (applications only).		
<b>Unit V</b>	<b>Logical Reasoning</b>	<b>10 Hours</b>
Number series, Coding and Decoding, odd man out, Time and work, Analytical Reasoning, Relationships, Syllogism		
Skill Development	4. Understand the concepts of Compound Interest 5. Solving business problems through Mathematical Models 6. Inculcate logical reasoning skills	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	1. Bhardwaj, R.S.; “Mathematics for Economics and Business”, Excel Books, 2020. 2. Raghavachari, M.; “Mathematics for Management”, Tata McGraw Hill, 2021. 3. Sharma J.K., “Mathematics for Management and Computer Applications”, Galgotia Publication, 2020 4. Ghosh R.K. and S. Saha, “Business Mathematics and Statistics”, New Central Book Agency, 2021 5. Saha S., “Business Mathematics and Quantitative Techniques”, Central Book Agency, 2021	

	6.Agarwal, R.S., “A Modern Approach to Logical Reasoning”, S.Chand, 2021
Online resources	Asian Journal of Mathematics, Math on Web

<b>Course Nomenclature</b>	<b>Marketing Management</b>	
<b>Year / Semester</b>	<b>II/III</b>	
<b>Course Credit (5)</b>		
<b>Course Outcomes</b>		
<p>After studying this course, a student will able to –</p> <p>CO1: Describe the basic concept of marketing /concepts &amp;philosophies.  CO2: Recognize the relevance of marketing in modern competitive world  CO3: Classify the product and its classifications/new product development  CO4: Sketch marketing philosophy and generating ideas for marketing research for consumer satisfaction  CO5: Assess an analytical ability to plan for various marketing strategy  CO6: Develop planning and implementation strategies to achieve wider business objectives</p>		
<b>Unit I</b>	<b>Introduction</b>	<b>12 Hours</b>
Nature and Scope of Marketing, Importance of Marketing, Marketing Mix- 4P's & 7 P's, 4 A's & 4C's, Marketing Concept-Selling Vs Marketing Concept: Growing Relevance of Marketing in India.		
<b>Unit II</b>	<b>Marketing Environment</b>	<b>12 Hours</b>
Demographic, Economic, Natural, Technological, Political, and Legal and, Socio- Cultural Environment, The Indian Marketing Environment, Methods of Environmental Analysis- SWOT, PEST.		
<b>Unit III</b>	<b>Understanding Consumer Behavior and S.T.P. &amp;Product</b>	<b>14 Hours</b>
The Buying Decision Making Process, Market Segmentation, Targeting, Positioning. Products & its Classification, Product Life Cycles, Stages in Lifecycle and Factors Affecting Each Stage, Managing Product Life Cycles. New Product Development		
<b>Unit IV</b>	<b>Pricing &amp;Promotion Tools</b>	<b>12 Hours</b>
Pricing- Meaning, Methods, factors affecting pricing, Advertising-Meaning, Objectives & Types of Advertising Decisions, Trends in Advertising in Indian: Public Relations-Importance and Methods, Direct Marketing Concept: Sales Promotion Techniques.		
<b>Unit V</b>	<b>Marketing Challenges</b>	<b>10 Hours</b>
Marketing in 21st century, Impact of globalization, Technological Advances. Challenge for Rural Marketing in India, Need of Marketing in the Service Sector in India.		
<b>Skill Development</b>	1. Analyze the marketing environment of your locality and identify need, wants & purchasing power of customers. 2. Collect consumer behaviour towards home appliances in your locality. 3. Visit any	

	organization and collect the information towards pricing of the products. 4. Visit any wholesalers/Retailers; collect the role of them in marketing.
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
Text books	<ol style="list-style-type: none"> <li>4. Dhruv Grewal, Michael Levy, “Marketing   7th Edition”, McGraw Hill Education (India) Private Limited,2021</li> <li>5. Philip Kotler (Author), Keven Lane Keller, “Marketing Management   marketing cases in the Indian context   Fifteenth Edition”, Pearson Education,2020</li> <li>6. V. S. Ramaswamy (Author), S. Namakumari, “Marketing Management: Indian Context Global Perspective, 6<sup>th</sup> edition"2022</li> </ol>
Online resources	<ul style="list-style-type: none"> <li>• Journal of Marketing Management (JMM)</li> <li>• The Journal of Marketing (JM)</li> <li>• International Journal of Business Marketing and Management</li> </ul>

<b>Course Nomenclature</b>	<b>Legal Framework</b>	
<b>Year / Semester</b>	<b>II/III</b>	
<b>Course Credit (5)</b>		
<p>After studying this course, a student will able to –</p> <p>CO1: Define the basic understanding of the Legal Environment of Business.</p> <p>CO2: Demonstrate the legality and Statute of Frauds in contracts &amp;mercantile laws.</p> <p>CO3: Apply the various provisions of Sales of Goods Act, Consumer Protection Act and Partnership Act.</p> <p>CO4: Differentiate the trust and accountability between stakeholders.</p> <p>CO5: Assess the standard business and legal terminology.</p> <p>CO6: Build up the skills for case study analysis.</p>		
<b>Unit I</b>	<b>The Law of Contract</b>	<b>12 Hours</b>
Nature of Contract, Classification. Offer and Acceptance, Capacity to Contract, Free Consent, Consideration, Legality of object, Agreement declared void, Performance of Contract, Discharge of Contract, Remedies for breach of contract.		
<b>Unit II</b>	<b>Special Contracts</b>	<b>12 Hours</b>
Pledge: Meaning, Essentials, Rights and duties of Pawnor and Pawnee. Agency: Formation & termination methods of Agency. Rights & duties of agent. Bailment: Meaning, Essentials, Rights & duties of Bailer & Bailee.		

<b>Unit III</b>	<b>The Sale of Goods Act</b>	<b>14 Hours</b>
Formation of Contract of sale, Goods and their classification, Price, conditions & warranties, Passing of property in goods, performance of contract of sale, unpaid seller, sale by auction.		
<b>Unit IV</b>	<b>The Indian Partnership Act</b>	<b>12 Hours</b>
Introduction to partnership, Types of partnership and partners, Registration of partnership firm, Rights and duties of Partners, Dissolution of firm		
<b>Unit V</b>	<b>The Consumer Protection Act</b>	<b>10 Hours</b>
Introduction, Rights of Consumers, Consumer protection councils, Dispute Redressal agencies, the District Forum, the State and National commission.		
Skill Development	4. legal skills 5. knowledge of substantive law & legal procedure 6. organizational skills to manage large volumes of data and documents	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	6. Gulshan S.S. and Kapoor G.K., “Business Law including Company Law”, New Age International Private Limited Publishers, 2021 7. Aggarwal S.K., “Business Law”, Galgotia Publishing Company, 2019 8. Singh Avtar, “Mercantile Law”, Eastern Book Company, 2021 9. Chandra Bose, “Business Laws”, 2022 10. Bulchandani, “Business Law for Management”, Himalaya Publishing House 2020	
Online resources	RGNUL Financial & Mercantile Law Review, Indian Journal on Law & Technology.	

<b>Course Nomenclature</b>	<b>Cost Accounting</b>	
<b>Year / Semester</b>	<b>II/III</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
CO1: Enumerate the conceptual knowledge of cost accounting.		
CO2: Demonstrate methods of schedule costs per unit of production.		
CO3: Compute the costs according to their impact on business.		
CO4: Analyse the specifics of different costing methods.		
CO5: Appraise mastery of costing systems, cost management systems, budgeting systems and performance measurement systems.		
CO6: Formulate all costs involved in performing any process, project, product		
<b>Unit I</b>	<b>Introduction – Direct and Labour Cost</b>	<b>10 Hours</b>
Meaning and Definition of Cost Accountancy, Cost Accounting and Costing. Distinction between Financial and Cost Accounting. Elements of Cost. Material: Purchasing, Storing and Pricing of Stores Issued Inventory Technique—ABC, VED, HML and EOQ.		
Labour: Recording of Time and Wages, Methods of Remuneration, Incentive Plans, Allocation of Wages, Labor Turn-Over and Treatment of Idle-Time, Over-time		
<b>Unit II</b>	<b>Overheads</b>	<b>16 Hours</b>
. Overhead: Meaning, Collection, Classifications, Apportionment Allocation and absorption of Overheads. Calculation of Machine Hour Rate.		
<b>Unit III</b>	<b>Costing Methods</b>	<b>10 Hours</b>
Single Output or Unit costing, Operating Costing		
<b>Unit IV</b>	<b>Job and Contract Costing and Process Costing</b>	<b>12 Hours</b>
Job and Contract Costing. Determination of profit or loss on contracts, when contract has been completed, uncompleted and nearer to completion. Accounting of process costing. Material losses & its treatment. Inter process profit.		
<b>Unit V</b>	<b>Marginal Costing &amp; Variance Analysis</b>	<b>12 Hours</b>
Meaning, Advantages, Limitations of CVP Analysis & Marginal Costing with Key Factor and Make Or Buy Decision Making. Variance Analysis -Meaning, Advantages, Limitations and types of variances. Analysis of Material and Labour Variance.		
Skill Development	4. able to select the costs according to their impact on business. 5. able to apply cost management systems. 6. able to apply budgeting systems and performance measurement systems.	
Learner support Material	Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	1. Maheshwari, S. N. and S. N. Mittal; “Cost Accounting – Theory and Problems”, 27th Revised Edition, Shri Mahavir Book Depot, 2020. 2. Jain and Narang; “Cost Accounting”, Kalyani Publishers, 2020. 3. Arora, M.N. “Cost Accounting”, Vikas Publishing House Pvt. Ltd, 2021 4. Oswal, Maheshwari, Modi, “Cost accounting”, Ramesh Book Depot, 2021 5. Agrawal, Jain, Sharma, Shah, Mangal, “Cost Accounting”, Ramesh Book Depot, 2021	
Online resources	The Journal of Cost Accounting Research, Journal of Accounting, Auditing & Finance	

<b>Course Nomenclature</b>	<b>International Business</b>	
<b>Year / Semester</b>	<b>II/III</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will be able to –		
CO1: Recall how international factors affect domestic concerns.		
CO2: Explain regional economic integration and economic and political integration.		
CO3: Determine the main institutions that shape the global marketplace.		
CO4: Relate the key legal issues related to businesses operating in other countries.		
CO5: Assess their cognitive knowledge of global issues; interpersonal skills with individuals from various cultures, and social responsibility awareness on global issues.		
CO6: Compose greater opportunities for international business.		
<b>Unit I</b>	<b>International Business</b>	<b>10 Hours</b>
Introduction Meaning of International Business. Domestic V/S International Business, Scope of International Business, Role of International Business. Driving forces of International Business. Forces restricting International Business, why to study International Business.		
<b>Unit II</b>	<b>Cultural and Political Environment</b>	<b>12 Hours</b>
Definition of culture components of Culture, Imperatives of Culture for International Business. Work place and Market place. Importance of Political Environment for International Business. The Political Systems. Major Political objective. National Security. Protection of Cultural Identity.		
<b>Unit III</b>	<b>The Global Economic Environment</b>	<b>14 Hours</b>
The Global Economy, Natural Environment, Technological Resources. Economic System Market Allocation, Command Allocation, Mixed Allocation. Indicators of Economic. Wealth National Product, Balance of Payment, Exchange Rate, Foreign Investment.		
<b>Unit IV</b>	<b>Legal Environments</b>	<b>10 Hours</b>
Legal Systems Code v/s Common law. Socialist Law. Agreements and Conventions. Bilateral Multilateral, Global. Laws relating to International Business. Market Entry Laws, Product (Intellectual Property Laws). Warranties & Product Liabilities.		
<b>Unit V</b>	<b>International Trade and financial Environment</b>	<b>10 Hours</b>
World Trading Patterns, Reasons Countries trade, Trade Theories, Absolute Advantage, Comparative Advantage, Barriers to World Trade, Quantitative, Qualitative, Administrative. WTO, Regional Integration.		
Foreign Direct Investment: Types of FDI - Greenfield investment, Brownfield investments, Mergers & Acquisition, Strategic alliances; Benefits and drawbacks of FDI Volume and directions, Foreign Exchange Transactions and Terminology.		
<b>Skill Development</b>	4. Prepare a chart showing currencies of different countries. 5. List any three MNC's operating in India along with their products or services	

	<p>offered</p> <p>6. Collect and Paste any 2 documents used in Import and Export trade.</p>
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
Text books	<p>5. <a href="#">Charles W. L. Hill</a>, G. Tomas M. Hult., “International Business”, 12<sup>TH</sup> Edition Tata McGraw-Hill Publishing Co. Ltd., 2021.</p> <p>6. Cherunilam, Francis, “International Business Text and Cases”, Prentice-Hall of India, 2021</p> <p>7. Rao P. Subba, “International Business” Text and Cases, Himalaya Publishing House, 2023</p> <p>8. Paul, Justin, “International Business”, Prentice-Hall of India Pvt. Ltd., 2019</p>
Online resources	<p>3. Journal of international business studies</p> <p>4. International journal of business and research.</p>



<b>Course Nomenclature</b>	<b>IT for Managers</b>	
<b>Year / Semester</b>	<b>II/III</b>	
<b>Course Credit (2)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
CO1: Recall a computing problem and to apply principles of computing and other relevant disciplines to identify solutions.		
CO2: Demonstrate as a member or leader of a team engaged in activities appropriate to the program's discipline.		
CO3: Compute, implements, and evaluate a computer-based system, process, component, or program to meet desired needs		
CO4: Analyse decisions related to work that demonstrate understanding of the importance of being an ethical computing professional		
CO5: Assess user needs and take them into account in the selection, creation, evaluation and administration of computer-based systems		
CO6: Develop the skills for latest changes in business environment.		
<b>Unit I</b>	<b>Introduction</b>	<b>5 Hours</b>
Introduction to Windows – Basics, Windows Accessories, Using File and Program Manager.		
<b>Unit II</b>	<b>MS-Word</b>	<b>6 Hours</b>
Introduction to Ms -Word – Editing a Document – Move and Copy text – Formatting Text and paragraph – Finding and Replacing Text and Spelling Checking – Using tabs, Tables, and other features, Enhancing document – using mail merge and other features.		
<b>Unit III</b>	<b>Worksheet</b>	<b>7 Hours</b>
Introduction to Worksheet – Getting started with excel – Editing Cells and using commands and functions – Moving and Coping, Inserting and Deleting Rows and Columns – Getting help and formatting a worksheet – Printing the worksheet – Creating Charts – using formulae and functions in excel.		
<b>Unit IV</b>	<b>Power Point Presentation</b>	<b>5 Hours</b>
Introduction to Power Point Presentation.		
<b>Unit V</b>	<b>Internet</b>	<b>5 Hours</b>
Introduction to internet, web searching, search engines, email, concept of email using outlook.		
Skill Development	1. Able to learn the latest system software and application 2. Able to understand the use of information technology to resolve the E-business problems.	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	6. Craig Stinson “Running Microsoft Windows-98” – Microsoft press. 7. Joshua C. Nossiter “Using Excel – 5 for Windows” 8. Vishnu Priya Singh & Meenakshi Singh “Computerized Financial Accounting”,2019 9. “Working with Word” – Aptech Computer Education,2018 10. Malhotra: Computer Applications in Business.2019	
Online resources	ommunications Surveys And Tutorials.	

