

# **BBA (Business Process Management)**

## **Programme Educational Objectives (PEO)**

**PEO-01:** To develop the talent and expertise in the area of leadership, interpersonal skills, entrepreneurship, manpower management etc.

**PEO-02:** To empower undergraduate students with knowledge that enable them to meet the needs at different tier of business in the globalized business environment.

**PEO-03:** To enable students to develop an understanding of various commerce functions such as finance, accounting, financial analysis, project evaluation and cost accounting.

**PEO-04:** To enable students to attain conceptual and practical knowledge in the field of business process management to contribute to nation building while upholding ethical practices, thus, helping them to become model corporate citizens.

## **Programme Outcomes (PO)**

At the end of the BBA (Business Process Management) Programme, graduate students will be able to:

**PO-01:** Acquire basic knowledge and employability skills in the field of management, accounting, marketing and human relations through the practical knowledge obtained from internship and project work as part of the curriculum.

**PO-02:** Apply the entrepreneurial and managerial skills for effective business management in this VUCA world.

**PO-03:** Create awareness about the industry environment and demonstrate a thorough understanding of the internal structures and processes of businesses at multinational level.

**PO-04:** Comprehend applicability of management principles to the real-life situations in global business world.

**PO-05:** Demonstrate competence in applying tools and techniques of business management in the major domains of business process industry.

**PO-06:** Develop legal and ethical values for the continuous development of business ventures

## **Programme Specific Outcome (PSO)**

**PSO-01:** Remember the knowledge to provide in-depth information on the key trends of global business environment which provides the students with a strong foundation on theories, principles, and concepts that will equip them with relevant technical and analytical skills for effectively managing different business process in a dynamic, domestic and global business environment.

**PSO-02:** Comprehend economic development regularities of national economy and to make decisions according to the changing circumstances and also the ability to carry out professional activity using the scientific approach.

**PSO-03:** Apply the knowledge gained in business process management to make decisions and adjustments for the optimization of operational and strategic activities.

**PSO-04:** Demonstrate the ability to act ethically and to understand the responsibility for the professional impact on the environment and society and to assume and coordinate responsibilities, to plan and organize one`s work efficiently, as well as to deal with conflict situations.

**PSO-05:** Ability to design, develop and apply business process models to address business problems with reference to the needs and interest of various stakeholders.

## NEP Curriculum Framework: BBA (Business Process Management)

<b>Semester-wise Subject Details</b>											
SEMESTER	No. of:	MC	ME	NM	NV	MDC	AEC	SEC	VAC	INT/PROJ	TOTAL
1	Subejts	2		1	2		1	1	1		8
	Credits	8		4	2		2	3	2		21
2	Subejts	2			2	1	1	1	1		8
	Credits	8			2	3	2	3	2		20
<b>AFTER 1 YEAR OF UG CERTIFICATE</b>										<b>Total no. of Subejts</b>	<b>16</b>
										<b>Total no. of Credits</b>	<b>41</b>
SEMESTER	No. of:	MC	ME	NM	NV	MDC	AEC	SEC	VAC	INT/PROJ	TOTAL
3	Subejts	2		1	2	1	1				7
	Credits	10		4	2	3	2				21
4	Subejts	2		1	2	1	1				7
	Credits	10		4	2	3	2				21
<b>AFTER 2 YEARS OF UG DIPLOMA</b>										<b>Total no. of Subejts</b>	<b>30</b>
										<b>Total no. of Credits</b>	<b>83</b>
SEMESTER	No. of:	MC	ME	NM	NV	MDC	AEC	SEC	VAC	INT/PROJ	TOTAL
5	Subejts	3			2			1	1		7
	Credits	14			2			3	2		21
6	Subejts	3		1	2					1	7
	Credits	12		4	2					3	21
<b>AFTER 3-YEARS OF UG DEGREE</b>										<b>Total no. of Subejts</b>	<b>44</b>
										<b>Total no. of Credits</b>	<b>125</b>
SEMESTER	No. of:	MC	ME	NM	NV	MDC	AEC	SEC	VAC	INT/PROJ	TOTAL
7	Subejts	4		1							5
	Credits	16		4							20
8	Subejts	2	3							1	5
	Credits	8	12							12	20
<b>AFTER 4-YEARS UG HONOURS DEGREE/ 4-YEARS UG HONOURS WITH RESEARCH DEGREE</b>										<b>Total no. of Subejts</b>	<b>54</b>
										<b>Total no. of Credits</b>	<b>165</b>

**MC:** Major Program Specific Course – Compulsory

**ME:** Major Program Specific Course – Elective

**NM:** Non-Major Specific Subject Course

**NV:** Non-Major vocational education and training

**MDC:** Multidisciplinary courses

**AEC:** Ability Enhancement Courses

**SEC:** Skill Enhancement Courses

**VAC:** Value Added Courses

**INT:** Internship

**PROJ:** Project

# NEP Curriculum Framework Details: BBA (Business Process Management)

## Semester 1

Major Compulsory	Major Elective	Non-major	Non-major Vocational	Multidisciplinary	Ability Enhancement	Skill Enhancement	Value Added	Internship / Project	Total Credits
Principles of Management (4)		Business Mathematics & Statistics (4)	Soft Skill Development-I (1)		Communicative English-I (2)	Computer Applications (3)	Environment Science-I (2)		<b>21</b>
Business Microeconomics (4)			EAA (Yoga/Sports/NM C/NSS)-I (1)						

## Semester 2

Major Compulsory	Major Elective	Non-major	Non-major Vocational	Multidisciplinary	Ability Enhancement	Skill Enhancement	Value Added	Internship / Project	Total Credits
Marketing Management (4)			Soft Skill Development-II (1)	MDC-I (3) [to be selected from the MDC basket]	Communicative English-II (2)	Basic Management Skill (3)	Environment Science-II (2)		<b>20</b>
Business Macroeconomics (4)			Mentored Seminar-I (1)						

## Semester 3

Major Compulsory	Major Elective	Non-major	Non-major Vocational	Multidisciplinary	Ability Enhancement	Skill Enhancement	Value Added	Internship / Project	Total Credits
Financial Management (5)		Cost & Management Accounting (4)	Soft Skill Development-III (1)	MDC-II (3) [to be selected from the MDC basket]	Foreign Language-I (2)				<b>19</b>
Financial Institution & Markets (5)			EAA (Yoga/Sports/NM C/NSS)-II (1)						

## Semester 4

Major Compulsory	Major Elective	Non-major	Non-major Vocational	Multidisciplinary	Ability Enhancement	Skill Enhancement	Value Added	Internship / Project	Total Credits
Human Resource Management (5)		Income Tax-Laws & Practice (4)	Soft Skill Development-IV (1)	MDC-III (3) [to be selected from the MDC basket]	Foreign Language-II (2)				<b>19</b>
Business Environment (5)			Mentored Seminar-II (1)						

## Semester 5

Major Compulsory	Major Elective	Non-major	Non-major Vocational	Multidisciplinary	Ability Enhancement	Skill Enhancement	Value Added	Internship / Project	Total Credits
Production & Operations Management (5)			Soft Skill Development-V (1)			Data Analysis (3)	Ethical Study and IPR (2)		19
Organizational Behaviour (5)			Mentored Seminar-III (1)						
Corporate Communication (4)									

## Semester 6

Major Compulsory	Major Elective	Non-major	Non-major Vocational	Multidisciplinary	Ability Enhancement	Skill Enhancement	Value Added	Internship / Project	Total Credits
Business Research (4)		Entrepreneurship Development (4)	Soft Skill Development-VI (1)					Internship (3)	21
Management Information System & E-Commerce (4)			Mentored Seminar-IV (1)						
Services Marketing (4)									

## Semester 7

Major Compulsory	Major Elective	Non-major	Non-major Vocational	Multidisciplinary	Ability Enhancement	Skill Enhancement	Value Added	Internship / Project	Total Credits
Emerging Buinesss Issues (4)		Psychology for Business (4)							20
Corporate Finance (4)									
Human Resource Information System (4)									
Corporate Governance (4)									

## Semester 8

Major Compulsory	Major Elective	Non-major	Non-major Vocational	Multidisciplinary	Ability Enhancement	Skill Enhancement	Value Added	Internship / Project	Total Credits
Business Policy & Strategy (4)	International Marketing (4)							Research Project & Dissertation (12)	20
Innovation Management & Design Thinking (4)	International Finance (4)								
	Investment Banking (4)								
	International Human Resource Management (4)								
	Human Resource Planning (4)								

# **Subject: Principles of Management**

**Semester: 1**

**Subject Category: MC**

**Credit: 4 (L: 3, T: 1)**

## **Syllabus**

### **Module-I: Management Introduction**

Fundamental Concepts of Management; Characteristics & Features of Management; Objectives of Management; Significance of Management; Management as a Science or as an Art, Concept, process; An overview of Functional Areas of Management – Main Functions of Management; Fundamental Principles of Management; Evolution of management Thoughts; Classical Theory Management; Neo-classical Theory of Management; Contingency approaches; Concepts of Scientific Management; Concept of Administrative Management; Henri Fayol 14<sup>th</sup> Principle of Management; Difference between Management & Administration; Levels of Management; Roles of a Manager; Significance of Management; Limitations of Management; 5M's of Management , POSDCORB.