<b>Course Nomenclature</b>	<b>Research Methods</b>	
<b>Year / Semester</b>	<b>II/IV</b>	
<b>Course Credit (5)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will be able to –		
Co1: List the knowledge of research processes & perform literature reviews using print and online databases.		
Co2: Demonstrate, compare, and contrast descriptive and inferential statistics.		
Co3: Solve, identify, explain, compare, and prepare the key elements of a research proposal/report.		
Co4: Classifying educational research contributes to the research proposal.		
Co5: Convince, compare, and contrast quantitative and qualitative research paradigms.		
Co6: Compose the Research proposal and submission the research work.		
<b>Unit I</b>	<b>Introduction to Research</b>	<b>12 Hours</b>
Definition, Scope, Limitations & Types, Objectives, Research Process, Application of Research in the Various Function of Management, Research Design		
<b>Unit II</b>	<b>Sampling &amp; Collection of data</b>	<b>12 Hours</b>
Sampling Procedure; Types of Sampling Techniques, Population Sample Types of Data, Primary & Secondary Data. Methods of Collection of Data.		
<b>Unit III</b>	<b>Scaling</b>	<b>14 Hours</b>
Meaning of Scaling, Important Scaling Techniques, Rating and Ranking Scales, Designing a Questionnaire, Data Preparation, Tabulation, Coding, Editing.		
<b>Unit IV</b>	<b>Hypothesis testing</b>	<b>12 Hours</b>
Concept of Hypothesis, Introduction to Hypothesis Testing for Small and Large Samples. Chi Square Test, ANOVA One Way and Two Way		
<b>Unit V</b>	<b>Conclusion</b>	<b>10 Hours</b>
Report Writing and Presentation, Bibliography & References		
Skill Development	1. compare and contrast quantitative and qualitative research paradigms 2. able to perform literature reviews using print and online databases 3. able to identify key elements of a research proposal/report	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	6. Zikmund William G., “Business Research Methods”, Cengage Learning, India.2021 7. Krishnaswamy K.N., AppalyerSivakumar, M.Mathirajan, “Management Research Methodology: Integration of Principles, Methods and Techniques”, Pearson Education 2021 8. Sachdeva J. K., “Business Research Methodology”, Himalaya Publication House, 2020 9. Green Paul E., Donald S. Tull, “Research for Marketing Decisions”, PHI. 5th edition 2022 10. Kumar Ranjeet, “Research Methods”, Pearson Education 2021	
Online resources	Sankhya – Journal for Statistics, The Indian Journal of Statistics	

<b>Course Nomenclature</b>	<b>Financial Management</b>	
<b>Year / Semester</b>	<b>II/IV</b>	
<b>Course Credit (5)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
<b>CO1:</b> Identify the basic of financial management, its concepts and principles used to produce financial decisions.		
<b>CO2:</b> Illustrate about capital structure and theories of capital structure & the cost of capital in wide aspects.		
<b>CO3:</b> Solve the concept of working capital and why it is required.		
<b>CO4:</b> Appraise the idea and meaning of material control, break even and capital budgeting		
<b>CO5:</b> Invent long-term financing decisions and working capital financing decisions.		
<b>Unit I</b>	<b>Financial Management</b>	<b>12 Hours</b>
Meaning, Importance and Objectives, Financial Planning – Objectives and Principles of Sound Financial Planning. Time Value of Money -Introduction, Rationale, Present value and Future value. Difference between Financial Management and Financial Accounting and Management Accounting.		
<b>Unit II</b>	<b>Financing decisions</b>	<b>12 Hours</b>
Capital Structure – Factors influencing Capital Structure – EBIT – EPS Analysis. Theories of Capital Structure, Types of Leverages.		
<b>Unit III</b>	<b>Working Capital Management</b>	<b>12 Hours</b>
Working Capital Management – Meaning, Importance of Working Capital, Excess or Inadequate Working Capital, Determinants of Working Capital Requirements.		
<b>Unit IV</b>	<b>Management of Cash &amp; Inventory</b>	<b>10 Hours</b>
Cash Management, Inventory Management: Models, Economic Order Quantity, Reorder Level, Optimum Inventory Levels.		
<b>Unit V</b>	<b>Break Even Analysis &amp; Dividend Policy</b>	<b>14 Hours</b>
Meaning, Importance, Objectives and Practical Approaches of Break-Even Analysis, Dividend Policy – Introduction, Importance, Objectives and Determinants of Dividend Policy, Types Of Dividend & Dividend Policy.		
Skill Development	5. Imaginary figures prepare an estimate of working capital requirements 6. Make a budget related to financial decisions. 7. Format of a business plan. 8. Learn Team work to achieved financial goal.	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	7. R.P.Rustagi “Financial Management” Sixth Revised Edition 2022,	

	<p>TAXMANN</p> <p>8. Richard Musgrave &amp; Peggy Musgrave, "Financial management Theory and Practice   10th Edition" McGraw Hill Education, 2019</p> <p>9. M.Y Khan and Jain, "Financial Management", Tata McGrawHill, 8th Edition, 2018.</p> <p>10. Bose Chandra "Fundamentals of Financial Management", PHI, 2022</p> <p>11. Brigham, "Fundamentals of Financial Management", 10th, edition, Cengage Learning, 2018.</p> <p>12. Kulkarni, "Financial Management", Himalaya Publishing House, 2018.</p>
Online resources	<p>4. Journal of Accounting</p> <p>5. Indian Journal of Finance and Accounting.</p> <p>6. International journal of financial management</p>

<b>Course Nomenclature</b>	<b>Management Accounting</b>	
<b>Year / Semester</b>	<b>II/IV</b>	
<b>Course Credit (5)</b>		
<b>Course Outcomes</b>		
<p>After studying this course, a student will able to –</p> <p>CO1: Recall the basics of management accounting, its concepts and principles used to analyze financial statements.</p> <p>CO2: Recognize an insight on financial statement analysis from a practical point of view.</p> <p>CO3: Use the concept of accounting ratios with practical problems.</p> <p>CO4: Classify different types of management accounting tools through the preparation of statements.</p> <p>CO5: Assess management accounting techniques and its objectives in facilitating decision making.</p> <p>CO6: Construct a relationship between financial and management aspects of accounting.</p>		
<b>Unit I</b>	<b>Introduction</b>	<b>12 Hours</b>
<p>Meaning of management accounting, functions, responsibilities and qualities of a management accountant. Management accounting vs. traditional accounting and limitations of management accounting. Tools and Techniques of Management Accounting, Human resource Accounting &amp; Social Accounting.</p>		
<b>Unit II</b>	<b>Analysis of Financial Statements</b>	<b>11 Hours</b>
<p>Introduction of financial statement, Comparative and Common size Income statements and Balance Sheets. Trend Analysis.</p>		
<b>Unit III</b>	<b>Ratio Analysis</b>	<b>14 Hours</b>
<p>Elementary Ratio Analysis – meaning, classification of ratios, calculation &amp; interpretation of ratio. Preparing Balance Sheet with Ratio and Du Pont Analysis</p>		
<b>Unit IV</b>	<b>Fund flow and Cash flow Analysis</b>	<b>14 Hours</b>
<p>Meaning and concept. Preparation of fund flow and cash flow statements. Comparison between fund flow and cash flow statement.</p>		
<b>Unit V</b>	<b>Cost of Capital &amp; Capital Budgeting</b>	<b>19 Hours</b>
<p>Cost of Capital. Capital expenditure decisions, Payback period, return on investment, discounted cash flow.</p>		
Skill Development	<ul style="list-style-type: none"> <li>● Will able to evaluate and manage financial risks.</li> <li>● Will able to conduct cost and margin analysis.</li> <li>● Will able to advise business leaders on mergers &amp; acquisitions.</li> </ul>	
Learner support	<p>Swayam (<a href="https://swayam.gov.in">https://swayam.gov.in</a>), E-library, E-books, online PDF material etc.</p>	

Material	
Text books	<p>7. Shah Paresh, “Management Accounting” II Edition, Oxford University Press, 2020.</p> <p>8. Wild John, “Financial Accounting Information for Decisions”, Tata-Mac Graw-Hill, 2021</p> <p>9. Maheshwari S.N. and S. K. Maheshwari, “A Text Book of Accounting for Management”, Vikas Publishing House, 2018</p> <p>10. Khan &amp; Jain; “Management Accounting”, Tata McGraw Hill Publishing House, 2021.</p> <p>11. Bhattacharyya S.K., “Accounting for Managers”, Reprint, Vikas Publishing House Pvt. Ltd, 2019</p> <p>12. Agarwal M.R., “Managerial Accounting”, Garima Publications, 2021.</p>
Online resources	Journal of Accounting, Indian Journal of Finance and Accounting, Indian Journal of Management Accounting.

<b>Course Nomenclature</b>	<b>Outsourcing Management</b>	
<b>Year / Semester</b>	<b>II/IV</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
<b>CO1:</b> Describe the conceptual framework of outsourcing and its impact on the economy		
<b>CO2:</b> Demonstrate various outsourcing l opportunities and evaluate the strategies associated with each type of opportunity		
<b>CO3:</b> Compute the contribution of outsourcing to the product value chain		
<b>CO4:</b> Characterise debates surrounding outsourcing and managerial prerogatives		
<b>CO5:</b> Assess how outsourcing principles can be used as a conceptual framework to help managers identify and solve marketing problems		
<b>CO6:</b> Design the request proposals from various options available in market.		
<b>Unit I</b>	<b>Introduction</b>	<b>14 Hours</b>
Outsourcing Related terms – Off-sourcing, Insourcing, Home-sourcing, Freelancer, and Knowledge process outsourcing (KPO) & Business process outsourcing (BPO). Activities which can be outsourced. History of Outsourcing, Reasons, Benefits & Disadvantages of Outsourcing, Outsourcing Models.		
<b>Unit II</b>	<b>Reasons, Benefits of Outsourcing</b>	<b>12 Hours</b>
Reasons Cost savings, improve quality, Knowledge, Operational expertise, Staffing issues, Capacity management, Risk management, Time zone, Customer Pressure. Benefits & disadvantages of outsourcing. Process of Outsourcing Deciding to outsource, Supplier proposals, Supplier competition, Negotiations, Contract finalization, Transition, Transformation, Ongoing service delivery, Termination or renewal		
<b>Unit III</b>	<b>Process of Outsourcing</b>	<b>12Hours</b>
RFP Development, Contract Formulation and Negotiation SOW, SLA, Developing Vendor Selection Strategy, Negotiations and Negotiation tactics		
<b>Unit IV</b>	<b>Contract Execution, Termination, Migration and Management</b>	<b>10 Hours</b>
Issues during Transition phase, Managing Vendors according to SLA, Vendor Management process,		

Analyze and assess Vendor progress, Contract renewal and Termination		
<b>Unit V</b>	<b>Outsource to India</b>	<b>8 Hours</b>
Benefits and disadvantages of outsourcing to India. Benefits and disadvantages for Indian companies. Benefits and disadvantages to Indian economy. Impact on Marketing function, Impact on Human Resource function. Impact on other functions of an organization. Cases.		
Skill Development	<ol style="list-style-type: none"> <li>3. Students learn to solve the contractual issues.</li> <li>4. Learn to develop and manage an organisations end-to-end outsourcing process</li> </ol>	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	<ol style="list-style-type: none"> <li>5. Bardhan Ashok Deo and Cynthi, "The New Wave of Outsourcing", Fisher Center Research Reports,</li> <li>6. Friedman Thomas L, "The World is Flat: A Brief History of the Twenty First Century"</li> <li>7. Dr. Tina, Ralph, March, "The Outsourcing Decision", Management Accounting, 2021</li> <li>8. Isaacs, Nora, "Call in the Outsourcers, But First, Consider Both Hidden and Obvious Cost and Benefits," InfoWorld, 2020</li> </ol>	
Online resources	<b>Journal of Outsourcing and Organizational Information Management</b> <a href="https://www.docsity.com/en/outsourcing-resource-management-lecture-notes/224658/">https://www.docsity.com/en/outsourcing-resource-management-lecture-notes/224658/</a>	

<b>Course Nomenclature</b>	<b>Tourism Management</b>	
<b>Year / Semester</b>	<b>II/IV</b>	
<b>Course Credit (4)</b>		
<p>After studying this course, a student will able to –</p> <p><b>CO1:</b> Define an understanding of the production, implementation, and impacts of tourism development locally, nationally, and internationally.</p> <p><b>CO2:</b> Demonstrate cultural and environmental sensitivity through an appreciation for various forms of diversity in our country.</p> <p><b>CO3:</b> Compute research ethically, as evidenced through effective research design and implementation.</p> <p><b>CO4:</b> Select the intricacies in the management of airports &amp; airlines.</p> <p><b>CO5:</b> Assess skills and experience relating to the management and production of tourism in a professional setting.</p> <p><b>CO6:</b> Develop a Tourism Idea to enhance the student capabilities.</p>		
<b>Unit I</b>	<b>Introduction to Tourism Management</b>	<b>10 Hours</b>
Components of Tourism, Geographic Components of Tourism, Motivation for Travel, Elements of Tourism; Principles of Tourism, Investigating leisure & Tourism.		
<b>Unit II</b>	<b>Tourism Industry Issues</b>	<b>12 Hours</b>
Customer Services, career opportunities in Travel Trade, Travel Insurance, Travel Information Manual, Travel formalities: the passport and Visas, health certificates, Taxes, Custom and currencies.		
<b>Unit III</b>	<b>Hospitality Industry</b>	<b>12 Hours</b>
Organisation of Hotel, Front Office, House Keeping, Food & Beverage Department, Types of Accommodation, classification of hotels.		
<b>Unit IV</b>	<b>Airlines Management</b>	<b>12 Hours</b>
Airlines station Management, Airport Facilities, In-flight Services, Facilities provided to Special Passengers, Aviation Terminology, Airline codes, Domestic city codes.		
<b>Unit V</b>	<b>Tourism Policies</b>	<b>10 Hours</b>
Concepts and ideas related for effective Tourism Development. - National Development council report on - Tourism Development (NDC) - National Action plan (NAP) - Tourism Civil Aviation - Tourism Task Force (TTF) - Tourism Destination – Development of sustenance. Tourism Policies Laws Regulation and its necessity for maintenance sustenance.		
Skill Development	4. Understand the principles of tourism 5. Recognize the career opportunities in tourism industry 6. Inculcate new ideas for tourism development	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	6. SunetraRoday, Archana Biwal, Vandana Joshi, “Tourism: Operations and Management”, Oxford University Press, 2019	

	<ol style="list-style-type: none"> <li>7. Kumar Prasanna, "Marketing for Hospitality and Tourism", McGraw Hill Education India, 2020</li> <li>8. Bhatia, A.K., "International Tourism Management", Sterling Publishers Pvt.Ltd, 2019</li> <li>9. Suddhendu Narayan Misra, Sapan Kumar Sadual, "Basics of Tourism Management", Excel Books, 2022</li> <li>10. Swain, Sampad Kumar, "Tourism: Principles and Practices", OUP India, 2021</li> </ol>
Online resources	<p><a href="https://www.journals.elsevier.com/tourism-management">https://www.journals.elsevier.com/tourism-management</a></p> <p>Journal of Hospitality and Tourism Management</p>



<b>Course Nomenclature</b>	<b>Event Management</b>	
<b>Year / Semester</b>	<b>II/IV</b>	
<b>Course Credit (2)</b>		
<p>After studying this course, a student will able to –</p> <p>CO1: Identify the importance of events for the organization and also develop the skills to raise the sponsorship for the same.</p> <p>CO2: Demonstrate the design and organize a successful event according to the need of audience</p> <p>CO3: Determine the need of conducting Market Research before organizing the event.</p> <p>CO4: Analyse the skills of creating a promotional campaign in order to attract sponsors and audience.</p> <p>CO5: Justify the importance of organizing meetings and exhibitions for the organizations.</p> <p>CO6: Develop the event management skills and provides employment and business scope .</p>		
<b>Unit I</b>	<b>Introduction</b>	<b>5 Hours</b>
<p>Event Management: Concept, Importance &amp; Advantages offered by events. Type of events Cultural, festivals, religious, business etc. Qualities of Event managers. Sponsorship and subsidies concept benefits and approaching sponsors,eventmanagementservices.</p>		
<b>Unit II</b>	<b>Event Planning</b>	<b>6 Hours</b>
<p>Concept and Design purpose of an event, analysis of need of audience, process of event planning. Event Planning Tips: 5 W's of event planning &amp; and 1 H, Venue selection and Contracting Event Venue.</p>		
<b>Unit III</b>	<b>Event Analysis</b>	<b>7 Hours</b>
<p>Market Research, Market Analysis, Competitors' Analysis in Event Planning. SWOT Analysis in Event Planning. Project planning and development.</p>		
<b>Unit IV</b>	<b>Event Marketing</b>	<b>5 Hours</b>
<p>Introduction to event marketing. Steps involved in creating a promotional campaign. Event promotion, advertising and public relation, formulation of event marketing budget and budget plan. Identifying funding resources, Incentives to attract the sponsors. Tactics and methods of successful event marketing. Evaluation ofmarketing efforts. Event safety and security.</p>		
<b>Unit V</b>	<b>Related concepts</b>	<b>5 Hours</b>

Introduction of meetings and exhibitions, Trade shows and exhibitions, principal purpose, types of shows, benefits. Corporate event, Evaluation of participants of event, Economic impact of Event.	
Skill Development	4. Planning an event 5. Creativity 6. Decision-making Skills.
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
Text books	5. Singh Sohini “Corporate Events”, Vikas Publishing 6. Singh Sanjaya, Gaur, Sanjay V. Saggere “Event Marketing & Management” 2019 7. Goldblatt “Best Practices in Modern Event Management.”, John Viley & Sons. 8. Allen, J. “Event Planning: The Ultimate Guide to Successful Meetings, Corporate Events, Fundraising Galas, Conferences, Conventions, Incentives and Other Special Events.” Wiley Armstrong, J. S. “Planning Special Events”. Wiley
Online resources	<a href="http://newhorizonindia.edu/nhc-marathahalli/wp-content/uploads/2017/04/PRINCIPLES-OF-EVENT-MANAGEMENT.pdf">http://newhorizonindia.edu/nhc-marathahalli/wp-content/uploads/2017/04/PRINCIPLES-OF-EVENT-MANAGEMENT.pdf</a>

<b>Course Nomenclature</b>	<b>Minor Survey on Consumer Behaviour</b>
<b>Year / Semester</b>	<b>II/IV</b>
<b>Course Credit</b>	<b>2</b>
<b>Course Outcomes</b>	
<p>After studying this course, a student will be able to –</p> <p>CO1: Identify a problem statement.</p> <p>CO2: Recognize the needs, objectives and gaps that could be improved through research.</p> <p>CO3: Determine the appropriate research models for the survey.</p> <p>CO4: Analyse the data collected using appropriate tests.</p> <p>CO5: Assess the analysis and interpret the results.</p> <p>CO6: Design a construct based on the results and generalize the results.</p>	

<b>Course Nomenclature</b>	<b>Organizational Behaviour</b>	
<b>Year / Semester</b>	<b>III/V</b>	
<b>Course Credit (5)</b>		
<b>Course Outcomes</b>		
<p>After studying this course, a student will able to –</p> <p>CO1: Enumerate the application of psychological concepts such as Personality, Learning, Motivation, Leadership, Attitude, Leadership in Organizational context.</p> <p>CO2: Explain the cognizance of the importance of human behaviour.</p> <p>CO3: Determine how people behave under different conditions and understand why people behave as they do.</p> <p>CO4: Appraise skill to take rational decisions in the process of O.B.</p> <p>CO5: Assess individual and group behaviour, and understand the implications of organizational behaviour on the process of management.</p> <p>CO6: Design the request proposals from various options available in Market.</p>		
<b>Unit I</b>	<b>Introduction</b>	<b>12 Hours</b>
<p>Meaning of O.B., Disciplines, Contributing to O. B. field, Role of O.B. in today's' business organizations. Learning, Perception: Nature and Importance, Personality: Meaning, personality determinants, personality characteristics. Theories of Personality, Attitude and Its Theories. Emotional Intelligence and Spiritual Intelligence – Concept, difference and measuring tools</p>		
<b>Unit II</b>	<b>Motivation &amp; Group Dynamics</b>	<b>12 Hours</b>
<p>Primary and secondary motives, Theories of motivation: Content and process theories, Vroom's expectancy theory. Alderfers ERG theory, Mc Clelland's need theory. <b>Group Dynamics:</b> Theories of groups, group norms and roles.</p>		
<b>Unit III</b>	<b>Leadership</b>	<b>14 Hours</b>
<p>Leaders versus Managers, Theories of leadership: Trait theory, behavioral theory, Fiedler's contingency theory. Leadership styles. Transformational Leadership</p>		
<b>Unit IV</b>	<b>Management of Conflicts &amp; Power</b>	<b>12 Hours</b>
<p>Reasons and types of conflicts. Management of Interpersonal conflicts and organizational conflicts. <b>Power:</b> Meaning of Power, Source of power, Implications for performance and satisfaction. Stress Management – meaning , concept , sources , Stress management Techniques.</p>		
<b>Unit V</b>	<b>Organizational Change</b>	<b>10 Hours</b>
<p>Major forces of change. Resistance to change. Process of change. Developing support for change, Change Model. Transactional Analysis – Johari Window</p>		
Skill Development	<p>1. Understand behavioral patterns within the organization 2. take rational decisions in the process of O.B.</p>	
Learner support Material	<p>NPTEL, Swayam (<a href="https://swayam.gov.in">https://swayam.gov.in</a>), E-library, E-books, online PDF material etc.</p>	
Text books	<p>7. Robbins Stephen P., Timothy A Judge, Seema Sanghi “Organizational Behaviour”, Pearson Education, 18th Ed 8. Nelson, “Organisational Behaviour”, 8<sup>th</sup> Edition, Cengage Learning, India,</p>	

	<p>2012</p> <p>9. Dwivedi R. S., “Human Relations and Organizational Behavior: A Global Perspective”, Macmillan 5th edition</p> <p>10. Luthans Fred, “Organizational Behaviour”, McGraw Hill, 12th Edition, 2010</p> <p>11. Pareek Udai, “Understanding Organizational Behavior”, Oxford Higher Education, 2nd Edition</p> <p>12. Sinha Jai B P, “Culture and Organizational Behaviour”, Sage Publication, 2021</p>
Online resources	Indian Journal of Organization Behavior, Indian Journal of Management

<b>Course Nomenclature</b>	<b>COMPANY LAW</b>	
<b>Year / Semester</b>	<b>III/V</b>	
<b>Course Credit (5)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
CO1: Recall the various types of companies and features of companies including OPC small companies’ producer companies private and public limited companies		
CO2: Express the various documents of Companies like Memorandum Articles and Prospectus and the rules associated with them.		
CO3: Determine various aspects of companies act towards managing of shareholding, meetings and compliances like e governance insider trading etc		
CO4: Categorise the duties and responsibilities of Key Managerial Personnel, directors and company secretary.		
CO5: Assess and evaluate the various courses of action for winding up of companies		
CO6: Develop the managerial and secretarial skills related to company law compliances.		
<b>Unit I</b>	<b>The Law of Contract</b>	<b>13 Hours</b>
Nature of Contract, Classification. Offer and Acceptance, Capacity to Contract, Free Consent, Consideration, Legality of object, Agreement declared void, Performance of Contract, Discharge of Contract, Remedies for breach of contract.		
<b>Unit II</b>	<b>Special Contracts</b>	<b>12 Hours</b>
Pledge: Meaning, Essentials, Rights and duties of Pawnor and Pawnee. Agency: Formation & termination methods of Agency. Rights & duties of agent. Bailment: Meaning, Essentials, Rights & duties of Bailor & Bailee.		
<b>Unit III</b>	<b>The Sale of Goods Act</b>	<b>14 Hours</b>
Formation of Contract of sale, Goods and their classification, Price, conditions & warranties, Passing of property in goods, performance of contract of sale, unpaid seller, sale by auction.		
<b>Unit IV</b>	<b>The Indian Partnership Act</b>	<b>9 Hours</b>
Introduction to partnership, Types of partnership and partners, Registration of partnership firm, Rights and duties of Partners, Dissolution of firm.		
<b>Unit V</b>	<b>The Consumer Protection Act</b>	<b>12 Hours</b>
Introduction, Rights of Consumers, Consumer protection councils, Dispute Redressal agencies, the District Forum, the State and National commission.		
Skill Development	4. Understand regulatory framework of business 5. Understand the provisions of Sales of Goods Act, Consumer Protection Act and Partnership Act 6. Understand standard business and legal terminology	
Learner support Material	Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	6. Gulshan S.S. and Kapoor G.K., “Business Law including Company Law”, New Age International Private Limited Publishers, 2018. 7. Aggarwal S.K., “Business Law”, Galgotia Publishing Company, 2020. 8. Singh Avtar, “Mercantile Law”, Eastern Book Company, 2019. 9. Chandra Bose, “Business Laws”, PHI, 2021 10. Kumar, “Legal Aspect of Business”, Cengage Learning, 2021.	
Online resources	RGNUL Financial & Mercantile Law Review, Indian Journal on Law & Technology	

<b>Course Nomenclature</b>	<b>Tax Management</b>	
<b>Year / Semester</b>	<b>III/V</b>	
<b>Course Credit (5)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
CO1: Identify the introduction to the basics of India Tax procedure, its concepts and principles used to produce tax adjustment.		
CO2: Demonstrate the different know-how and heads of income with its components.		
CO3: Compute various categories of income of an individual.		
CO4: Analyse tax of an individual under different heads and deduction.		
CO5: Appraise the tax returns and assessments.		
CO6: Formulate the residential status of an individual and scope of total income.		
<b>Unit I</b>	<b>Indian Tax Procedure</b>	<b>12 Hours</b>
Introduction of Indian Tax Procedure: Direct Tax: Income Tax, Wealth Tax etc. and Indirect Tax: Custom Duty, Excise Duty, Service Tax and VAT. Important Definitions under the Income Tax Act. Residential status and incident of Tax. Clubbing of income. GST-Conceptual Framework		
<b>Unit II</b>	<b>Income from Salary and House Property</b>	<b>12 Hours</b>
Computation of Income from Salary. Computation of Annual Value and taxable income of House Property.		
<b>Unit III</b>	<b>Income from Business or Profession and Capital Gain</b>	<b>14 Hours</b>
Computation of taxable income from Business or Profession: Provisions relating to Depreciation, Allowable and Disallowable Expenses. Presumptive Income and Expenses. Meaning of Capital Assets & Transfer of Capital Assets, Short Term and Long-Term Capital Gain. Exemption under Capital Gain.		
<b>Unit IV</b>	<b>Income from Other Sources, Adjustments of Losses and Deductions u/s 80</b>	<b>12 Hours</b>
Income from Other Sources. Set off and Carry Forward of Losses. Deductions from gross total Income u/s 80. Deduction Available for Individual and HUF.		
<b>Unit V</b>	<b>Assessment of Individual and Hindu Undivided Family</b>	<b>10 Hours</b>
Computation of Taxable Income of Individual and HUF, Adjustment of Agricultural Income, Tax Rates, Marginal Relief & Tax Liability		
Skill Development	1. Tax planning 2. Tax calculation	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	6. Agarwal, Shah, Jain, Managal, Sharma, “Income Tax”,RBD, Jaipur latest edition 7. Gupta, Khatri, Goyal,“Income Tax” ,Kailash Book Depot 8. Patel, Choudhary, “Income Tax” ,ChoudharyPrakashan 9. Singhania, Vinod K. and Monica Singhania , “Students’ Guide to Income TaxTaxmann Publications Pvt. Ltd.”, New Delhi, latest ed 10. Ahuja Girish and Ravi Gupta , “Systematic Approach to Income Tax” ,Bharat Law House, Delhi	
Online resources	Indian Journal of tax Law, Vision- Indian Journal of Taxation	