### **Module-II: Planning & Forecasting**

**Planning:** Fundamental Concept of Planning, Characteristics & Features of Planning, Importance & Significance of Planning; Steps involved in the Planning Process; MBO (Management by Objectives); Essential of a Good Plan; Limitations of Planning.

**Forecasting:** Fundamental Concept & Meaning of Forecasting; Importance of Forecasting; Elements & Steps in Forecasting Process and Limitations of Forecasting; Difference between Planning & Forecasting.

### **Module-III: Decision-making**

Concepts of Decision-making Theory; Characteristics & Types of Decision making; Decision-making Procedures; Types of Decision-making theories; Concept of Bad Decision Making; Causes & Effects of Bad Decision Making on the Management.

### **Module-IV: Organizing**

Fundamental Meaning and Concept of Organization; Characteristics & Nature of Organization; Principles of Organization; Significance of Organization; Meaning of Responsibility, Authority & Accountability; Delegation of authority; Principles of Delegation of Authority; Advantages and Benefits of Delegation of Authority; Barriers in Effective Delegation of Authority; Span of control; Formal and informal groups in Organizations; Matrix Organization.

### **Module-V: Staffing**

Definition of Staffing; Elements of Staffing; Manpower Planning; Recruitment; Selection; Induction; Training & Development; Performance Appraisal; Career Planning & Succession Planning.

### **Module-VI: Industrial Dispute & Disciplinary Actions**

Fundamental Concept of Industrial Dispute & types of Industrial Dispute; Industrial Dispute Resolution; Fundamental Concepts of Industrial Discipline & Disciplinary Action; Types of Disciplinary actions; Types of termination process with reference to the Disciplinary actions; Differences Between Discharge & Dismissal.

### **Module-VII: Controlling & Co-ordination**

Concept & Meaning of Control ; Features & Characteristic of Controlling; Elements of Controlling Process / Steps In Controlling ; Types of Control ; Essentials of an effective control system ; Importance of Controlling ; Scope & Areas of Control ; Essential Requirements of an Effective Control System ; Limitations of Controlling ; Fundamental concept of Co-ordination ; Features & Characteristics of Co-ordination ; Principles of Co-ordination ; Techniques of achieving co-ordination ; Steps In Co-ordination Process ; Problems of Co-ordination.

### **Module-VIII: Motivation**

Concept, Significance; Motivational theories - Hierarchy of Human Needs by Maslow's, Theory X & Theory Y, Hygiene Motivation – Herzberg Two Factor Theory, Vroom Expectancy theory.

### **Module-IX: Leadership Style**

Fundamental concept of Leader; Qualities of a Good Leader Differences between Leader and a Manager; Leadership Styles; Leadership theories; Managerial Grid of Leadership Theory.

### **Module-X: Stress**

Fundamental Concept of Stress; Types of Stress; Causes & Effects of Stress; Stress-Burnout phenomenon.

### **Suggested Readings:**

1. Harold Koontz and Heinz Weihrich - Essentials of management 10th ed. Chennai: Tata McGraw Hill Education, 2015
2. V.S.P Rao & Hari Krishna: Management-Text & Cases, Excel Books
3. Ramaswami T: Principles of Mgmt., Himalaya Publishing
4. Chandan, J. S: Management – Concepts and Strategies, Vikas Publishing
5. Dipak Kumar Bhattacharyya: Principles of Management - Text and Cases, Pearson.

6. Robbins, S. P: Management, Prentice Hall.
7. Prasad L.M.; Principles and Practice of Management, Sultan Chand & Sons, 2020

### Course Outcome (CO)

CO #	Description
CO -1	Understand the management concepts and importance of the Management theories.
CO-2	Understand and apply the current and relevant management functions in the life.
CO-3	Demonstrate the decision-making skills, communication skills and its relevance in their life.
CO-4	Analyze and evaluate various motivational theories and Leadership theories in achieving organizational success.

### CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	Pos	PSOs
CO -1	Understand the management concepts and importance of the Management theories.	1,2,3,4,5,6	1,2,3,4,5
CO-2	Understand and apply the current and relevant management functions in the life.	1,2,3,4,6	1,2,3,4,5
CO-3	Demonstrate the decision-making skills, communication skills and its relevance in their life.	1,2,3,4,5,6	1,2,3,4,5
CO-4	Analyze and evaluate various motivational theories and Leadership theories in achieving organizational success.	1,2,3,4,5,6	1,2,3,4,5

### CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	1	3	2	1	2	1
CO 2	3	1	3	3	-	3
CO 3	1	2	2	3	1	3
CO 4	2	1	1	2	3	3
Average	1.75	1.75	2.00	2.25	2.00	2.50

1: (Slightly Low)      2: Moderate (Medium)      3: Substantial (High)      -: None

### CO-PSO Matrix

Course Outcome	Programme Specific Outcome				
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	2	1	2	1	3
CO 2	3	3	2	2	2
CO 3	2	3	3	3	2
CO 4	2	2	2	2	3
Average	2.25	2.25	2.25	2.00	2.50

1: (Slightly Low)      2: Moderate (Medium)      3: Substantial (High)      -: None



## **Subject: Business Microeconomics**

**Semester: 1**

**Subject Category: MC**

**Credit: 4 (L: 3, T: 1)**

## **Syllabus**

### **Module-I: Consumer Behaviour**

1. Introduction: Basic Problems of an Economy, Working of Price Mechanism and Resource Allocation. [3L]
2. Consumer Behaviour: Law of Demand and its determinants; Cardinal and Ordinal Utility Analysis and determination of Consumer equilibrium. [2L]
3. Elasticity of Demand: Concept and Measurement of Elasticity of Demand, Price, Income and Cross Elasticities [4L]
4. Average Revenue: Marginal Revenue, and Elasticity of Demand, Determinants of Elasticity of Demand. [3L]

### **Module-II: Production and Cost**

5. Production Function: Law of Variable Proportions, Ridge Lines. Isoquants, Economic Regions and Optimum Factor Combination. Expansion Path, Returns of Scale, International and External Economies and Diseconomies of Scale. [6L]
6. Theory of Costs: Short-Run and Long Run Cost Curves [4L]

### **Module-III: Price and output determination in different market structure**

7. Perfect Competition: Characteristics, Profit Maximization and Equilibrium of Firm and Industry, Short Run and Long Run Supply Curves, Price and Output Determination, Practical Applications. [9L]
8. Monopoly: Characteristics, Determination of Price under monopoly, Equilibrium of a Firm, Comparison Between Perfect Competition and Monopoly, Price Discrimination, Social Cost of Monopoly. [6L]
9. Monopolistic Competition: Meaning and Characteristics, Price and Output Determination Under Monopolistic Competition, Product Differentiation, Selling Costs, Comparison with Perfect Competition, Excess Capacity Under Monopolistic Competition. [5L]
10. Oligopoly: Characteristics, Indeterminate Pricing and Output, Cournot Model of Oligopoly, Price Leadership, Collusive Oligopoly [6L]

## Module-IV: Factor Pricing

11. Factor Pricing: Marginal Productivity Theory and Demand for Factors [6L]
12. Concept of Rent: Ricardian and Modern Theories of Rent; Quasi-Rent. [3L]
13. Concept of Labour: Wage Rate, Nominal Wage, Real Wage. [1L]
14. Concept of Capital: Gross Interest, Net Interest, Zero Interest Rate. [1L]
15. Concept of Profit: Pure Profit, Normal Profit, Abnormal Profit. [1L]

## Suggested Readings

1. Panchanan Das, Anindita Sengupta-Economics I: Oxford.
2. S. Mukherjee, M. Mukherjee & A. Ghose: Microeconomics, Prentice-Hall.
3. Koutsoyianni: Modern Micro-Economics, Macmillan