<b>Course Nomenclature</b>	<b>SECURITY ANALYSIS &amp; PORTFOLIO MANAGEMENT</b>	
<b>Year / Semester</b>	<b>III/V</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
CO1: Write the various alternatives available for investment		
CO2: Explain risk and return. Find the relationship between risk and return.		
CO3: Determine the various strategies followed by investment practitioners.		
CO4: Analyze portfolio theory and study various methods of modelling the risk associated with stock investment such as the capital asset pricing model and arbitrage pricing theory.		
CO5: Assess various strategies of investment based upon Fundamental analysis, technical analysis and efficient market analysis.		
CO6: Build and integrate many topic of modern investment analysis.		
<b>Unit I</b>	<b>Introduction to Security Analysis</b>	<b>10 Hours</b>
Concept of Securities - Objectives of Security Analysis - Types of securities. Listing of Securities. Mechanism of Security Market. Markets and Brokers, Investment Companies, Market Indices and Return, Real Estate Investment, Investment Instruments of the Money Market.		
<b>Unit II</b>	<b>Risk and Return</b>	<b>12 Hours</b>
Concepts of Risk & Return - Diversification of Risk – Efficient Market Theory.  Stock Market Analysis: Fundamental Technical Analysis, Types, Functions, Listing, Different Stock exchange in India, Market Index, Recent Developments in the Indian Stock Market.		
<b>Unit III</b>	<b>Introduction to Portfolio Management</b>	<b>14 Hours</b>
Concept Of Portfolio, Composition of Portfolio Management, Objectives of Portfolio Management, Portfolio Theory: Optimum Portfolio Selection Problem, Markowitz Portfolio Theory, Portfolio Selection.		
<b>Unit IV</b>	<b>Portfolio Models</b>	<b>10 Hours</b>
Sharp Single Index Model – (CAPM Model - Factor Model) - Arbitrage Pricing Theory, Efficient Market Theory.		
<b>Unit V</b>	<b>Investment &amp; Portfolio Strategies &amp; Behavioral Finance</b>	<b>10 Hours</b>
Portfolio Investment Process, Corporate Investment & Portfolio. Practical Problems in Security Analysis and Portfolio Management. Portfolio Management in India. Introduction to Behavioral Finance – Definition , Meaning , Psychological Influences , Behavioral Biases.		
<b>Skill Development</b>	<ol style="list-style-type: none"> <li>1. Strategic decision-making</li> <li>2. More efficient use of resources</li> <li>3. Analytical Ability</li> </ol>	

Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
Text books	<ol style="list-style-type: none"> <li>7. Avadhani, V.A., Investment and security Markets in India, Himalaya Publishing House</li> <li>8. Kevin, S., Security Analysis and portfolio Management, PHI Learning</li> <li>9. Fischer and Jordon, Security analysis and Portfolio Management, Pearson Latest Edition</li> <li>10. Gordon Alexander, William Sharpe and Jeffery Bailey Fundamental of Investments Pearson Latest Edition</li> <li>11. P. Pandian Security analysis and Portfolio Management, Vikas Publishing, House Latest Edition</li> <li>12. ZviBodie, Alex Kane, Alan Marcus and PitabasMohanty, InvestmentsTata McGraw Hill Latest Edition</li> </ol>
Online resources	<a href="http://gurukpo.com/security-analysis-and-portfolio-management/">http://gurukpo.com/security-analysis-and-portfolio-management/</a> <a href="http://www.pondiuni.edu.in/storage/dde/downloads/finiv_sapm.pdf">http://www.pondiuni.edu.in/storage/dde/downloads/finiv_sapm.pdf</a>



<b>Course Nomenclature</b>	<b>AUDITING</b>	
<b>Year / Semester</b>	<b>III/V</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
CO1: State provisions and procedure aspects while conducting an Audit.		
CO2: Discuss the environment and types relating to the auditing function, steps and terminology.		
CO3: Compute auditing practices to different nature of Concerns		
CO4: Sketch how to prepare and use working papers, such as checklists & evaluate internal controls		
CO5: Assess the audit of sole proprietorship and partnership concerns financial statements		
CO6: Design the auditing Report and certificate with other working papers		
<b>Unit I</b>	<b>Auditing</b>	<b>10 Hours</b>
Meaning, Objects, Fraud, Errors: Book-Keeping, Accounting and Auditing; Classification of Audits;Forensic auditing, Online audits, tax audit, management audit, cost audit etc.		
<b>Unit II</b>	<b>Planning and Procedure of Audit</b>	<b>12 Hours</b>
Planning and Procedure of Audit; Audit Programmes; Auditor's Working Papers, Test Checking; Routine Checking. Bank reconciliation, accounts reconciliation, advantages / disadvantages of audit programmes, verifications and valuations		
<b>Unit III</b>	<b>Internal control &amp;Verification and Valuation</b>	<b>12 Hours</b>
Meaning, Objective and Evaluation of Internal Control; Internal Check and Internal Audit; Internal Control Regarding Sales, Purchases, Assets, Liabilities and Salaries and Wages; Vouching. Verification and Valuation of Assets and Liabilities		
<b>Unit IV</b>	<b>Company Audits and Auditor</b>	<b>12 Hours</b>
Companies Act 2013 regulations for company audits. Appointment of company auditor- qualifications of financial auditor, internal auditor, Rights, duties & liabilities, removal and remuneration, rotation of company auditors. Audit Reports Role of ICAI, Auditing standards Companies Act 2013 has made many changes impacting audits.		
<b>Unit V</b>	<b>Special audits and investigations</b>	<b>10 Hours</b>
Audits of Sole Proprietorships, Audit of Partnership firms, Special considerations in the Audit of Educational Institutions, cinema halls, schools, hospitals, clubs, Audit Certificates. difference between audit report and audit certificates. Investigation: Meaning, Objectives, Procedures;		
Skill Development	1. Strategic decision-making for auditing 2. Analytical Ability	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	

Text books	4. Tandon B.N., S. Sudharsanam and S. Sundharababu, “A Handbook of Practical Auditing”, S. Chand & Co., Ltd 5. Sharma S.D., Taxmann’s “Auditing Principles and Practice”, Taxman Allied Services (P) Ltd. 6. Ravindar Kumar & Virender Sharma, “Fundamentals of Practical Auditing”, Prentice Hall of India (P) Ltd.
Online resources	Indian Journal of Accounting , Journal of Accounting , auditing & Finance SAGE

<b>Course Nomenclature</b>	<b>GOODS &amp; SERVICE TAX</b>	
<b>Year / Semester</b>	<b>III/V</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
<p>After studying this course, a student will able to –</p> <p>CO1: Recall the compliances of GST for their businesses or prospective businesses</p> <p>CO2: Demonstrate specialized and updated knowledge in the area of GST in a systematic manner</p> <p>CO3: Determine indirect taxation system, VAT and GST</p> <p>CO4: Analyse work in Corporate Sector in the area of Taxation as Finance Executive or Finance Manager/ Entrepreneurs</p> <p>CO5: Assess analytical and problem-solving skills for decision making</p> <p>CO6: Invent the impact of GST on Indian business scenario with advantages and limitations.</p>		
<b>Unit I</b>	<b>Introduction</b>	<b>10 Hours</b>
Meaning and features of goods and Service Tax (GST) Background, Necessity and implementation of - GST. Favorable impacts and difficulties of GST. Important terms and definitions - Business, place of business, Goods, Input goods, Capital goods, Tax invoice, Inward Supply, Outward Supply, Person, Supplier, Classification of Goods and Services Tax.		
<b>Unit II</b>	<b>Supply &amp; Tax Liability</b>	<b>12 Hours</b>
Meaning and scope of Supply, Tax Liability on composite and mixed supplies. Levy and Collection of Tax. Registration under GST. Persons Liabe I not liable for registration. Compulsory registration; process for registration, Issue of Registration Number (GSTIN). Amendment and Cancellation’ of Registration. Reverse Charge Mechanism		
<b>Unit III</b>	<b>Exemptions</b>	<b>14 Hours</b>
List of exempt goods under GST. Time and place of supply of goods and services Determination of value of Taxable supply. Preparation of Tax invoice-rules, proforma and practical problems.		

<b>Unit IV</b>	<b>Composition Levy</b>	<b>10 Hours</b>
Composition Levy - Persons eligible to opt composition, intimation for composition option. Condition and restriction for composition. Rate tax of the composition levy and rules regarding Return Practical Problems relating to composting levy		
<b>Unit V</b>	<b>Input Credit</b>	<b>10 Hours</b>
Rules, Provisions and procedure for Input Tax Credit. Provisions regarding Job-work. Classification of taxable goods and Services at the basis of tax rates (Practical Problems).		
Skill Development	<ol style="list-style-type: none"> <li>1. Strategic decision-making</li> <li>2. calculate GST tax calculation</li> <li>3. Analytical Ability</li> </ol>	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	<ol style="list-style-type: none"> <li>4. Koolwal, Ashish &amp; Ritu: Goods and Services Tax (2021) Commercial Law Publisher (India) Pvt. Ltd.</li> <li>5. Patel, Chaudhary: Indirect Taxes, Chaudhary Publication, Jaipur</li> <li>Goel Pankaj, GST Ready Referencer, (2021) Commercial Law Publisher (India) Pvt. Ltd.</li> <li>6. Rastogi, Abhishek: Professionals guide to GST Ideation to reality (2021)</li> </ol>	
Online resources	<a href="http://dcmsme.gov.in/ssiindia/gst.pdf">http://dcmsme.gov.in/ssiindia/gst.pdf</a> <a href="https://cleartax.in/s/gst-book-online-pdf">https://cleartax.in/s/gst-book-online-pdf</a>	

<b>Course Nomenclature</b>	<b>RETAIL MANAGEMENT</b>	
<b>Year / Semester</b>	<b>III/V</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will be able to –		
CO1: Recall the impact of retailing on the economy		
CO2: Demonstrate retailing's role in society and, conversely, society's impact on retailing		
CO3: Compute various retail opportunities and evaluate the strategies associated with each type of opportunity.		
CO4: Analyse and characterize the factors and management tools that retailers consider and use when developing their merchandise mix.		
CO5: Assess responsibilities of retail personnel in the numerous career positions available in the retail field		
CO6: Develop the prerequisite skills to become effective managers with an avenue on managerial abilities.		
<b>Unit I</b>	<b>Introduction</b>	<b>10 Hours</b>
Retailing Definition, Importance and Indian vs. Global Scenario of retailing. Types of Retailing – Store Retailing – Non Store Retailing – Types of retail formats – Franchising in Retailing, Retail Marketing mix - Retail Consumer Buying Behavior.		
<b>Unit II</b>	<b>Retail organization &amp; Location</b>	<b>12 Hours</b>
Retail Organization Structure – Major Functional Areas – Careers in Retailing. Retail Location – Factors affecting Retail Location Decision – Site selection – Factors affecting Site Selection – Steps in Selecting Site – Location based Retail Strategies.		
<b>Unit III</b>	<b>Store design</b>	<b>14 Hours</b>
Store Design – Interiors & Exteriors - Store Layout – Types of layouts – Factors affecting Store Layout – Retailing Image Mix – Store Façade		
<b>Unit IV</b>	<b>Retail Communication</b>	<b>10 Hours</b>
Retail Communication mix – Sales promotion – Advertising - Public relation – Personal Selling – Steps in planning retail communication		
<b>Unit V</b>	<b>Retail Strategies</b>	<b>10 Hours</b>
Retail Strategies – Differentiation Strategies – Growth Strategies – Expansion Strategies – Pricing Strategies. Role of IT in Retailing - Electronic Data Exchange – Bar Coding – RFID – Electronic Payment Systems.		
Skill Development	3. Will develop analytical skills to identify retail business opportunities and conditions for access to potential markets. 4. Will learn the IT skills used in retailing.	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	

Text books	<ol style="list-style-type: none"> <li>10. David Gilbert: Retail Marketing Management, Prentice Hall, 2021.</li> <li>11. K V S Madan: Fundamentals of Retailing, Tata McGraw Hill, 2020</li> <li>12. Gibson G Vedamani: Retail Management: Functional Principles and Practices, Jaico Publishing House, 2021.</li> <li>13. Michael Levy, Barton AWeitz: Retailing Management, Tata McGraw Hill, 2019.</li> <li>14. James R. Ogden and Denise T. Ogden: Integrated Retail Management, biztantra, 2018.</li> <li>15. Chetan Bajaj, RajnishTuli, Nidhi V Srivastava: Retail Management, Oxford University Press, 2018.</li> <li>16. Pradhan, Swapna; Retailing Management; Tata McGraw Hill; New Delhi, 2020</li> <li>17. Bajaj, Chetan, Tuli, Rajnish and Srivastava, Nidhi; Retail Management; OUP; New Delhi.</li> <li>18. Berman, Barry &amp; Evans, Joel R.; Retail Management – A strategic approach; Pearson Education/Prentice Hall of India; New Delhi</li> </ol>
Online resources	Journal of Business & retail Management research , Indian Journal of Marketing

<b>Course Nomenclature</b>	<b>Digital Marketing</b>	
<b>Year / Semester</b>	<b>III/V</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
After studying this course, the student will be able to:		
CO1: Describe the concept of Digital Marketing; it's importance and the growing opportunities.		
CO2: Demonstrate the ads and making the website while thoroughly ingraining the concepts of Search Engine Optimization (SEO) & Search Engine Marketing (SEM).		
CO3: Compute the skills of Social Media Marketing (SMM) & Mobile Marketing (MM)		
CO4: Analyse their cognitive knowledge of email marketing & strategies so as to be able to create an effective email campaign.		
CO5: Appraise & update themselves of the budget requirement assessment in digital marketing and how to be a freelancer in this career opportunity.		
CO6: Generate Custom Reports & Automated Reports,		
<b>Unit I</b>	<b>Introduction</b>	<b>10 Hours</b>
Digital Marketing: Definition; Benefits; Digital vs. Real Marketing, Digital Marketing Platforms and Strategies, Defining Marketing Goals, Latest Digital Marketing trends		
<b>Unit II</b>	<b>Search Engine Marketing (SEM)</b>	<b>12 Hours</b>
Search Engine Optimization (SEO): Understand the search engine as a default entry point to the internet. How to get a website listed among top search engine results? Search Engine Marketing (SEM): Appreciate the role of Pay Per Click (PPC) in website listing. Learn how to run ads using Search Engines effectively.		
<b>Unit III</b>	<b>Social Media Marketing (SMM)</b>	<b>14 Hours</b>
Facebook Marketing, Instagram Marketing, LinkedIn Marketing, Pinterest Marketing, Creating Industry specific Social Media Strategy. Using Hootsuite, Buffer, Sproutsocial for Social Media Marketing Mobile Marketing (MM): Strategizing marketing through smart devices. App-based marketing, Location-based marketing, SMS marketing		
<b>Unit IV</b>	<b>Email Marketing</b>	<b>10 Hours</b>
Email Marketing: Definition, Importance, Popular Email Marketing Software, How to write effective email marketing content, Email Marketing Strategies for B2B & B2C businesses. Nurturing: Definition, how to increase leads through nurturing? Mail Chimp: Introduction, Account setup and settings, creating a Subscriber List, Import subscribers in list. Email marketing campaigns: Types, Creating an Email Campaign. Newsletter: Definition, Designing a Newsletter		
<b>Unit V</b>	<b>Digital Marketing Budgeting &amp; Freelancing</b>	<b>10 Hours</b>
Resource planning- cost estimating, cost budgeting and cost control. How to become a Freelancer in Digital Marketing? How The Brand Is Reaching Out To Customers using digital marketing: Generating Custom Reports & Automated Reports, Evaluating Other Digital Marketing Services Providers, Creating Customized Presentations and Proposal, Setting Expectations and metrics to track performance.		
Skill Development	1. Use social media for marketing 2. Launch e-mail marketing campaign	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	5. Kotler Phillip, KartajayaHermawan(2017), Marketing 4.0: Moving from Traditional to Digital, Wiley Publishers 6. Seema Gupta (2017), Digital Marketing, McGraw hill India, 2 <sup>nd</sup> edition 7. Ryan, D. (2018). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Limited. 8. Romuald Andrade (2019), Beginners Guide to Digital Marketing: How to Flood Your Website with Traffic in 30 days, CreateSpace Independent Publishing	