## Course Outcome (CO)

CO #	Description
CO -1	Acquaint with the fundamental knowledge of Micro-Economics and its basic laws and principles.
CO-2	Understand the theories of demand and supply and practically identify the different factors that affect demand and supply
CO-3	Understand analyze the different types of costs that form part of a production process and relate it with the laws of production.
CO-4	Understand and evaluate the different types of markets operating in an industry

## CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Acquaint with the fundamental knowledge of Micro-Economics and its basic laws and principles.	1,2,3,4,5,6	1,2,3,4,5
CO-2	Understand the theories of demand and supply and practically identify the different factors that affect demand and supply	1,2,3,5,6	1,2,3,4,5
CO-3	Understand analyze the different types of costs that form part of a production process and relate it with the laws of production.	1,2,3,4,5,6	1,2,3,4,5
CO-4	Understand and evaluate the different types of markets operating in an industry	1,2,3,4,5,6	1,2,3,4,5

## CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	1	3	2	1	2	1
CO 2	3	1	3	-	1	3
CO 3	1	2	2	3	1	3
CO 4	2	1	1	2	3	3
Average	1.75	1.75	2.00	2.00	1.75	2.50

1: (Slightly Low)

2: Moderate (Medium)

3: Substantial (High)

-: None

## CO-PSO Matrix

Course Outcome	Programme Specific Outcome				
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	2	1	2	1	1
CO 2	2	1	2	2	2
CO 3	2	2	3	2	2
CO 4	1	2	2	2	3
Average	1.75	1.50	2.25	1.75	2.00

1: (Slightly Low)

2: Moderate (Medium)

3: Substantial (High)

-: None

# **Subject: Business Mathematics & Statistics**

**Semester: 1**

**Subject Category: NM**

**Credit: 4 (L: 3, T: 1)**

## **Syllabus**

### **Module-I:**

Matrices: Definition of a matrix. Types of matrices. Algebra of matrices. Applications of matrices operations for solution to simple business and economic problems. (6 Sessions)

### **Module-II**

Differential Calculus: Mathematical functions and their types – linear, quadratic, polynomial. Concept of differentiation. Rules of differentiation – simple standard forms. Applications of differentiation – elasticity of demand and supply. (6 Sessions)

### **Module-III**

Basic Mathematics for Finance: Simple AP and GP Series, Simple and compound interest. Rates of interest – nominal, effective and continuous – and their inter-relationships. Compounding and discounting of a sum using different types of rates. Ratio and proportion. (8 Sessions)

### **Module-IV:**

Univariate Analysis: Introduction, Functions of Classification, Frequency and Frequency Distribution, Construction of frequency distribution, Presentation of Data – Diagrams, Graphical Presentation, Histogram, Frequency polygon, Ogives. Mode and Median, Box-plots, Measures of Central Tendency, Dispersion, Skewness & Kurtosis. Correlation and Simple Linear Regression. Probability. Set theory (20 Sessions)

### **Suggested Readings:**

1. ND Vohra, Business Mathematics and Statistics, McGraw Hill Education (India) Pvt. Ltd.
2. ET Dowling, Mathematics for Economics, Schaum's Outlines Series, McGraw hill Pub. Co.
3. JK Sharma, Business Statistics, Pearson Education.

## Course Outcome (CO)

CO #	Description
CO -1	Have a practical understanding of set theory, logical statements and truth tables, linear, quadratic and polynomial equations.
CO-2	Have a practical understanding of use of Matrices
CO-3	Understand statistical techniques popularly used to describe the data in managerial decision making.
CO-4	Apply appropriate quantitative technique according to nature of data.
CO-5	Learn the computational skill, interpretation of results of the data analysis.
CO-6	Analyse and differentiate various types of data distribution and its probability distribution.
CO-7	Know the procedure involved in inferential statistics and appropriate tests for given data.

## CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Have a practical understanding of set theory, logical statements and truth tables, linear, quadratic and polynomial equations.	1,2,3,4,5,6	1,2,3,4,5
CO-2	Have a practical understanding of use of Matrices	1,2,3,4,5,6	1,2,3,4,5
CO-3	Understand statistical techniques popularly used to describe the data in managerial decision making.	1,2,4,5,6	1,2,3,4,5
CO-4	Apply appropriate quantitative technique according to nature of data.	1,2,3,4,5,6	1,2,3,4,5
CO-5	Learn the computational skill, interpretation of results of the data analysis.	1,2,3,4,6	1,2,3,4,5
CO-6	Analyse and differentiate various types of data distribution and its probability distribution.	1,2,3,4,5,6	1,2,3,4,5
CO-7	Know the procedure involved in inferential statistics and appropriate tests for given data.	1,2,3,4,5,6	1,2,3,4,5

## CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	2	1	2	3	1	2
CO 2	1	2	2	2	3	1
CO 3	1	3	-	1	1	1
CO 4	1	3	2	2	1	3
CO 5	3	2	2	1	-	3
CO 6	1	1	1	1	2	2
CO 7	2	2	2	1	3	3
Average	1.57	2.00	1.83	1.57	1.83	2.14

1: (Slightly Low)      2: Moderate (Medium)      3: Substantial (High)      -: None

## CO-PSO Matrix

Course Outcome	Programme Specific Outcome				
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	3	3	2	1
CO 2	1	1	3	2	3
CO 3	3	2	2	2	1
CO 4	3	3	3	3	3
CO 5	3	2	2	3	2
CO 6	1	3	1	1	1
CO 7	3	1	3	2	1
Average	2.43	2.14	2.43	2.14	1.71

1: (Slightly Low)      2: Moderate (Medium)      3: Substantial (High)      -: None

# **Subject: Marketing Management**

**Semester: 2**

**Subject Category: MC**

**Credit: 4 (L: 3, T: 1)**

## **Syllabus**

### **Module I**

1. Introduction: Definitions of marketing; Core Concept of Marketing – need, want, demand, FAB approach; Value creation, delivery and communication; Evolution of marketing concepts (orientations); Marketing Mix – 4 P's, 4 A's and 4 C's; Product classification
2. Marketing Environment: Analyzing macro-environment; SWOT Analysis, PESTEL / STEEPLE Analysis
3. Strategy and Planning: Porter's Generic Value Chain; Porter's Five Force Model for Industry Analysis Concept of SBU, Cho; Strategic Planning – Corporate Level, Business Unit Level, Marketing Department Level; Formulation of Corporate Strategy - Stability, Expansion, Retrenchment and Combination strategies; Ansoff's Product-Market Grid, Porter's Generic Strategy; BCG matrix; GE matrix

### **Module II**

4. Market Segmentation, Targeting and Positioning (STP): Concepts of market segmentation: Various bases for segmentation: Geographic, Demographic, Psychographic and Behavioural; Targeting: Mass marketing, Segment Marketing, Niche Marketing, Micro Marketing and Customization; Concept of Differentiation and Positioning.
5. Consumer Behaviour and Marketing Research: A framework of consumer decision making process, overview of major factors influencing consumer behaviour; marketing research: Role in decision making, Steps and process of Marketing Research

### **Module III**

6. Product: Product Classification, Service – characteristics and expanded service mix elements; Product Levels, Product Mix, Product Line Management, Product Life Cycle: concept and types, New Product Development.

7. Branding and Packaging: Purpose of branding; Brand equity; Branding strategies; Purpose of Packaging; Types of Packaging, Materials of Packaging; Labelling.
8. Pricing: Procedure for price setting; Pricing objectives; Cost and Demand consideration; Pricing Methods, Pricing Strategies

## Module IV

9. Place: Channel flows and functions; Channel design decisions; Wholesaling and Retailing, Concept of Supply Chain Management and Logistics Management, Channel Conflict Management
10. Promotion: Elements of Promotion Mix (Advertising, Sales Promotion, Personal Selling, Direct Marketing, Publicity & PR), 5M model of Advertising, Concept of Digital Marketing; Overview of Selling Process

### Suggested Reading:

1. Marketing Management; Kotler, P., Keller, K., Koshy, A. & Jha, M.; Pearson
2. Marketing Management; Datta, D & Datta, M; Vrinda Publications
3. Marketing Management; Ramaswamy & Namakumari; McMillan
4. Marketing Management; Saxena, R.; TMH
5. Principles of Marketing; Kurtz, David L, Boone , Louis E; Thomson

### Course Outcome (CO)

CO #	Description
CO -1	Analyse the confluence of marketing, operations, and human resources in real-time delivery.
CO-2	Demonstrate cognitive knowledge of the skills required in conducting online research and research on online markets, as well as in identifying, assessing and selecting digital market opportunities.
CO-3	Explain emerging trends in digital marketing and critically assess the use of digital marketing tools by applying relevant marketing theories and frameworks.
CO-4	Investigate and evaluate issues in adapting to globalized markets that are constantly changing and increasingly networked.
CO-5	Comprehend the importance of conversion and working with digital environment
CO-6	Analyse cross-cultural and ethical issues in globalised digital markets.



## CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Analyse the confluence of marketing, operations, and human resources in real-time delivery.	1,2,3,4,5,6	1,2,3,4,5
CO-2	Demonstrate cognitive knowledge of the skills required in conducting online research and research on online markets, as well as in identifying, assessing and selecting digital market opportunities.	1,2,3,4,5,6	1,2,3,4,5
CO-3	Explain emerging trends in digital marketing and critically assess the use of digital marketing tools by applying relevant marketing theories and frameworks.	1,2,4,5,6	1,2,3,4,5
CO-4	Investigate and evaluate issues in adapting to globalized markets that are constantly changing and increasingly networked.	1,2,3,4,5,6	1,2,3,4,5
CO-5	Comprehend the importance of conversion and working with digital environment	1,2,3,4,6	1,2,3,4,5
CO-6	Analyse cross-cultural and ethical issues in globalised digital markets.	1,2,3,4,5,6	1,2,3,4,5

## CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	2	1	2	3	1	2
CO 2	2	2	2	2	3	1
CO 3	3	3	-	1	1	1
CO 4	1	3	2	2	1	3
CO 5	3	2	2	2	-	3
CO 6	3	3	3	3	1	3
Average	2.33	2.33	2.20	2.17	1.40	2.17

1: (Slightly Low)      2: Moderate (Medium)      3: Substantial (High)      -: None

## CO-PSO Matrix

Course Outcome	Programme Specific Outcome				
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	3	3	2	1
CO 2	2	2	2	2	3
CO 3	3	2	2	2	3
CO 4	2	3	3	3	3
CO 5	3	2	2	3	2
CO 6	1	3	3	2	1
Average	2.33	2.50	2.50	2.33	2.17

1: (Slightly Low)      2: Moderate (Medium)      3: Substantial (High)      -: None

## **Subject: Business Macroeconomics**

**Semester: 2**

**Subject Category: MC**

**Credit: 4 (L: 3, T: 1)**

### **Syllabus**

#### **Module I:**

1. Introduction: Basic Introduction to Macroeconomics. Concept of Aggregate Demand and Aggregate Supply, Marginal Propensity to Consume (MPC), APC, MPS, MPI: Basic Definition Only, Paradox of thrift [4L]
2. National Income: Concepts and Definitions, Gross National Product (GNP), Gross Domestic Product (GDP), Net National Product and Net Domestic Product, Personal Income, Disposable Income and Per Capita Income, Measurement of National Income, Factors That Determine Size of National Income, Double Counting and The Concept of Value Added, Underground Economy, Real and Nominal GNP, Deflator. [5L]

#### **Module II:**

3. Monetary Economics: Evolution of Money, Functions of Money, Bank and its Functions, Indian Money Market, Different Concepts of Money Like M1, M2, M3, M4. [4L]
4. Concept of Inflation: Definition of Inflation, Types of Inflation, Effects of Inflation, Anti-Inflationary Measures. [3L]
5. Banks: Commercial Banks – Need and Functions, Credit Creation of Commercial Banks. Reserve Bank of India – Need and Functions, Credit Control Policy. Co-Operative Banks: Need and Role in an Economy. [4L]

#### **Module III:**

6. Public Revenue: Concept of Taxes, Sources of Revenue of Central and State Government, GST, CGST, SGST (only definition). [4L]
7. Public Expenditure: Types of Public Expenditure, Its Need Role and Importance. [3L]
8. Public Debt: Types of Public Debt, Need for Public Debt, Redemption of Public Debt. [3L]
9. Deficit Financing: Role and Importance. [4L]
10. Budget: Need and Types, Concept of Different Types of Deficit (Revenue Deficit. Budgetary Deficit, Fiscal deficit and Primary Deficit [5L]

## Module IV:

11. International Trade and Finance: Need for international trade, Absolute and Comparative Cost Advantage Theory, Gains from international trade, Terms of Trade [4L]
12. Balance of Payments: Items of BOP, Causes of Disequilibrium in BOP, Strategies to Correct Adverse BOP Situation, Purchasing Power Parity Theory [4L]
13. Exchange Rate Mechanism: Definition, Ask Rate, Bid Rate, Spot Rate, Forward Rate, Currency Spread [5L]
14. International Financial Institutions: International Monetary Fund (IMF), International Bank for Reconstruction and Development (IBRD), Asian Development Bank [4L]
15. Concept of Business Cycle: Different Phases and their basic characteristics [4L]

## Suggested Readings:

1. H. L. Ahuja: Macroeconomics Theory and Policy, S. Chand.
2. Panchanan Das, Anindita Sengupta: Economics II, Oxford.
3. Errol D'Souza: Macroeconomics, 2/e, Pearson.
4. Debes Mukherjee: Essentials of Micro and Macro Economics, Central
5. M. L. Jhingan: Macro Economic Theory, Vrinda
6. Mankiw: Principles of Macroeconomics, Cengage Learning

## Course Outcome (CO)

CO #	Description
CO -1	Explain the concepts of gross domestic product, inflation and unemployment, and how they are measured.
CO-2	Comprehend the circular flow model and use the concepts of aggregate demand and aggregate supply to analyze the response of the economy to disturbances.
CO-3	Describe the determinants of the demand for money, the supply of money and interest rates and the role of financial institutions in the economy.
CO-4	Define fiscal and monetary policies and how these affect the economy.
CO-5	Identify the causes of prosperity, growth, and economic change over time and explain the mechanisms through which these causes operate in the economy

## CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Explain the concepts of gross domestic product, inflation and unemployment, and how they are measured.	1,2,3,4,5,6	1,2,3,4,5
CO-2	Comprehend the circular flow model and use the concepts of aggregate demand and aggregate supply to analyze the response of the economy to disturbances.	1,3,4,5,6	1,2,3,4,5
CO-3	Describe the determinants of the demand for money, the supply of money and interest rates and the role of financial institutions in the economy.	1,2,4,5,6	1,2,3,4,5
CO-4	Define fiscal and monetary policies and how these affect the economy.	1,2,3,4,6	1,2,3,4,5

CO-5	Identify the causes of prosperity, growth, and economic change over time and explain the mechanisms through which these causes operate in the economy	1,2,3,4,6	1,2,3,4,5
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### CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	2	1	2	3	2	2
CO 2	3	-	3	2	3	3
CO 3	2	3	-	2	3	2
CO 4	3	3	2	3	-	3
CO 5	3	2	2	1	-	3
Average	2.60	2.25	2.25	2.20	2.67	2.60

1: (Slightly Low)      2: Moderate (Medium)      3: Substantial (High)      -: None

### CO-PSO Matrix

Course Outcome	Programme Specific Outcome				
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	3	3	2	1
CO 2	1	1	3	2	3
CO 3	3	2	2	2	1
CO 4	3	3	3	3	3
CO 5	3	2	2	3	2
Average	2.60	2.20	2.60	2.40	2.00

1: (Slightly Low)      2: Moderate (Medium)      3: Substantial (High)      -: None

# **Subject: Financial Management**

**Semester: 3**

**Subject Category: MC**

**Credit: 5 (L:4; T: 1)**

## **Syllabus**

**Module-I: Introduction:** Definition, Nature and Scope of Financial Management, The Risk-Return trade-off. Introduction of the three important decisions in Financial Management: Capital Budgeting, Capital Structuring and Dividend.

**Module-II: Investment Decision:** The Capital Budgeting Process, Cash flow Estimation, Concept of Time Value of Money, Future Value, Net Present Value, Internal Rate of Return.

**Module-III: Financing Decision:** Debt and Equity, Leverage (High Leverage and Low Leverage firms), Cost of Capital: Cost of Equity (Capital Asset Pricing Model) and Cost of Debt, Calculation of Weighted Average Cost of Capital, Theories (Net Income, Net Operating Income, Modigliani Miller and Traditional Approach).

**Module-IV: Working Capital:** Concept of Working Capital, Working Capital Management, Characteristics of Current Assets, Factors Influencing Working Capital Requirements, Level of Current Assets, Current Assets Financing Policy, Operating Cycle and Cash Cycle.