	Platform (May 17, 2015)
Online resources	Journal of Direct, Data and Digital Marketing Practice, Journal of Interactive Marketing, International Journal of Mobile Communications

<b>Course Nomenclature</b>	<b>CONSUMER BEHAVIOUR</b>	
<b>Year / Semester</b>	<b>III/V</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
CO1: Identify the dynamics of human behavior and the basic factors that influence the consumer decision process.		
CO2: Illustrate about the application of psychological concepts such as Personality, Learning, Motivation, Leadership, Attitude, Leadership in Consumer decision making process.		
CO3: Apply and develop skill to take rational decisions in the process of Consumer Behavior.		
CO4: Appraise application of psychological concepts such as Personality, Learning, Motivation, Leadership, Attitude, and Leadership in Consumer decision making process.		
CO5: Justify individual and group behavior, and understand the implications of consumer behavior in making strategies of marketing.		
CO6: Formulate strategies to improve the customer satisfaction for better customer relationship management.		
<b>Unit I</b>	<b>Introduction to Consumer Behavior</b>	<b>10 Hours</b>
Introduction to Consumer Behavior- Consumer Behavior and Marketing Strategy, Understanding Consumers and Market Segments. Evolution of Consumer Behavior, Consumer Analysis and Business Strategy. Models of Buyer Behavior.		
<b>Unit II</b>	<b>Psychological Foundations of Consumer Behavior</b>	<b>12 Hours</b>
Psychological Foundations of Consumer Behavior - Consumer Motivation, Consumer Perception, Personality and Consumer Behavior, Learning and Behavior		
<b>Unit III</b>	<b>Social and Cultural Determinants</b>	<b>14 Hours</b>
Social and Cultural Environment Economic, Demographic, Cross Cultural and Socio-Cultural Influences, Social Stratification, Reference Groups and Family Influences, Personal influence		
<b>Unit IV</b>	<b>Decision Making of Consumer Behavior</b>	<b>10 Hours</b>
Consumer Decision Processes - High and Low Involvement, Pre-purchase Processes, Purchase, Post Purchase		

processes, Consumption and Evaluation, Brand Loyalty and Repeat Purchase Behavior.		
<b>Unit V</b>	<b>Consumer Protection</b>	<b>10 Hours</b>
Consumerism: The Roots of Consumerism, Consumer Safety, Consumer Information, Consumer Protection Council.		
Skill Development	3. Able to learn the factors influencing the consumer behavior and it's impact 4. Able to learn the decision making skills	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	6. Schiffman and Kanuk: Consumer Behaviour (12 <sup>th</sup> Edition): Pearson PrenticeHall, Indian Reprint, 2017. 7. Engel James F, Blackwell Roger and Miniard P. W: Consumer Behaviour;Thomson South Western, 2018. 8. Satish K Batra& SHH Kazmi, Consumer Behaviour Text and cases, Second Edition, Excel Books 2020 9. Loudon & Della Bitta: Consumer Behavior (6th Edition); Tata McGraw-Hill Publishing Company Limited, New Delhi, 2022. 10. Solomon: Consumer Behavior Buying, Having, and Being (18 <sup>th</sup> Edition); 2020	
Online resources	<i>Journal of Marketing , International Journal of Consumer Behavior, Journal of Marketing and Consumer Research.</i>	



<b>Course Nomenclature</b>	<b>Training and Development</b>	
<b>Year / Semester</b>	<b>III/V</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will be able to –		
<b>CO1:</b> Recall the underlying concept of training in the organization i.e. its need, functions and advantages of training.		
<b>CO2:</b> Discuss various methods of on the job and off the job training and will also be able to comprehend the situation in which they are applicable.		
<b>CO3:</b> Compute fundamental need of Management Development Program and various methods used for managerial development in organization.		
<b>CO4:</b> Analyse Training evaluation statements and the effectiveness.		
<b>CO5:</b> Assess the need of OD and will be able to learn the methods to implement OD		
CO6: Designing the training methods and development programme.		
<b>Unit I</b>	<b>Introduction</b>	<b>10 Hours</b>
Organization vision & plans, assessment of training needs, setting training objectives, designing training programs, Spiral model of training. Tasks of the training function: Building support, overall training capacity, developing materials.		
<b>Unit II</b>	<b>Training methods</b>	<b>12 Hours</b>
On the job training, job instruction training, apprenticeship, coaching, job rotation, syndicate method, knowledge-based methods, lecture, conferences, programmed learning, simulation methods, case study, vestibule training, laboratory training, in-basket exercise, experiential methods, sensitivity training, e-training.		
<b>Unit III</b>	<b>Management Development Program Methods</b>	<b>14 Hours</b>
Understudy, Coaching, Action Learning, Role Play, Management Games, Seminars, University related programs, special projects, behavioural modelling, job rotation, case study, multiple management, sensitivity training.		
<b>Unit IV</b>	<b>Post Training Evaluation</b>	<b>10 Hours</b>
Training evaluation, Training impact on individuals and organizations, Evaluating Programs, Participants, Objectives. Models of Training Effectiveness.		
<b>Unit V</b>	<b>Organizational Development (OD)</b>	<b>10 Hours</b>
Definition Foundations of OD, Managing the OD Process, Action Research and OD. OD Interventions: Overview of OD Interventions, Team Interventions Inter-group and Third-Party Peacemaking Interventions.		

Comprehensive OD Interventions, Structural Interventions and the Applicability of OD, Training Experiences.	
Skill Development	3. Understand the need for training 4. Usage of Management Development Programs
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
Text books	5. Blanchard P. Nick & Thacker James: Effective Training, Systems, Strategies and Practices, Pearson. 6. French Wendell, Bell Cecil and Vohra Veena: Organisation Development, Behavioral Science Interventions for Organisation Improvement, Prentice Hall. 7. Lynton Rolf & Pareek Udai: Training & Development, Prentice Hall. 8. Bhatia S.K.: Training & Development, Deep & Deep Publishers.
Online resources	International Journal of Training Research, Training & Development Journal

<b>Course Nomenclature</b>	<b>INDUSTRIAL RELATIONS</b>	
<b>Year / Semester</b>	<b>III/V</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
CO1: Define of industrial relations institutions such as employer associations, trade unions and industrial tribunals		
CO2: Demonstrate the essential concepts of industrial relations and their interrelationship at the personal, organisational and national levels.		
CO3: Apply principles of employment law; practical skills in negotiation, advocacy and workplace bargaining		
CO4: Analyze solutions to industrial relations problems based on research and assessment of current practices		
CO5: Evaluate the knowledge of industrial relations in both written and verbal formats reactive to both audience and purpose		
CO6: Create various terms related to industrial laws provision and procedure.		
<b>Unit I</b>	<b>Introduction</b>	<b>10 Hours</b>
Industrial Relation-Definition, Importance & Scope, Role in Global Context ; Role of Personnel & Industrial Relations Manager in Promoting & Establishing Peaceful Industrial Relations; Environment Force Affecting Union Management Relations.		

<b>Unit II</b>	<b>Industrial Disputes</b>	<b>12 Hours</b>
Emerging Trends and Cross Cultural Aspects of Management; Industrial Disputes: Causes of Strikes and Lockout; Settlement and Handling, Procedure Code of Discipline, Prevention of Industrial Disputes, Work Committees, Standing Orders		
<b>Unit III</b>	<b>Collective Bargaining</b>	<b>14 Hours</b>
Collective Bargaining – Meaning, Characteristics, Need, Importance, Process, Pre-Requisites; Conciliation Officer- Boards: Compulsory Arbitration and Adjudication.		
<b>Unit IV</b>	<b>Workers Participation</b>	<b>10 Hours</b>
Workers Participation in Management - Concept & Pre-Requisites; Forms & Levels of Participation; Benefit of Workers Participation in Management ; Role of Workers Participation in Labour Welfare & Industrial Hygiene		
<b>Unit V</b>	<b>Industrial Dispute</b>	
The Industrial Disputes Act, 1947 Definitions, Authorities under the Act, Power & Duties of Authorities; Lay-Off and Retrenchment; Grievance Redressal Machinery; Trade Unions Overview of Factories Act 1948, Maternity Benefit Act 2017.		
Skill Development	1. Able to learn the industrial laws and compliances.. 2. Able to learn the handling of complex situation and disputes.	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	5. Industrial Relations and Labour Laws ,Ghosh Piyali,2017 6. Personnel Management and Industrial Relation. In India Kapoor T.N.,2015 7. Industrial &labour laws -S.P.Jain,2018 8. Industrial Relations ,c . s Venkata Ratnam , 2020	
Online resources	Indian Journal of Industrial Relations, Journal of Industrial Relations	

<b>Course Nomenclature</b>	<b>Performance Management</b>	
<b>Year / Semester</b>	<b>III/V</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
<p>After studying this course, a student will able to –</p> <p>CO1: Describe the importance of Performance Management in an organization.</p> <p>CO2: Express the significance of Performance Management in context of Human Resource Management.</p> <p>CO3: Apply various techniques of Performance Management used in an organization to evaluate the performance of employees.</p> <p>CO4: Analyse the wage and salary structure of employees on the basis of their performance in an organization.</p> <p>CO5: Assess the implication of performance management in designing various training and development programmes.</p> <p>Co6: Design various techniques to solve the problem related to performance management</p>		
<b>Unit I</b>	<b>Introduction of Performance Management System</b>	<b>10 Hours</b>
Definition of Performance Management System, Performance Planning and Performance Appraisal, Role of Appraisals in Performance Management, Role of Performance Management System, Characteristics of an ideal PM system.		
<b>Unit II</b>	<b>Performance Planning</b>	<b>12 Hours</b>
Components of Performance Planning, Objectives of Performance analysis, Process of performance analysis, Performance Mapping tools.		
<b>Unit III</b>	<b>Implementing Performance Management System</b>	<b>14 Hours</b>
Competency Mapping and Competence based Performance Management System. Linking individual and team goals to organizational goals, Goal setting procedure.		
<b>Unit IV</b>	<b>Performance Appraisal</b>	<b>10 Hours</b>

Definition and objectives of Performance Appraisal, Process of Performance Appraisal – Self Assessment and its importance, Methods of Performance Appraisal – Traditional and Modern. Performance Appraisal as a training need assessment

Unit V	Potential Appraisal	10 Hours
Meaning & objectives of Potential Appraisal, Potential Appraisal & Performance Appraisal.		
Skill Development	5. Performance management systems enhance organizational effectiveness by aligning individual, team and strategic goals 6. Effective performance management requires year-round conversations with employees 7. Employees' reaction to feedback is important for performance improvements 8. Utilize effective performance rating scales	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	13. T V Rao, “Performance Management Second Edition”, SAGE Response, 2020 14. Rose A. Mueller-Hanson and Elaine D. Pulakos, “Transforming Performance Management to Drive Performance”, Routledge, 2018	
Online resources	1. International Journal of Business Performance Management  1.3 <b>2. International Journal of Public Sector Performance Management</b>	

<b>Course Nomenclature</b>	<b>Summer Training Project Report</b>
<b>Year / Semester</b>	<b>III/V</b>
<b>Course Credit</b>	<b>3</b>
<b>Course Outcomes</b>	
<p>After studying this course, a student will be able to –</p> <p>CO1: Identify career alternatives prior to graduation</p> <p>CO2: Demonstrate work habits and attitudes necessary for job success</p> <p>CO3: Apply communication, interpersonal and other critical skills in the job interview process</p> <p>CO4: Assess interests and abilities in their field of study</p> <p>CO5: Integrate employment contacts leading directly to a full-time job following graduation from college</p>	

<b>Course Nomenclature</b>	<b>Strategic Management</b>	
<b>Year / Semester</b>	<b>III/VI</b>	
<b>Course Credit (5)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to:		
CO1: Identify the role and importance of strategic management in today's business environment.		
CO2: Differentiate between the vision and mission statements of companies, the goals, objectives, strategies, tactics, policies etc.		
CO3: Compute a deep understanding of the external as well as internal environment in which businesses exist.		
CO4: Analyse various functional strategic alternatives and also develop them.		
CO5: Assess case studies students shall understand the meaning of strategic control and appreciate how corporates are practically strategizing their businesses with mergers, acquisitions etc.		
CO6: Experiment various analytical tools used in strategy making for different situations.		
<b>Unit I</b>	<b>Introduction</b>	<b>12 Hours</b>
Concept, Meaning of Strategic Management, Need for Strategic Management, Role of Strategic Management in Business and Non-Business Organizations, Strategic Planning Process for Single Strategic Business Unit & Multiple Strategic Business Unit, Organizational Mission, Vision, Objectives, Goals & Ethics.		
<b>Unit II</b>	<b>External and Internal Environment</b>	<b>12 Hours</b>
The Broad Environment: Social, Ethical, Economic, Technological, Legal/ Political, Global Environment, Competitive Advantage, Porter Five Forces Model, Organization Managers, Owners, Employees & Human Resource Management, and Internal Resources, core competence & Value Chain Model, SWOT Analyses, TOWS Analyses.		
<b>Unit III</b>	<b>Strategic Alternatives</b>	<b>14 Hours</b>
Value of Developing Strategies. Functional Strategies: Marketing, Finance, Production and Human Resource Management. Grand Strategies- Stability Expansion, retrenchment and Combination, porter's Competitive strategy- Cost leadership, Differentiation, Niche, Ansoff Matrix.		
<b>Unit IV</b>	<b>Strategic Choices</b>	<b>12 Hours</b>
Concept of Choice of Strategy, Choice Process. Evaluation of Strategic Alternatives.		
<b>Unit V</b>	<b>Strategic Control</b>	<b>10 Hours</b>
Meaning of Strategic Control, Corporate Restructuring		
Skill Development	<ol style="list-style-type: none"> <li>1. Developing a strategic vision which sets critical direction and guides resource allocation within the organization</li> <li>2. Case analysis and critical reviewing the growth development and retrenchment of business life cycle</li> <li>3. Crafting strategy, effective implementation, monitoring, evaluating performance and developing corrective intervention where necessary</li> <li>4. Ensuring successful and superior performance in diversify portfolio to a single specific business unit.</li> </ol>	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	<ol style="list-style-type: none"> <li>4. Joseph J. Martocchio, " Strategic Compensation ", Pearson,2018</li> <li>5. Azhar Kazmi and Adela Kazmi, "Strategic Management ", McGraw Hill,2020</li> <li>6. Fred R. David (Author), Forest R. David (Author), Purva Kansal (Author) ," Strategic Management Concepts: A Competitive Advantage Approach   Sixteenth Edition ", Pearson,2018</li> </ol>	
Online resources	3. Indian Journal of Commerce & Mgmt Studies,	

4. Prabhandan- Indian Journal of Management

<b>Course Nomenclature</b>	<b>Quantitative Techniques</b>	
<b>Year Semester</b> /	<b>III/VI</b>	
<b>Course Credit (5)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
CO1: Recall the basic of quantitative techniques, its concepts and principles		
CO2: Demonstrate mathematical models to solve business problems		
CO3: Compute the value of mathematical reasoning in day-to-day basis		
CO4: Analyse linear equation models to minimize the cost		
CO5: Appraise the importance of the costing techniques to find solution of the complex problem		
CO6: Formulate transportation problem, no relation regression, simplex method, game theory		
<b>Unit I</b>	<b>Introduction</b>	<b>10 Hours</b>
An Introduction, Statistical and Operations Research techniques, Scope and application of Quantitative Techniques, Scientific Approach in Decision Making, Limitation of these Techniques.		
<b>Unit II</b>	<b>Forecasting Techniques</b>	<b>12 Hours</b>
Correlation & Regression Analysis, Time Series Analysis- Trend Analysis, Cyclical Analysis, Seasonal Analysis, Irregular Variation. Business Forecasting- Forecasting Methods		
<b>Unit III</b>	<b>Linear Programming</b>	<b>14 Hours</b>
Introduction to LPP. Problem formulation and Graphical methods of solution. Simplex method.		
<b>Unit IV</b>	<b>Transportation and Assignment</b>	<b>12 Hours</b>
Introduction of Transportation Problems, Various Procedures of finding optimal solution; Assignment Problem & its solution.		
<b>Unit V</b>	<b>Theory of Games and Queuing Theory</b>	<b>12 Hours</b>
Two persons Zero sum games, pure and mixed strategy. Queuing model Single channel queuing theory Application of queuing theory in business decision making.		
<b>Skill Development</b>	<ol style="list-style-type: none"> <li>1. familiarity with linear equation models to minimize the cost</li> <li>2. able to find solution of the complex problem</li> <li>3. able to apply mathematical models to solve business problems</li> </ol>	
<b>Learner support</b>	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF	



Material	material etc.
Text books	<p>8. Anderson, Sweeney &amp; Williams, Quantitative Methods for business, Cengage Learning India Pvt. Ltd., 2022</p> <p>9. Kothari CR -- Quantitative Techniques (Vikas publishing New Delhi)</p> <p>10. Vohra N.D., Quantitative Techniques in Management, McGraw Hill Publications, 6<sup>th</sup> Edition, 2021</p> <p>11. Kapoor V.K -- Operations Research (Sultan chand&amp; Sons New Delhi), 2019</p> <p>12. Khandelwal&amp; M.C. Gupta -- Quantitative Techniques (Tata Mc Grow-hill Publishing Co. Ltd. New Delhi), 2021</p> <p>13. Agarwal N. P. -- Quantitative Techniques (RBD, Jaipur), 2021</p> <p>14. D. M. Mithani -- Quantitative Techniques (Himalaya Publishing House), 2018</p>
Online resources	Indian Journal for Quantitative Methods, International Journal for Quantitative Research in Education

<b>Course Nomenclature</b>	<b>LEADERSHIP SKILLS AND CHANGE MANAGEMENT</b>	
<b>Year / Semester</b>	<b>III/VI</b>	
<b>Course Credit (5)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
CO1: Recall the core concept of Leadership and what makes leadership effective.		
CO2: Express the Challenges face by the managers of 21 century		
CO3: Compute the need of change for an organization and how to manage it.		
CO4: Analyse the major drivers of change and how to cope up with them.		
CO5: Assess the major models of executing and implementing change		
CO6: Compose terms and techniques to improve the leadership skills.		
<b>Unit I</b>	<b>Introduction</b>	<b>12 Hours</b>
Concept, leadership theories, Attributes of effective leaders.Different styles of Leadership, Leadership skills and tactics.		
<b>Unit II</b>	<b>Leadership Challenges</b>	<b>12 Hours</b>
Challenges of knowledge work, Realities of the E-commerce environment, Managing diversity.		
<b>Unit III</b>	<b>Introduction to organizational change</b>	<b>12 Hours</b>
Nature of change, forces of change, reinventing Kurt Levin, change need analysis, content of change, types and styles of change, building capability for change, providing leadership to change, creating support systems and managing transition.		
<b>Unit IV</b>	<b>Appreciating change</b>	<b>12 Hours</b>
External environment as drivers of change, business cycles, industry cycles, technology and strategic change.		
<b>Unit V</b>	<b>Mobilizing support and executing change</b>	<b>12 Hours</b>
Four approaches to change, parallel organization, ownership and involvement in change, Executing change: challenges of execution, execution framework.		
<b>Skill Development</b>	5. Strategic decision-making 6. Leadership abilities 7. More efficient use of resources 8. Analytical Ability	
<b>Learner support Material</b>	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	

Text books	<ol style="list-style-type: none"> <li>6. Cummings T.G. and Worley C. G., Organizational Development and Change, Cengage Learning</li> <li>7. Harigopal K, Managing organizational change, Response Books, 2020.</li> <li>8. Nilakant V. and Ramnarayan S., Change management, Response Books</li> <li>9. Palmer, unford and Akin, Managing organizational change, 2021.</li> <li>10. Kavitha Singh, Organizational Change and Development, Excel Books</li> </ol>
Online resources	<p><i><a href="http://www.theskillsacademy.net/_lingayas_notes/leadership.skills-prabbal.frank.pdf">http://www.theskillsacademy.net/_lingayas_notes/leadership.skills-prabbal.frank.pdf</a></i></p>

<b>Course Nomenclature</b>	<b>CORPORATE TAX</b>	
<b>Year / Semester</b>	<b>III/VI</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
<b>CO1:</b> State the rules imposed upon employers in relation to employee taxation		
<b>CO2:</b> Demonstrate and apply the system of corporation tax self-assessment, capital gains and VAT		
<b>CO3:</b> Use and evaluate the impact of various aspects on a company's taxation		
<b>CO4:</b> Select and evaluate the impact of different tax planning scenarios.		
<b>CO5:</b> Assess the tax assessment of corporate societies.		
<b>CO6:</b> Build awareness about the impact of different tax planning scenarios.		
<b>Unit I</b>	<b>International</b>	<b>10 Hours</b>
Corporation tax, Tax Planning, Tax Evasion, Tax Avoidance, Tax Management, Dividend Tax, Domestic Company, Foreign Company		
<b>Unit II</b>	<b>Computation of Total Income and Tax Liability of Companies</b>	<b>12 Hours</b>
Assessment of Trust and Assessment of Local Authorities.		
<b>Unit III</b>	<b>Assessment of Companies</b>	<b>14 Hours</b>
Tax Assessment of companies, Minimum Alternative Tax (MAT), Deduction available to companies.		
<b>Unit IV</b>	<b>Assessment of Cooperative Society</b>	<b>10 Hours</b>
Tax Assessment of cooperative society, Deduction available to cooperative societies under section 80P.		
<b>Unit V</b>	<b>Tax Payment</b>	<b>10 Hours</b>
Tax deduction at source, Tax collection at source, and Advance payment of tax.		
Skill Development	4. Prepare a chart showing currencies of different countries. 5. List any three MNC's operating in India along with their products or services offered 6. Collect and Paste any 2 documents used in Import and Export trade.	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	3. Corporate Tax Planning & Management - H. C. Mehrotra & S. P. Goyal 4. Corporate Tax Planning and Business Tax Procedures- V. K. Singhania	
Online resources	<a href="http://ssbnc.in/files/bcommaterial/CT.pdf">http://ssbnc.in/files/bcommaterial/CT.pdf</a> <a href="http://icmai.in/upload/PPT_Chapters_RCs/Bhubaneswar-08112015-Session-II.pdf">http://icmai.in/upload/PPT_Chapters_RCs/Bhubaneswar-08112015-Session-II.pdf</a>	

<b>Course Nomenclature</b>	<b>FINANCIAL REPORTING</b>	
<b>Year / Semester</b>	<b>III/VI</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
<p>After studying this course, a student will able to –</p> <p>CO1: Describe the features, needs, importance and contents of business financial reporting.</p> <p>CO2: Discuss the ability to understand and prepare accounts as per the Indian Financial reporting standards.</p> <p>CO3: Use the International financial reporting standards (IFRS) in various facets of financial reporting, the role of Indian Institute of Chartered Accountants.</p> <p>CO4: Select the recent changes in financial reporting practices like the use of value-added reporting, reporting of CSR etc.</p> <p>CO5: Decide and critically examine Human Resource Accounting, social accounting etc.</p> <p>CO6: Create a plan for a company's internet/ web reporting &amp; understand the various terminologies of segment reporting.</p>		
<b>Unit I</b>	<b>Introduction</b>	<b>10 Hours</b>
Corporate Financial Reporting: Meaning, Issues and Problems Objectives of Corporate Financial Reporting, Theories of Disclosure, Role of Auditors, Role of SEBI , Disclosure Requirement of Listed Companies, Corporate Financial Reporting with special reference to Published Financial Statements.		
<b>Unit II</b>	<b>International Financial Reporting Standards</b>	<b>12 Hours</b>
Development of Accounting Standards in India and Abroad, Role of ICAI, Introduction to IFRS, Converged IFRS- (IND AS), Procedure of Formulating Accounting Standards, Accounting Standards for Stock, Cash Flow, Interim Reporting		
<b>Unit III</b>	<b>Developments in Financial Reporting</b>	<b>14 Hours</b>
Developments in Financial Reporting: Value Added Statement, Economic Value Added, Market Value Added and Shareholders Value Added, Introduction to Environmental Accounting Environmental Reporting, Environmental Audit.		
<b>Unit IV</b>	<b>New Practices in Reporting</b>	<b>10 Hours</b>
Human Resource Accounting: Concept, Need and Importance; Corporate Social Reporting		
<b>Unit V</b>	<b>Recent Reporting Practices</b>	<b>10 Hours</b>

Recent Development in Financial Reporting System: Segment Reporting (AS 17), Web/Internet Reporting, Advantages of Internet Financial Reporting

Skill Development	<ol style="list-style-type: none"> <li>1. Strategic decision-making</li> <li>2. More efficient use of resources</li> </ol> <p>1.4 <b>3. Analytical Ability</b></p>
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
Text books	<ol style="list-style-type: none"> <li>5. Jain, Khandelwal, Pareek : Higher Accounting, 2021</li> <li>6. Financial Reporting &amp; Financial Statement Analysis ,Tee Dee Publications (1 January 2020)</li> <li>7. Agarwal, Agarwal, Jain, Bansal: Financial Reporting, RBD, 2023</li> <li>8. Chakaravorty H.: Accounting Theory</li> </ol>
Online resources	<a href="https://www.edupristine.com/blog/financial-reporting">https://www.edupristine.com/blog/financial-reporting</a>

<b>Course Nomenclature</b>	<b>Strategic Financial Management</b>	
<b>Year / Semester</b>	<b>III/VI</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
<p>After studying this course, a student will able to –</p> <p>CO1: Define and apply key concepts of strategic financial management to conduct the business operations in an efficient, effective and competitive manner.</p> <p>CO2: Explain the forms of financial restructuring and critically assess the merger and acquisitions strategies played by the organization to increase the market share and taking the advantage of diversification.</p> <p>CO3: Determine the legal provisions under leasing &amp; venture capital</p> <p>CO4: Classify decision making practices in financial /investment uncertainty</p> <p>CO5: Decide various capital structures and make decisions.</p> <p>CO6: Develop awareness about various startups and their success.</p>		
<b>Unit I</b>	<b>Introduction</b>	<b>10 Hours</b>
<p>Nature and Value by Strategic Management – Dimensions of Strategic Decisions -Benefits and risks of Strategic Management -Financial policy and strategic Planning: Components of financial strategy; Objectives and goals; Strategic planning process. Linkage between corporate strategy and financial Strategy.</p>		
<b>Unit II</b>	<b>Corporate Strategy &amp; Decision Making</b>	<b>12 Hours</b>
<p>Corporate strategy and high technology investment Implications of capital budgeting, capital structure and dividend policy on corporate strategy; Shareholder value - creation, measurement, and management.</p> <p>Investments Decisions under Risk uncertainty: Techniques of investment decision- risk adjusted discount rate, certainty equivalent factor, statistical method.</p>		
<b>Unit III</b>	<b>Financing Strategy</b>	<b>12 Hours</b>
<p>Hybrid securities namely convertible and non-convertible debentures, deep discount bonds, Managing Financial risk with derivatives</p>		
<b>Unit IV</b>	<b>Expansion and Financial, Restructuring:</b>	<b>12 Hours</b>
<p>Mergers and amalgamations - corporate restructuring, reasons for merger, benefits and cost of merger; Determination of swap ratios; Evaluation of merger proposal; Corporate and distress restructuring.</p>		

Unit V	Leasing & Venture capital	10 Hours
Meaning, importance, types, tax considerations, and accounting considerations. Venture capital concept and developments in India; Process and methods of financing.		
Skill Development	1. critically assess the merger and acquisitions strategies 2. able to analyze the legal provisions under leasing & venture capital 3. able to apply decision making practices in financial /investment uncertainty	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	1. Allen D: An introduction to Strategic Financial Management, CIMA/Kogan page, London. 2. Chandra, Prasanna: Financial Management, Tata McGraw Hill Delhi. 3. Julian, Lowenthal, Survival, Strategic for Financial Services, John Wiley, 2021. <b>Reference Books</b> 1. Hull J.C Options, Futures and other Derivative Securities, Prentice Hall of India Delhi 2. Mattoo, P.K. Corporate Restructuring: An Indian Perspective, Macmillan, New Delhi. 3. Pandey, I.M. Financial Management Vikas Publications, Delhi, 2018 4. Smith, C.W C.W Smithson., and D.S Wilford; Managing Financial Risk,. Harper and Row Newyork. 5. My. Khan, Indian Financial System, Tata McGraw Hill, 2019	
Online resources	International Journal of Business and Management, Journal of Applied Corporate Finance	