**Module-V: Fund Flow Statement:** Statement of Changes in Working Capital, Fund Flow Analysis (Sources of Funds and Application of Funds), Funds from Operations (Non-fund items and Non-trading Charges).

**Module-VI: Ratio Analysis:** Concept of Ratio Analysis, Importance of Ratio Analysis, Calculation of different types of ratios: Liquidity, Valuation, Solvency, Profitability and Turnover. Interpretation of the results of the ratios.

**Module-VII: Bond Valuation:** Concept of Bonds, Different types of Bonds, Calculation of Bonds with annual and semi-annual interests, Price-Yield Relationship, Clean and Dirty Bonds, Different types of yields.

**Module-VIII: Dividend Decision:** Concept of Dividend, Why firms pay dividends?, Dividend Payout Ratio, Dividend Yield, Ex-dividend, Record Date, Dividend Payout Policy (Stable, Constant and Residual), Gordon Growth Model.

**Suggested Readings:**

1. P. Singh (2009), Fundamentals of Financial Management, Second Edition, Ane Books Private Limited.
2. Damodaran (2014), Applied Corporate Finance, Fourth Edition, John, Wiley & Sons, Inc.
3. P. Chandra (2011), Financial Management, Eight Edition, Tata McGraw Hill Publishing Company Limited.
4. Shapiro (2020), Multinational Financial Management, Eleventh Edition, John, Wiley & Sons, Inc.

**Course Outcome:**

CO #	Description
CO-1	Enumerates the concept of Financial Management along with the Risk-Return trade off and the three important decisions of Capital Budgeting, Capital Structure and Dividends. Thus, helps students in understanding the core concepts of Corporate Finance. It also helps students to understand as to how management principles can be applied in financial planning.
CO-2	Helps students to understand the concept of Capital Budgeting. Thus, empowering students with the necessary skill sets that are required to take effective business decisions (using creative techniques) for achieving the objectives of an organisation.
CO-3	States the important concept of Capital Structuring. Thus, imparting students with the knowledge for financing a company. It also imparts students with the knowledge of Cost of Capital. Thus, empowering students with the knowledge and technical knowhow to succeed in the corporate world. It also helps students to understand the importance of Ethics in running a business and to inculcate the spirit of social responsibility. Thus, in this way helping students to act as Corporate Citizens.
CO-4	Helps students to understand the concept of Working Capital. Thus, imparting students with the knowledge and the skill sets which will enable them to take leadership role for solving various business problems in an organisation. It also helps students to understand the importance of Ethics in running a business and to inculcate the spirit of social responsibility. Thus, in this way making students job ready.
CO-5	Enumerates the concept of Fund Flow Statement. In other words, it helps students to analyse as to how a company raises and utilises its funds. Thus, empowering students with the knowledge that is necessary to succeed in the corporate world.
CO-6	Depicts the important concept of Ratio Analysis. Thus, imparting students with the necessary skill sets to analyse the financial health as well as calculating the value of a company. Thus, in the process making them job ready.
CO-7	Helps students to understand the different aspects of Bond Valuation (Debt Instrument). Thus, imparting within students the knowledge to succeed in corporate world.
CO-8	Enumerates the concept as well as the different aspects of Dividends as well as valuation of a company using Gordon Growth Model. Thus, empowering students with the necessary skill sets to meet the challenges of the business world (using creative techniques). Thus, in this way making them job ready.

## CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Enumerates the concept of Financial Management along with the Risk-Return trade off and the three important decisions of Capital Budgeting, Capital Structure and Dividends. Thus, helps students in understanding the core concepts of Corporate Finance. It also helps students to understand as to how management principles can be applied in financial planning.	1,2,3,4,5	1,2,3,4,5
CO-2	Helps students to understand the concept of Capital Budgeting. Thus, empowering students with the necessary skill sets that are required to take effective business decisions (using creative techniques) for achieving the objectives of an organisation.	1,2,3,6	1,2,3,4
CO-3	States the important concept of Capital Structuring. Thus, imparting students with the knowledge for financing a company. It also imparts students with the knowledge of Cost of Capital. Thus, empowering students with the knowledge and technical knowhow to succeed in the corporate world. It also helps students to understand the importance of Ethics in running a business and to inculcate the spirit of social responsibility. Thus, in this way helping students to act as Corporate Citizens.	1,2,3,4,5,6	1,2,3,4
CO-4	Helps students to understand the concept of Working Capital. Thus, imparting students with the knowledge and the skill sets which will enable them to take leadership role for solving various business problems in an organisation. It also helps students to understand the importance of Ethics in running a business and to inculcate the spirit of social responsibility. Thus, in this way making students job ready.	1,2,3,4,5	1,2,4
CO-5	Enumerates the concept of Fund Flow Statement. In other words, it helps students to analyse as to how a company raises and utilises its funds. Thus, empowering students with the knowledge that is necessary to succeed in the corporate world.	1,2,3,4,5	1,2,3,4,5
CO-6	Depicts the important concept of Ratio Analysis. Thus, imparting students with the necessary skill sets to analyse the financial health as well as calculating the value of a company. Thus, in the process making them job ready.	1,2,3,4,6	1,2,3,4
CO-7	Helps students to understand the different aspects of Bond Valuation (Debt Instrument). Thus, imparting within students the knowledge to succeed in corporate world.	1,2,3,4,6	1,2,3,4
CO-8	Enumerates the concept as well as the different aspects of Dividends as well as valuation of a company using Gordon Growth Model. Thus, empowering students with the necessary skill sets to meet the challenges of the business world (using creative techniques). Thus, in this way making them job ready.	1,2,3,4,5,6	1,2,3,4,5

## CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	3	-	-	-	-	3
CO 2	1	3	1	1	2	2
CO 3	3	2	3	3	1	1
CO 4	-	2	2	2	2	2
CO 5	-	3	-	3	3	1
CO 6	2	2	2	-	-	2
CO 7	-	1	-	-	-	1
CO 8	3	1	-	1	3	1
Average	2.33	1.50	3.00	2.00	2.20	1.63

1: (Slightly Low)      2: Moderate (Medium) 3: Substantial (High)    -: None

## CO-PSO Matrix

Course Outcome	Programme Specific Outcome				
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	2	3	2	1
CO 2	2	2	2	2	2
CO 3	3	1	3	3	1
CO 4	1	2	2	2	2
CO 5	1	3	1	3	3
CO 6	2	2	3	2	2
CO 7	2	1	2	1	1
CO 8	1	2	3	1	1
Average	1.88	1.88	2.38	2.00	1.63

1: (Slightly Low)      2: Moderate (Medium) 3: Substantial (High)    -: None



# **Subject: Financial Institutions & Markets**

**Semester: 3**

**Subject Category: MC**

**Credit: 5 (L: 4; T: 1)**

## **Syllabus**

### **Module-I: Overview of the Financial System**

Definition, Functions, Different Components of Financial System

### **Module-II: Overview of the Financial Markets**

Definition, Classification, Functions; Structure of the Securities Market, Participants in the Indian Security Market; Primary Equity Market: Public Issue (Book Building Mechanism\*), Private Placement (Preferential allotment & Qualified Institutional Placement) & Rights Issue (Procedure for Rights Issue), Secondary Equity Market (NSE, BSE, Demutualisation of Stock Exchanges); Trading & Settlement Cycle, Open Outcry System, Screen Based System, Circuit Breakers Characteristics of a Market, Bulk Deals, Block Deals, Settlement, Rolling Settlement, Transaction Costs, Buying & Selling Shares, Insider Trading, Buying on Margin, Short Sale, Algorithm Trading, Flash Crash Effect 2010, Stock Market Quotations, Types of Market Indices, Stock Market Indices in India, SEBI, Stock Markets Abroad.

Draft Red Herring Prospectus, Green Shoe Option, Allotment of shares in case of over-subscription in an IPO, Qualified Institutional Buyers, Retail Individual Investors, Anchor Investor, Call on shares, Order Book, Stop Order, Limit Order, Market Order, Book Running Lead Manager, Escrow Account, ADRs, GDRs.

### **Module-III: Overview of Debt Market**

Money Market: Introduction, Role of RBI, Money Market Instruments (Treasury Bills, Certificate of Deposits, Commercial Paper, Repurchase Agreement, Inter Corporate Deposits); Bonds (Introduction, Different types of bonds, Bond Prices, Price-Yield Relationship, Clean & Dirty Bonds, Different Bond Yields); Debentures.

### **Module-IV: Overview of Derivatives Market**

Meaning, Importance and Need for Derivatives Market, Kinds of financial derivatives and financial derivatives in India.

### **Module-V: Credit Rating**

Concept, Definition, Importance, Rating Process, Credit Rating Agencies in India.

### **Module-VI: Financial Institutions**

Definition, Functions; Bank (Definition, activities, principles of banking, Growth of Banking in India, Present Picture of the Indian Banking Sector, Structure of the Indian Banking Sector, Role & Functions of RBI, Tools of Monetary Control).

### Suggested Readings

1. L. M. Bhole, and J. Mahakud: Financial Institution and Markets, McGraw-Hill Education
2. M.Y. Khan: Indian Financial System, McGraw-Hill Education
3. Madura Jeff, *Financial Markets and Institutions*, South Western Cengage Learning.
4. Mishkin, Fredrick S. and Stanley G. Eakins, *Financial Markets and Institutions*, Pearson Education India.

### Course Outcome:

CO #	Description
CO-1	Enumerates the concept of Financial System along with its nature and role. Thus, helps students in understanding the relationship between financial system and economic development. Furthermore, it also helps students to understand the importance of ethics in the functioning of the financial system and to inculcate the spirit of social responsibility.
CO-2	Gives an overview of the Financial Markets along with its components and thus in the process helps to understand the role of the financial markets and its impact on the economy. Furthermore, it also helps students to understand the various nuances of Stock Market (the trading and settlement process). Thus, empowering students with the necessary knowledge and the skill sets that are required to take effective investment decisions to be successful in the capital market.
CO-3	Gives an overview of the Debt Market along with its various aspects. Thus, empowering students with the knowledge and technical knowhow to succeed in the finance world. Thus, making them job ready as financial experts.
CO-4	Enumerates the concept of Derivatives along with its different aspects. Thus, empowering students with the knowledge and the necessary skill sets necessary for solving various investment problems to succeed in the corporate world.
CO-5	States the important concept of Credit Rating along with its various aspects. Thus, empowering students with the necessary knowledge to meet the challenges of the corporate world.
CO-6	Depicts the important concept of Financial Institution along with its different facets. Hence, imparting students with the necessary skill sets and knowledge to succeed in the corporate world.

## CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Helps in understanding the importance of ethics in the functioning of the financial system and to inculcate the spirit of social responsibility.	1,2,3,4,5	1,2,3,4,5
CO-2	Provides the necessary skill sets that are required to take effective business decisions for achieving the objectives of an organisation.	1,2,3,6	1,2,3,4
CO-3	Empowering students with the knowledge and technical knowhow to succeed in the finance world. Thus, in this way making them job ready.	1,2,3,4,5	1,2,4
CO-4	Imparting the knowledge that is necessary to succeed in the corporate world.	1,2,3,4,5,6	1,2,3,4
CO-5	Inculcates the knowledge and the skill sets for taking leadership roles for solving various business problems in an organisation.	1,2,3,4,5	1,2,3,4,5
CO-6	Providing skills that can be used in solving business problems through real-word case studies.	1,2,3,4,6	1,2,3,4

## CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	3	-	-	3	1	3
CO 2	1	3	1	1	2	2
CO 3	3	2	3	1	1	1
CO 4	-	2	2	2	2	2
CO 5	-	3	-	3	3	1
CO 6	2	2	2	-	-	2
Average	2.33	2.00	3.00	2.00	1.80	1.83

1: (Slightly Low)      2: Moderate (Medium) 3: Substantial (High)   - : None

## CO-PSO Matrix

Course Outcome	Programme Specific Outcome				
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	2	3	2	1
CO 2	2	2	2	2	2
CO 3	3	1	3	1	1
CO 4	1	2	2	2	2
CO 5	1	3	1	1	3
CO 6	2	2	3	2	2
Average	2.00	2.00	2.33	1.67	1.83

1: (Slightly Low)      2: Moderate (Medium) 3: Substantial (High) -: None

# **Subject: Cost & Management Accounting**

**Semester: 3**

**Subject Category: NM**

**Credit: 4 (L: 3, T: 1)**

## **Syllabus**

### **Module I**

Introduction: Cost and Cost Accounting, Scope, Objectives, Advantages and disadvantages, cost sheet, Techniques of Costing - Single Output Costing, Job Costing, Contract & Batch Costing,

### **Module II**

Standard Costing and Variance Analysis: material variances, labour, variances, Cost volume profit Analysis For A Multi-Product Firm, Marginal Costing: contribution, P/V ration; Break even analysis, margin of safety, application of marginal costing techniques.

### **Module III**

Introduction To Management Accounting: Objectives, Importance & limitations of Management Accounting, Management accountant function. Similarities and Difference Between cost and Management accounting, Ratio Analysis, Cash Flow Statement (as per AS14). Fund Flow statement analysis

### **Module IV**

Pricing And Decision-Making: Budgetary Control, Meaning, Classification, types of budget, Zero base budgeting, Master budget, cash budget.

### **Suggested Reading:**

1. Cost Accounting – Theory and Problems Maheshwari, S. N. and Mittal, S. N. (2009), 22nd Revised Edition, Shri Mahavir Book Depot.
2. Cost Accounting, Rajasekaran, (2010), 1st edition, Pearson Education.
3. Cost Accounting - Principle Practices Dutta, Mahesh, (2006), 1st edition, Pearson Education.
4. Cost Accounting, Arora, M.N., (2009), Vikas Publishing House.

## Course Outcome (CO)

CO #	Description
CO -1	Develop the knowledge base of basic theory, concepts and practice of management and cost accounting.
CO-2	Understand information contained in the published financial statements of companies and other organizations.
CO-3	Learn how to prepare accounting statements, their uses and limitations
CO-4	Enable taking the managerial decisions by using various tools of financial statement analysis.

## CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Develop the knowledge base of basic theory, concepts and practice of management and cost accounting.	1,2,3,4,5,6	1,2,3,4,5
CO-2	Understand information contained in the published financial statements of companies and other organizations.	1,2,3,4,5,6	1,2,3,4,5
CO-3	Learn how to prepare accounting statements, their uses and limitations	1,2,4,5,6	1,2,3,4,5
CO-4	Enable taking the managerial decisions by using various tools of financial statement analysis.	1,2,3,4,5,6	1,2,3,4,5

## CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	2	1	2	3	2	2
CO 2	3	2	3	2	3	1
CO 3	1	3	-	3	1	1
CO 4	3	3	2	2	3	3
Average	2.25	2.25	2.33	2.50	2.25	1.75

1: (Slightly Low)      2: Moderate (Medium)      3: Substantial (High)      -: None

## CO-PSO Matrix

Course Outcome	Programme Specific Outcome				
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	3	3	2	1
CO 2	1	1	3	2	3
CO 3	3	2	2	2	1
CO 4	3	3	3	3	3
Average	2.50	2.25	2.75	2.25	2.00

1: (Slightly Low)      2: Moderate (Medium)      3: Substantial (High)      -: None

# **Subject: Human Resource Management**

**Semester: 4**

**Subject Category: MC**

**Credit: 5 (L:4, T: 1)**

## **Syllabus**

### **Module I: Fundamentals of HR Management**

Corporate objectives and challenges of HR in a dynamic environment; Structure and functions of HR Department, Role of HR Manager, HRD

### **Module II: Human Resource Planning**

Demand and Supply, Downsizing and Retention; Supply and Demand Forecasting Methods, Manpower Inventory, Career Planning, Succession Planning, Personnel Policy, Human Resource Information System (HRIS), Job Analysis, Case study

### **Module III: Recruitment and Selection**

Concept of Recruitment, Factors Affecting Recruitment, Types of Recruitment; Selection: Concept of Selection, Process of Selection, Selection Tests, and Barriers in Selection, Case study

### **Module IV: Performance Appraisal**

Introduction, Concept of Performance Appraisal, Purpose, Process, Methods, and Major Issues in Performance Appraisal

### **Module V: Training and Development**

Training Process and Methods, HRD, Case study

### **Module VI: Compensation and Reward Management**

Wages, Components, System of Wage Payment, Fringe Benefits, and Retirement Benefits, Case Study

### **Module VII: Industrial Relations in India**

Parties; Management and Trade Unions, Industrial Disputes: Trends, Collective Bargaining, Settlement Mechanisms, Role of Government, Labour Policy in India Grievance Redressal, Dispute Resolution and Conflict Management. Case Study

## Module VIII: Strategic HRM

Meaning, Strategic HRM vs Traditional HRM, SHRM Process, Nature of e-HRM, e-Recruitment & Selection, e-Performance Management, e-Learning.