<b>Course Nomenclature</b>	<b>Advertising and Media Management</b>	
<b>Year / Semester</b>	<b>III/VI</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
CO1: Recall the basic nature and purpose of Advertising and its advantages and disadvantages to business CO2: Explain the purpose of Advertising for a product /service of organization. CO3: Compute Advertising Budget. CO4: Classify different Advertising Media Strategy. CO5: Evaluate the role functions of Advertising Agencies. CO6: Prepare a Advertising Budget & plan.		
<b>Unit I</b>	<b>Introduction</b>	<b>10 Hours</b>
History of advertising, advertising purpose and functions; Economic, Social and ethical aspects of advertising. Advertising as a marketing tool. Types of advertising reasons (pros) for advertising, Criticism of advertising. Advertising as a communication process.		
<b>Unit II</b>	<b>Advertising and campaign Planning</b>	<b>10 Hours</b>
Marketing strategy and situation analysis; advertising plan; Advertising objectives; DAGMAR approach; Advertising campaign planning process.		
<b>Unit III</b>	<b>Creative strategy &amp; Advertising Budget</b>	<b>14 Hours</b>
The art of copywriting; Advertising copy testing; Creativity in communication; motivational approaches; types of appeals used in advertising; Advertising budget process.		
<b>Unit IV</b>	<b>Advertising Media Strategy</b>	<b>12 Hours</b>
Role of Media; types of media, their advantages; and disadvantages; media planning, selection & scheduling strategies.		
<b>Unit V</b>	<b>Choosing the Right Agency</b>	<b>10 Hours</b>
Role of agencies- Types and functions of ad agencies, client agency relationship; selection and coordination of advertising agency.		
<b>Skill Development</b>		
<b>Learner support Material</b>	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
<b>Text books</b>	4. <a href="#">Gupta SL, Ratna VV</a> , Advertising and Sales Promotion Management: An Indian Perspective: Text and Cases, Sultan Chand & Sons, 2020 5. <a href="#">Jayaprakas N Satapathy</a> , Advertising, Notion Press, 2021 6. <a href="#">Roger Baron</a> & <a href="#">Jack Sissors</a> , Advertising Media Planning, McGraw Hill Publications, 2022	



<b>Course Nomenclature</b>	<b>MARKETING OF SERVICES</b>	
<b>Year / Semester</b>	<b>III/VI</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
CO1: Define how the services sector operates in developed economies		
CO2: Discuss and illustrate the main components of services marketing theory		
CO3: Compute the roles of relationship marketing and customer service in adding value to the customer's perception of a service		
CO4: Analyze the way in which this theory can be practically applied in the service sector.		
CO5: Evaluate how services marketing principles can be used as a conceptual framework to help managers identify and solve marketing problems		
CO6: Design the new framework of services to help the managers to solve the problems of customers		
<b>Unit I</b>	<b>Introduction</b>	<b>10 Hours</b>
Growth of services sector economy, Understanding Service Characteristics, Difference between goods and services, Classification of Services, Scope of Services marketing, Service Vision and Service Strategy. Consumer Behaviour, Expectation in Services.		
<b>Unit II</b>	<b>Marketing Mix</b>	<b>12 Hours</b>
The 7ps model: The service product, Pricing for services Promotional services, Service place and location. The service process, Physical evidence, People and services		
<b>Unit III</b>	<b>Designing Services</b>	<b>14 Hours</b>
Service Quality: Definition, Dimensions of Services Quality, Scope of Services Quality, Causes of Service Quality Problems, Principles Guiding Improving of Services quality, GAP Analysis		
<b>Unit IV</b>	<b>Delivering Services in Real Time</b>	<b>10 Hours</b>
Employees' Roles in Service Delivery; Delivering Service through Intermediaries and Electronic Channels, the Role of the Customer in Service Delivery.		
<b>Unit V</b>	<b>Marketing of Services</b>	<b>10 Hours</b>
Service Marketing of Insurance Consultancy and Banks, Marketing of Educational and Professional Services, Emerging Trends/Industries		
<b>Skill Development</b>	1. Strategic decision-making 2. Understand relationship marketing 3. Analytical Ability	
<b>Learner support Material</b>	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
<b>Text books</b>	5. J. Zeithaml, V A and Bitner, M J. "Services Marketing"; 3rd edition; McGraw Hill 6. Lovelock, Christopher H. Service Marketing: People, Technology Strategy; 4th edition; Pearson Education 7. Hoffman & Bateson; "Essentials of Service Marketing"; Thomson Learning 8. Rampal M.K. & Gupta S.C.; "Service Marketing"; Galgotia Publishing Company	

Online resources	UIP Journal of Service Marketing , Journal of Marketing
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<b>Course Nomenclature</b>	<b>Product and Brand Management</b>	
<b>Year / Semester</b>	<b>III/VI</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
<b>CO1:</b> Write fundamental concepts of product and brand development and management		
<b>CO2:</b> Discuss the brand positioning framework to develop a brand, keep it relevant, expand a brand internationally, and reposition a brand		
<b>CO3:</b> Apply the importance of using teams and organization to coordinate multiple interdisciplinary tasks in order to create and manage products within an organization.		
<b>CO4:</b> Analyse and use portfolio analysis and the product life cycle to understand how a firm manages its product mix.		
<b>CO5:</b> Assess an understanding of the product manager's role in product pricing, sales, and promotion		
<b>CO6:</b> Develop the understanding of product and brand and then use brand development, architecture and portfolio in order to achieve success		
<b>Unit I</b>	<b>Introduction</b>	<b>10 Hours</b>
Product, Levels of a Product, Product Characteristics and Classifications, Product and Services Differentiation, Product Life-Cycle Marketing Strategies.		
<b>Unit II</b>	<b>Product Development</b>	<b>12 Hours</b>
Product-Mix Decisions, Product-Line Strategies, Product-Mix Pricing, Packaging and Labeling Decisions, New Product Development, Consumer-Adoption Process.		
<b>Unit III</b>	<b>Introducing Brand</b>	<b>14 Hours</b>
Meaning of Brand, Branding, Brand Management and Importance of Branding to Consumers, Firms, Brands v/s Products, Scope of Branding, Branding Challenges and Opportunities, Steps of Brand Building including Brand Building Blocks, Brand Positioning: Meaning, Importance.		
<b>Unit IV</b>	<b>Managing Brand</b>	<b>10 Hours</b>
Brand Personality, Elements of Brand Personality. Brand Awareness, Brand Loyalty. Brand Identity-Concept and Sources, Designing Brand Identity & Brand Image		
<b>Unit V</b>	<b>Understanding Brand Equity</b>	<b>10 Hours</b>
Brand Equity –Definition and Significance, Brand Equity Models, Building Brand Equity, Brand Value and Brand Strength, Measuring Brand Equity-Cost Based Method. Price Based Method, Revitalizing Brands.		
Skill Development	1. interpret, relate and evaluate product and brand strategies in an array of customer and competitive contexts. 2. Evaluate strategies for brand management at the global level and adapt them to suit the requirement of managing the brand in different cultural contexts.	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	6. Kevin Keller and Vanitha Swaminathan (2019), Strategic Brand Management: Building, Measuring and Managing Brand Equity, Pearson. 7. Elliot, Richard (2018), Strategic Brand Management, OUP Oxford. 8. Kapferer, Jean-Noel (2020), Strategic Brand Management, Kogan Page. 9. Kishen, Ram, Strategic Brand Management- 2020 10. U C Mathur, Product and Brand Management, Excel Books, 2021	
Online resources	Journal of Product & Brand Management, Journal of Marketing , The UIP journal of Brand Management	

<b>Course Nomenclature</b>	<b>HUMAN RESOURCE DEVELOPMENT</b>	
<b>Year / Semester</b>	<b>III/VI</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
CO1: Enumerate a basic understanding of different tools used in forecasting and planning human resource needs		
CO2: Explain the role of recruitment and selection in relation to the organization’s business and HRM objectives.		
CO3: Apply the appropriate use of job descriptions, application forms and related staffing tools such as internet recruiting.		
CO4: Analyse and apply advanced training strategies and specifications for the delivery of training programs .		
CO5: Assess the responsibilities of management, HRM specialists, managers, and employees in managing the employment relationship in a unionized or a non- unionized environment .		
CO6: Design the terminology used in human resource management.		
<b>Unit I</b>	<b>Human Resource Development (HRD):</b>	<b>10 Hours</b>
Concept, Origin and Need, Relationship between human resource management and human resource development; HRD as a Total System; Activity Areas of HRD: Training, Education and Development; Roles and competencies of HRD professionals.		
<b>Unit II</b>	<b>Training:</b>	<b>12 Hours</b>
Introduction, meaning and definition, objectives, Training and Development, Need and Importance, Benefits of training to Individuals and organization, Steps in Systematic training plan, training methods—on the job training- Job instruction training, position rotation, Apprenticeship,- Off the job training- vestibule training, Apprenticeship training, classroom training, internship training, conferences, role playing, computer based training		
<b>Unit III</b>	<b>HRD Process:</b>	<b>14 Hours</b>
Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs .HRD Interventions: Integrated Human Resource Development Systems, Staffing for HRD; Physical and Financial Resources for HRD.		
<b>Unit IV</b>	<b>HRD and diversity management:</b>	<b>10 Hours</b>
HRD Climate; HRD Audit.HRD Applications: Coaching and mentoring, Career management and development; Employee counselling; Competency mapping, High Performance Work Systems, Balanced Score Card. Integrating HRD with technology.		
<b>Unit V</b>	<b>Evaluating the HRD Effort;</b>	<b>10 Hours</b>
Data Gathering; Analysis and Feedback; Industrial relations and HRD. HRD Experience in Indian Organizations, International HRD experience, Future of HRD.		
Skill Development	1. Able to learn the training strategies and work life balance . 2. Able to learn the recruitment process and different methods. 3. Learners would be well equipped with the HRM concepts and its application	
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.	
Text books	6. Chhabra, T. N; “Human Resource Management”; DhanpatiRai and Co. Pvt. Ltd. 7. Dr. Gupta, C. B.; “Human Resource Management”, Sultan Chand and Sons, 2022. 8. Flipppo,Edwin B. “Personnel Management”,4 <sup>th</sup> edition Tata McGraw Hill.2022 9. Rao,V S P, “Human Resource Management, Text and Cases”, Excel	

	Books,2020. 10. Aswathappa, K.; “Human Resource and Personnel Management. (Text and Cases)”,Tata McGraw Hill Publishing Company, 2021
Online resources	<i>ional Journal on Human Resource Development &amp; Management, International Journal of Research in Organization Behaviour &amp; Human &amp;Resource</i>

<b>Course Nomenclature</b>	<b>Human Resource Information System</b>	
<b>Year / Semester</b>	<b>III/VI</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
After studying this course, a student will able to –		
CO 1. Identify the system approach to HRIS, it's strategic role and significance.		
CO 2. Demonstrate the philosophy of HRIS and how it contributes to organizational success.		
CO 3. Determine the functional requirements of HRIS according to the business needs.		
CO 4. Characterize the decision making and work planning through HRIS.		
CO 5. Appraise the HRIS initiatives and developments w.r.t business firms.		
CO6. Compose an organizational design reviewing the implementation of HRIS.		
<b>Unit I</b>	<b>Introduction</b>	<b>10 Hours</b>
Concept of HRIS, Human Resource System approach, Strategic role of information in HRM, uses and importance of HRIS		
<b>Unit II</b>	<b>IT in HRM</b>	<b>12 Hours</b>
Difference between Traditional Information System and HRIS, HRIS Philosophy, Different types of HRIS, Sources of HRI		
<b>Unit III</b>	<b>HRIS Implementation</b>	<b>14 Hours</b>
Identifying business need, transformation of business need into functional requirements		
<b>Unit IV</b>	<b>Decision making and Work Force planning</b>	<b>10 Hours</b>
Decision Making, Application of HRIS; Strategic Management, Work force Planning and Employment, HRD, Employees and labour		
<b>Unit V</b>	<b>HRIS Application</b>	<b>10 Hours</b>
Designing an HRIS Department, Compensation and Benefits Management, Training and Development, HR planning and Analysis, HRIS Initiatives in Indian Companie		
<b>Skill</b>	6. reduce the cost of data stored in the HR department. 7. faster data extraction and processing.	



Development	8. reduce duplication of effort, resulting in reduced costs. 9. the availability of accurate and up-to-date human resources data. 10. better analysis leading to more effective decision-making.
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
Text books	3. Michael J Kavanagh, Mohan Thite & Richard D. Johnson, “Human Resource Information System, third edition”, SAGE Publications India Pvt Ltd, 2019 4. Richard D. Johnson, Kevin D., Carlson & Michael J. Kavanagh, “Human Resource Information Systems”, SAGE Publications, 2020
Online resources	1. The International Journal of Human Resource Management 2. Human Resource Management Journal 3. <a href="https://www.shrm.org">https://www.shrm.org</a>

<b>Course Nomenclature</b>	<b>Global Human Resources</b>	
<b>Year / Semester</b>	<b>III/VI</b>	
<b>Course Credit (4)</b>		
<b>Course Outcomes</b>		
<p><b>CO1:</b> Recall the basic aspects of different Human Resources.</p> <p><b>CO2:</b> Explain how cross-national differences of culture and institutions affect human resource management of multinational firms.</p> <p><b>CO3:</b> Determine business cases of international human resource management</p> <p><b>CO4:</b> Compare Indian HRM with western countries.</p> <p><b>CO5:</b> Appraise diverse perspectives on international human resource management practice</p> <p><b>CO6:</b> Design effectively verbally and in writing, using discipline-specific terminology</p>		
<b>Unit I</b>	<b>Introduction</b>	<b>10 Hours</b>
Introduction to global HRM drivers of globalization, variables that moderate differences between HRM and GHRM. Global HRM trends and future challenges: Ethics in international business, strategies IHRM.		
<b>Unit II</b>	<b>The organization context</b>	<b>12 Hours</b>
The path of global status and control mechanism. Sustaining international business operations, Globalization emerging global economy, globalisation of market, production investment and technology. Recruiting and selecting staff for international assignment: issues in staff selection, factors Moderating performance, selection criteria, dual – career couples, re-entry and career issues: the repatriation process, multinational responses, designing a repatriation programme.		
<b>Unit III</b>	<b>Training and development</b>	<b>14 Hours</b>
Role of expatriate training, pre-departure training, developing staff through international assignment. International compensation: approaches of international compensation, key components of an International compensation program, executive compensation		
<b>Unit IV</b>	<b>Global HR issues in the host context</b>	<b>10 Hours</b>
Standardization and adaption of work practices, retaining, developing and retrenching staff, language standardization, monitoring HR practices. International industrial relations: issues, responses of trade unions to multinational, regional Integration.		
<b>Unit V</b>	<b>Multinational performance management</b>	<b>10 Hours</b>
Challenge, performance management. Understanding human behaviour in global perspective – issues in organization culture, cultural diversity at work, motivation and communication across culture, cross cultural leadership, multi-cultural teams. Comparison of Indian HRM with western countries		
<b>Skill</b>	4. Take decisions regarding recruiting methods, selection procedures and staffing	

Development	<p>decisions for expatriate employees.</p> <p>5. Design a training program using an effective framework for evaluating training needs, designing a training program, and evaluating training results.</p> <p>6. Properly interpret salary survey data, design a pay structure and monitor the implementation of performance-based pay system and design employee benefit schemes.</p>
Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
Text books	<p>4. Srinivas R. Kandula, “International Human Resource Management”, SAGE Publications Pvt. Ltd, 2018</p> <p>5. Peter J. Dowling, “International Human Resource Management”, Cengage Learning India Private Limited, 2017</p> <p>6. K Aswathappa, “International Human Resource Management”, McGraw Hill, 2020</p>
Online resources	<p>1.The International Journal of Human Resource Management</p> <p>2.Human Resource Management Journal</p> <p>3.<a href="https://www.shrm.org">https://www.shrm.org</a></p>

## Annexure II- Mandatory Documents for Admission

To be uploaded on the Online Admission Portal by the Prospective students

Admission Documents	Format (Jpeg/PNG/PDF)	Documents Size
Duly filled online application form with student signature	Digital signature/Student signature JPEG/PNG	20 KB
Colour scan copy of all year/semester mark sheet/grade cards (for PG programs only) or consolidated mark sheet/grade cards also accepted.	PDF/JPEG	500 KB
Colour scan copy of 10th std. Mark sheet/grade card	PDF/JPEG	
Colour scan copy of 12th std./ Three-Year Polytechnic Diploma Mark sheet/grade card	PDF/JPEG	
Colour scan copy of passport size photograph	JPEG or PNG Format	50 KB
Colour scan copy of Govt. Photo id proof, Aadhar card is mandatory. (Other options: Voter’s id, Driving License, Passport etc.)	PDF/JPEG	100 KB
In case of name change, Gazette notification documents for name changes	PDF	500 KB

For married women – marriage certificate would be accepted – provided previous maiden name is clearly mentioned in the same.  In case of deferred Father name or mother name in such cases without a Gazette notification document.		
If foreign student: colour scan copy of passport	PDF/JPEG	500 KB
Fees submission transaction details or receipt as per University policy for respective online programs	PDF/JPEG	500 KB
Digitally Signed undertaking as per the process; where applicable	PDF	500 KB

Students can also visit the University website for the said information.

### **Annexure III- Content uploading protocol: Internal Process**

The step-by-step breakdown of the process is as follows:

**1) Organizing Academic Content:**

- Create a separate sub-folder for each module of a subject within the Course Folder named after the Course Code.
- Each module sub-folder should contain PDFs (e-books, practical assignments, plagiarism reports, etc.), 1 PowerPoint presentation (ppt), and 1 recorded lecture video.
- Compile all module study material PDFs into one combined PDF for each subject for plagiarism check.

**2) Google Drive Link Creation and Sharing:**

- Create a Google Drive link for content sharing.
- Upload the folders onto the drive.
- Share the drive link with the Deputy Director and Program Coordinator for review.

**3) Review Process:** Program Coordinator will provide suggestions and reviews.

- 4) **Revised Content Sharing:** After revisions, follow Step 1 and Step 2 again, but rename the files to indicate corrections (e.g., MBM101\_corrected).
- 5) **Final Approval:** Deputy Director communicates final approval to upload the contents on LMS to the Technical Manager.
- 6) **Content Upload on LMS:** Once approved, Program Coordinator ensures the contents are uploaded under the correct subject name and program on the LMS.
- 7) **Student Notification:** Notify students of the availability of approved content on the LMS.

This process ensures organized content creation, thorough review, and proper dissemination to students via the Learning Management System.

#### **Annexure IV- Academic Bank of Credit Id Creation Process**

All enrolled students, particularly those of Indian nationality, are required to register with ABC (Academic Bank of Credits), a central scheme established by the Ministry of Education, Government of India, for depositing credit. ABC ID creation is mandatory for all students, ensuring their participation in this scheme.

Process	<ul style="list-style-type: none"> <li>• Students can register by logging in at <a href="http://www.abc.digilocker.gov.in">www.abc.digilocker.gov.in</a></li> <li>• Click on My Account → Login as Student</li> <li>• Click on “Sign up with DigiLocker” → Enter valid mobile number → An OTP is sent at the phone number via SMS → Enter the OTP and click on “Continue” button → Enter Security PIN set created during Sign Up and click “Submit” Button</li> <li>• You will be prompted with ABC student account creation window</li> </ul>
Documents and proofs required	<ul style="list-style-type: none"> <li>• Aadhaar Card is mandatory for ABC Id creation</li> <li>• Learners Name</li> </ul>

	<ul style="list-style-type: none"> <li>• Date of Birth</li> <li>• Gender</li> <li>• Enrolment Number</li> <li>• Requirements by Academic Institution:</li> <li>• Mobile Number</li> </ul>
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The ABC Id can be created by students themselves using Digi-locker, UMANG application, ABC portal or Academic Institution Portal. The process for which is provided below.

The University will extend support to the students to create ABC ID. The documents required will remain the same as stated above.

### **Annexure V - Guidelines and Pre-requisites for Proctored Examination**

the minimum hardware, software, and connectivity requirements for taking exams through the Online Proctored Examination Platform are mentioned below:

<b>TYPE</b>	<b>MINIMUM</b>	<b>RECOMMENDED</b>
Internet Connection	Wifi Connection	Wired Connection
PC Users	Windows 8 (Windows 10 S mode is not supported)	Windows 10 (10 S mode is not supported)
Mac Users	MacOS 10.13 (Oldest Still Maintained Version)	MacOS 10.15
CPU	more than 2 core CPU less than 85% CPU Usage	more than 4 core CPU less than 50% CPU Usage
Webcam	640x480 resolution	1280x720 resolution
Internet Download Speed	1 Mbps	12 Mbps
Internet Upload Speed	1 Mbps	3 Mbps

RAM	4 GB less than 90% Ram Usage	16 GB less than 70% Usage
Connectivity Ports	1935, 843, 80, 443, 61613, UDP/TCP	1935, 843, 80, 443, 61613, UDP/TCP
Screen Resolution	1366 x 768	1920 x 1080 and above
Chromebook Users (Only for Automated Proctoring. Is not Supported for Live Proctoring)	Chrome device is running the latest version of Chrome OS.	Chrome device is running the latest version of Chrome OS.

### 1) Additional Requirements:

- A functioning microphone (some web cameras have them built-in); the microphone should not be part of headphones.
- Headphones are generally not permitted; check with your testing organization to determine if headphones are allowed.
- A compatible browser: Google Chrome (preferred) or Mozilla Firefox.
- Webcam and microphone (built-in or external) – test your webcam at <https://webcamtests.com/>.
- Connection to a network with sufficient internet speed: at least 1 Mbps download speed and 1 Mbps upload – test internet speed at [www.speedtest.net](http://www.speedtest.net).

### 2) Not Supported:

- Microsoft Edge browser.
- Google Chromebooks (for Live Proctoring only).
- Tablets (Nexus, iPad, Tab, Note, etc.).
- Smartphones.
- Linux operating systems.
- Windows 10 in S mode or Surface RT.
- Connecting from within a virtual machine. You will be asked to reconnect using your host operating system to take your exam.
- Apple Boot Camp.
- Remote Access Software.
- Inactive Version of Windows and Test Builds/Test Mode.

### 3) Pop-up Blocker:

Pop-up blockers must be either off or disabled. Disable your pop-up blocker as follows:

- Open Chrome on your computer.
- Click on the icon with three vertical dots.
- Click More, then Settings on the top right.
- Go to Privacy and security and click Site settings.
- Click Pop-ups and redirects.
- Turn the setting to Allowed at the top.

Important: The Institute regularly takes actions to optimize its examination system, and hence please note that the above-mentioned hardware, software, equipment, and connectivity requirements might change at the Institute's discretion. All students will need to 100% comply with any such changed specifications announced by the Institute.

### **General Instructions**

For Proctored Online Examinations, the timing will strictly adhere to the communicated timetable schedule in Indian Standard Time (IST), including for candidates taking the exam outside India.

Candidates can take exams on devices such as laptops or desktops. Ensure that the device is fully charged well in advance to last for at least 2 hours. It should also have continuous internet connectivity. Avoid sharing the phone's hotspot with any other device during the examination.

To ensure a smooth examination attempt, students are advised to:

- a) Sit in a closed room with adequate lighting for the camera to detect them. Face the light during the examination and avoid sitting near or against a window.
- b) Ensure a noise-free environment during the examination to avoid detection and capture as deviation.
- c) Position the device so that the front camera captures the student's face properly, and they can sit comfortably for one hour without moving the device.
- d) If using a Wi-Fi router, sit near the router/modem to prevent any signal-related issues.

Students must log in to the portal 30 minutes before the start of the examination compulsorily. This ensures sufficient time for any technical checks or troubleshooting before the exam begins.



- During the online examination, the following activities are strictly prohibited:
  - a) Having any other person present in the room where the student is taking the examination.
  - b) Moving from one place to another during the examination.
- You are not allowed to refer to any textbooks or any other material during the notified examination time.
- You are permitted to use rough paper and pen/pencil for solving analytical questions only and can use permitted scientific calculators. Before using rough papers and calculators, kindly show them in your PC/Mobile camera and then proceed.
- Once logged into the system with your Username and Password, please allow camera, location access, and audio device access when prompted. Failure to grant access to any of these may prevent you from appearing for the examination, or the remote proctor may disable your examination.
- In case of network disconnection or power failure during the examination, wait for internet connectivity to restore (do so as quickly as possible) and resume the test within 2 minutes by clicking on the "Resume" button. If unable to reconnect after 2 minutes, contact the administration for appropriate solutions to continue the test.
- It is advised to use the same laptop/desktop for both the mock examination and the final online examination.
- A helpdesk number will be provided to troubleshoot technical issues during the examination process. Students can contact this number for assistance in such cases.

## 2. Examination Rules

- Every student will need to log in through a secure ID and password on the online examination platform on the day of the examination. The time schedule, URL, User ID, and password will be provided in the LMS portal and will also be sent to the registered email ID or via SMS to the registered mobile phone.
  - At the beginning of each session, the student undergoes identity verification at 2 levels:
    - Level 1: Capture of facial photo. During the examination, the student is required to click and upload their photograph in the system. The system constantly monitors the picture of the student taking the examination with the facial photo captured initially for any mismatch. In case of any mismatch, the system will capture the anomaly, and a notification to the student/live proctor will be instantly displayed.
    - Level 2: Student must display College ID/Government-authorized ID proof at the beginning of the examination.

- Only 2 attempts will be allowed for every student for every session of the day for a test. After two attempts, the student will not be able to take the test again for the respective session of the day.
- The student should ensure that they click on the "Submit" button available on the right top position of the screen before logging out of the exam.
- The Online Examination system will issue regular warnings for any deviations from the specified norms on the screen of your device. The maximum number of warnings will be 10, after which the test will be terminated.
- If a student violates any rules during the examination or tries to adopt any unfair means, the system will automatically collect data based on the following deviations and alert the student, immediately alerting the online live proctor:
  - Focus changed to a different window: student tabs out of the examination-taking window.
  - Browser not supported: Student is using an older browser version or a non-compatible browser.
  - Webcam is disabled: Student's webcam is disabled.
  - Face is not visible in the camera: Student is not looking into the camera.
  - Several faces in front of the camera: There are other people along with the examination taker.
  - Face does not match the profile: Student taking the examination is not the same person whose photo was captured before starting the examination and the photo of the student as available in the University database.
  - Microphone muted or its volume is low: Student has muted the microphone.
  - Conversation or noise in the background: System has captured background noise.
  - Screen activities are not shared: student has stopped screen share activity. Sharing of the screen is not necessary for the users of smartphones.
  - Second display is used: Additional display like an extended monitor has been connected.
  - Full-screen mode is disabled: student has disabled full-screen mode.

### 3. Examination code of conduct and Malpractices

- Students are not permitted to leave their seat during the examination.

- Consultation with others for information during the examination is strictly prohibited.
- The system utilizes Artificial Intelligence to monitor and record facial expressions, eye movements, and other activities.
- Engagement in suspicious or objectionable activities detected by the system will result in disciplinary action as per University regulations.
- Regular warnings will be issued on the device screen, recorded in the examination system, affecting the overall credibility score, potentially leading to examination cancellation.
- Taking photos, recording videos, or engaging in suspicious activities during the examination will be recorded and treated as malpractice.
- Use of headphones, noise cancellation devices, or Bluetooth devices during the examination is prohibited.
- Manual proctors (invigilators) will monitor students throughout the examination duration.
- Referring to textbooks or consulting others for information during the examination is not allowed.
- Taking photos, screenshots, audio recording, or video recording of the examination and sharing it with others is considered malpractice.
- Use of headphones, noise cancellation devices, or Bluetooth devices during the examination is prohibited.
- Attempting to navigate away from the main screen will automatically terminate the examination.
- While using a laptop or desktop, refrain from using the keyboard except for communicating with the proctor; only use the mouse to answer questions.
- Starting the examination from multiple devices simultaneously is not allowed; however, changing devices due to technical faults is permitted.
- Students must remain in their place for the duration of the examination.
- Ensure no light source is behind your face.
- Avoid covering your face with hair, clothing (mask), hands, or any other object.
  - Do not use headphones, earbuds, or any listening equipment.
  - Eliminate background noise, voices, music, or television.
  - Do not wear sunglasses during the examination.
  - Do not allow any other individuals into the room.
- Avoid communication with any person during the examination.
- Do not have any programs or applications running that utilize the webcam, microphone, or screen-share features.
- Refrain from taking photos, screenshots, audio recording, or video recording of the examination and sharing it with others, as it will be considered malpractice.

### Annexure VI – Continuous Internal Assessment Pattern

Particular	A1 (Objective Type)	A2 (Objective Type)
Marks	15	15

#### Question Pattern for the CIA Components

##### A-1

1. There will be 15 Objective type Multiple Choice Questions (MCQs), each carrying mark

1 mark

2. The time for the A-1 assignment will be 30 mins
3. All questions are compulsory
4. There will be NO NEGATIVE MARKING for the wrong answers.

**A-2**

1. There will be 15 Objective type Multiple Choice Questions (MCQs), each carrying mark  
1 mark
2. The time for the A-1 assignment will be 30 mins
3. All questions are compulsory
4. There will be NO NEGATIVE MARKING for the wrong answers.

**Annexure VII – End-term Examination Pattern**

**JNU**

**Centre for Distance and Online Education**

**End Term Examination**

**[PROGRAM NAME]**

**[COURSE NAME][COURSE CODE]**

Time : 2 Hours

Max. Marks : 70

Note for students: The paper will comprises of 70 compulsory objective questions of 1 mark each.

Answer all the questions. Each question carries one mark.

Q. No. 1 to Q. No. 70 - Objective questions with four multiple choices.