### Suggested Reading:

#### Textbooks:

1. Aswathappa, K. - Human Resource Management, Tata McGraw Hill
2. Pattanayek, B. - Human Resource Management, PHI Ramaswamy, E.A. - Managing Human Resources, OUP Saiyadain, M.S - Human Resource Management: Tata McGraw Hill
3. Sangvi Seema - Human Resource Management: Excel Books
4. Armstrong, M. (2006). Armstrong's Handbook of human resource management practices (10<sup>th</sup> ed.). London: Kogan page.

#### Reference Books:

1. Cascio, W. (2009). Managing human resources (8<sup>th</sup> ed.). New Delhi: McGraw Hill
2. DeCenzo, D. A., & Robbins, S. P. (2010). Fundamentals of human resource management (9<sup>th</sup> ed.) New York: John Wiley & Sons
3. Dessler, G. (2008). Human resource management (11<sup>th</sup> ed.). New Delhi: Pearson Prentice Hall
4. Greer, C. R. (2005). Strategic human resource management: A general managerial approach (2<sup>nd</sup> ed.). New Delhi: Pearson Education

## Course Outcome (CO)

CO #	Description
CO -1	Fundamentals of HR Management helps the students to analyse the role of HRM in effective business administration and how HRM should be used as a tool to execute strategies.
CO-2	Human Resource Planning explains the students regarding the company's their vision, values, and strategies; how these elements relate to the various parts of HRM, such as HR policy, organizational structure, HR systems (recruitment, placement, evaluation, compensation, and development) and organizational culture in organizations.
CO-3	Recruitment and Selection helps the students to maximize employee strength to meet the employer's strategic goals which includes the process of sourcing, screening, shortlisting, and selecting the right candidates for the filling the required vacant positions.
CO-4	Performance Appraisal concepts helps the students to understand the processes, methods, and major issues in this regard.
CO-5	Training and Development concepts help the students to understand the need and its various methods which are essential to comprehend employees' need.
CO-6	Compensation and Reward Management helps the students to design compensation system, to gain adequate knowledge on economic and behavioural dimensions of Compensation Management and to administer the compensation package for special groups.



CO-7	Industrial Relations helps the learners to realize the importance of the parties, their management and trade unions, industrial disputes including trends, collective bargaining, settlement machineries, role of Government, Labour Policy in India, grievance redressal, dispute resolution and conflict management.
CO-8	Strategic HRM assists the students to understand the meaning, the processes, nature of e-HRM, e-Recruitment & Selection, e-Performance Management and e-Learning.

### CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Fundamentals of HR Management helps the students to analyse the role of HRM in effective business administration and how HRM should be used as a tool to execute strategies.	1,2,3,4,5,6	1,2,3,4,5
CO-2	Human Resource Planning explains the students regarding the company's their vision, values, and strategies; how these elements relate to the various parts of HRM, such as HR policy, organizational structure, HR systems (recruitment, placement, evaluation, compensation, and development) and organizational culture in organizations.	1,3,5,6	1,3,4,5
CO-3	Recruitment and Selection helps the students to maximize employee strength to meet the employer's strategic goals which includes the process of sourcing, screening, shortlisting, and selecting the right candidates for the filling the required vacant positions.	1,2,3,5,6	1,2,3,5
CO-4	Performance Appraisal concepts helps the students to understand the processes, methods, and major issues in this regard.	1,2,4,5,6	1,2,4,5
CO-5	Training and Development concepts help the students to understand the need and its various methods which are essential to comprehend employees' need.	1,2,4,5,6	1,2,3,4,5
CO-6	Compensation and Reward Management helps the students to design compensation system, to gain adequate knowledge on economic and behavioural dimensions of Compensation Management and to administer the compensation package for special groups.	1,2,3,5,6	1,2,3,5
CO-7	Industrial Relations helps the learners to realize the importance of the parties, their management and trade unions, industrial disputes including trends, collective bargaining, settlement machineries, role of Government, Labour Policy in India, grievance redressal, dispute resolution and conflict management.	1,2,3,5	3,4,5
CO-8	Strategic HRM assists the students to understand the meaning, the processes, nature of e-HRM, e-Recruitment & Selection, e-Performance Management and e-Learning.	1,2,3,5,6	1,2,3,5

## CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	3	2	3	3	3	3
CO 2	3	-	3	-	3	3
CO 3	3	3	3	-	3	3
CO 4	2	3	-	3	2	2
CO 5	3	2	-	2	3	3
CO 6	3	3	3	-	3	3
CO 7	3	3	2	-	3	-
CO 8	3	3	3	-	3	3
Average	2.88	2.71	2.83	2.67	2.88	2.86

1: (Slightly Low)      2: Moderate (Medium)      3: Substantial (High)      -: None

## CO-PSO Matrix

Course Outcome	Programme Specific Outcome				
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	3	3	3	3
CO 2	2	-	3	3	3
CO 3	3	3	2	-	2
CO 4	2	2	-	3	3
CO 5	2	3	2	2	2
CO 6	3	3	2	-	3
CO 7	-	-	2	2	2
CO 8	3	3	3		3
Average	2.57	2.83	2.43	2.60	2.63

1: (Slightly Low)      2: Moderate (Medium)      3: Substantial (High)      -: None

## **Subject: Business Environment**

**Semester: 4**

**Subject Category: MC**

**Credit: 5 (L:4; T:1)**

## **Syllabus**

### **Module-I: Overview of Business Environment**

Meaning of Business Environment, Factors affecting environment to the business, Internal and external environment, micro environment, macro environment. Types of environment.

### **Module- II: Economic Environment and its factors**

Economic Environment: Nature of economy, structure of the economy, economic policies, economic conditions, impact on business decisions

### **Module-III: Political Environment**

Legislature, Executive, Judiciary, Role of government in Business, Legal framework in India. Few Important Business Acts eg. Factories Act, Payment of Wages, Minimum Wage Act, Company's Act, Consumer Protection Act

### **Module-IV: Social and Cultural Environment, Competitive Environment**

Nature, Impact of foreign culture on Business, Traditional Values and its Impact, Hofstede Cultural model, Cross cultural business strategies and dimensions. Meaning, Michael Porter's Five Forces Analysis, Competitive Strategies

### **Module-V: Business Sustainability**

What is Sustainability and its key development, Millennium development goals and SDGs, Environmental pollutants related to business activities like mining, waste disposals and E-waste, Carbon emissions and carbon footprints.

### **Module-VI : Conservation Protocols and conventions**

Kyoto protocol, Montreal Protocol, International Solar Alliance, Paris Accord

### **Module-VII : Sustainable Industry Practices in the context of India**

Electric vehicles, Carbon Trading, India's Zero Carbon Emission mission, Green HR practices, Recycle and Reuse, India's Solar Mission, CSR activities and Industry initiatives, Sustainable projects like Navami Ganga, Beti Bacho, Swachh Bharat etc, Gender Diversity and girl education policies and schemes etc.

### Suggested Readings:

1. Sen & Mitra: Commercial law; World Press
2. Pathak: Legal Aspect of Business, TMH
3. Das & Ghosh: Business Regulatory Framework: Ocean Publication, Delhi
4. Pillai & Bagavathi: Business law, S. Chand
5. Dutt & Sundaram: Economic Environment of Business, S. Chand
6. Misra, S. K & Puri, D. K.: Economic Environment of Business, Himalaya Publishing

### Course Outcome:

CO #	Description
CO-1	Help them understand the concept of Meaning of Business Environment, Factors affecting environment to the business, Internal and external environment, micro environment, macro environment. Types of environment
CO-2	Helps students to understand the role of Economic Environment: Nature of economy, structure of the economy, economic policies, economic conditions, impact on business decisions
CO-3	Discusses important Legislature, Executive, Judiciary, Role of government in Business, Legal framework in India. Few Important Business Acts eg. the Factories Act, Payment of Wages, Minimum Wage Act, Company's Act, Consumer Protection Act
CO-4	Explains the role of Nature, Impact of foreign culture on Business, Traditional Values and its Impact, Hofstede Cultural model, Cross-cultural business strategies and dimensions. Meaning, Michael Porter's Five Forces Analysis, Competitive Strategies
CO-5	Helps to understand the role of Sustainability and its key development, Millenium development goals and SDGs, Environmental pollutants related to business activities like mining, waste disposals and E-waste, Carbon emissions and carbon footprints
CO-6	Helps understand the various conservation efforts like the Kyoto protocol, Montreal Protocol, International Solar Alliance, Paris Accord
CO-7	Helps students to understand the current practices and effort towards sustainability like Electric vehicle, Carbon Trading, India Zero Carbon Emission mission, Green HR practices, Recycle and Reuse, India's Solar Mission, CSR activities and Industry initiatives, Sustainable projects like Navami Ganga, Beti Bacho, Swachh Bharat etc, Gender Diversity and girl education policies and schemes etc.

### CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Help them understand the concept of Meaning of Business Environment,	1,2,3,4,5,6	1,2,3,4
CO-2	Helps students to understand the role of Economic Environment	1,2,3,6	1,2,3,4,5
CO-3	Discusses important Legislature, Executive, Judiciary, Role of government in Business, Legal framework in India	1,2,3,4,5,6	1,2,4,5
CO-4	Explains the role of Nature, Impact of foreign culture on Business, Meaning, Michael Porter's Five Forces Analysis, Competitive Strategies	1,2,3,4,6	1,2,3,4
CO-5	Helps to understand the role of Sustainability and its key development	1,2,5,6	1,2,3,4,5
CO-6	Helps understand the various conservation efforts like Kyoto protocol, Montreal Protocol, International Solar Alliance, Paris Accord	1,2,3,6	1,2,3,4,5
CO-7	Helps students to understand the current practices and efforts towards sustainability like Electric vehicles, Carbon Trading, etc	1,2,6	1,2,3,4

## CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	3	2	3	3	3	3
CO 2	3	3	3			3
CO 3	3	2	3	2	3	3
CO 4	2	3	2	3	-	2
CO 5	3	2	-	-	3	3
CO 6	3	3	3			3
CO 7	3	3				2
<b>Average</b>	<b>2.86</b>	<b>2.57</b>	<b>2.80</b>	<b>2.67</b>	<b>3.00</b>	<b>2.71</b>

1: (Slightly Low)      2: Moderate (Medium)      3: Substantial (High)      -: None

## CO-PSO Matrix

Course Outcome	Programme Specific Outcome				
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	3	3	3	
CO 2	2	3	3	3	3
CO 3	3	3		5	2
CO 4	2	2	3	3	
CO 5	2	3	2	2	2
CO 6	3	3	2	2	3
CO 7	3	3		3	
<b>Average</b>	<b>2.57</b>	<b>2.86</b>	<b>2.60</b>	<b>3.00</b>	<b>2.33</b>

1: (Slightly Low)      2: Moderate (Medium)      3: Substantial (High)      -: None

# **Subject: Income Tax Laws & Practices**

**Semester: 4**

**Subject Category: NM**

**Credit: 4 (L: 3, T: 1)**

## **Syllabus**

### **Module-I**

- a) Basic Concepts and Definitions under Income Tax Act, 1961.  
Assessee, Previous year, Assessment year, Person, Income, Sources of income, Heads of income, Gross total income, Total income, Maximum marginal rate of tax, Tax Evasion, Tax avoidance-Penalty, Tax planning.
- b) Residential Status and Incidence of Tax Residential status of persons.
- c) Incomes which do not form part of Total Income.
- d) Agricultural Income  
Definition, determination of agricultural and non-agricultural Income, assessment of tax liability when there are both agricultural and non-agricultural.
- e) Heads of Income and Provisions Governing Heads of Income: Salaries

### **Module-II**

- a) Heads of Income and Provisions Governing Heads of Income  
Income from House property.  
Profits and Gains of Business and Profession.  
Capital Gains.  
Income from Other Sources.

### **Module-III**

- a) Income of other Persons included in Assessee's Total Income Remuneration of spouse, income from assets transferred to spouse and Son's wife, income of minor.
- b) Set off and Carry Forward of Losses.
- c) Deductions from Gross Total Income.
- d) Rebate u/s 87A.

### **Module-IV**

- a) Computation of Total Income and Tax Payable of Individual.
- b) Types of Returns and Advance Payment of Tax.
- c) Interest & Fees.

- d) Deduction and Collection of Tax at Source (TDS & TCS).
- e) E-filing of Income Tax Returns.

### Suggested Readings

- Singhnia V.K., and Singhania K, Direct Tax Law and Practice, Taxmann
- Lal and Vashist, Direct Taxes, Pearson
- Ahuja and Gupta, Direct Taxes Law and Practice, Bharat
- Roy, S. K., Principles and Practice of Direct & Indirect Taxes, ABS
- Sengupta, C.H., Direct & Indirect Taxes, Dey Book Concern
- ICAI Study Material.

### Course Outcome (CO)

CO #	Description
CO -1	Understand the basic concept of Income Tax
CO-2	Describe about the necessary provisions of Income Tax Act 1961.
CO-3	Assess working knowledge regarding computation of taxable income and tax liability pertaining to individuals.

### CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Understand the basic concept of Income Tax	1,2,3,4,5,6	1,2,3,4,5
CO-2	Describe about the necessary provisions of Income Tax Act 1961.	1,2,3,4,5,6	1,2,3,4,5
CO-3	Assess working knowledge regarding computation of taxable income and tax liability pertaining to individuals.	1,2,4,5,6	1,2,3,4,5

### CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	2	3	2	3	1	2
CO 2	2	2	2	2	3	1
CO 3	3	3	-	1	1	1
Average	2.33	2.67	2.00	2.00	1.67	1.33

1: (Slightly Low)      2: Moderate (Medium)      3: Substantial (High)      -: None

### CO-PSO Matrix

Course Outcome	Programme Specific Outcome				
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	3	3	2	1
CO 2	2	2	2	2	3
CO 3	3	2	2	2	1
Average	2.67	2.33	2.33	2.00	1.67

1: (Slightly Low)      2: Moderate (Medium)      3: Substantial (High)      -: None

# **Subject: Production & Operations Management**

**Semester: 5**

**Subject Category: MC**

**Credit: 5 (L:4; T: 1)**

## **Syllabus:**

**Module-I: Introduction to Production:** Scope and characteristics of modern operations management, recent trends in operations management, types of production system, lean production concept, bottle neck operations, concept of QQTC.

**Module-II: Operations Planning:** Demand forecasting with numerical exposure, capacity planning requirement with measurement of efficiency & utilization, facility location, facility layout, resource aggregate planning, EOQ, ROL, Maximum, Minimum, Avg. Inventory Level with numerical exposure.

**Module-III: Design of operations systems and control:** Product Design, process design, product life cycle, process planning , process selection.

**Module-IV: Production planning and control:** Introduction, control measures, time study, work study, method study, job evaluation, job allocation, Assignment Technique, Scheduling queuing models, Jonson Bellman algorithm with numerical exposure.

**Module-V: Project Management:** Project Planning, project life cycle, concept of Network Diagram, concept of GANTT Chart & WBS, Critical Path measurement, forward pass and backward pass rule in PERT & CPM with numerical exposure, difference between PERT and CPM, Concept of total float, free float & independent float with numerical exposure.

**Module-VI: Maintenance and spares management:** Preventive maintenance, Break down maintenance, Routine maintenance, Replacement of machines, Spare parts management.

**Module-VII: Reliability & TQM Concept:** Concept of MTBF, MTTR in Reliability measurement, Concept of KAIZEN, KANBAN and TQM, Six Sigma brief over view.

## **Suggested Readings:**

1. Production & Operations Management, S.N. CHARY
2. Production and Operations Management: Manufacturing and Services, Richard B. Chase
3. Production and Operations Management, N. Suresh



4. Operations Management: Theory and Practice, B. Mahadevan
5. Production and Operations Management Systems, Martin Starr

### Course Outcome (CO):

CO #	Description
CO -1	POM analyses the concepts of Production and identifies the evolution of Production throughout the organization.
CO-2	In Operations Planning students will learn, Demand forecasting with numerical exposure, capacity planning requirement with measurement of efficiency & utilization, facility location, facility layout, resource aggregate planning, EOQ, ROL, Maximum, Minimum, Avg. Inventory Level with numerical exposure.
CO-3	In Design of operations systems and control students will learn Product Design, process design, product life cycle, process planning, and process selection.
CO-4	In Production planning and control students will learn Introduction, control measures, time study, work study, method study, job evaluation, job allocation, Assignment Technique, Scheduling queuing models, Jonson Bellman algorithm with numerical exposure.
CO-5	In Project Management students will learn Project Planning, project life cycle, concept of Network Diagram, concept of GANTT Chart & WBS, Critical Path measurement, forward pass and backward pass rule in PERT & CPM with numerical exposure, difference between PERT and CPM, Concept of total float, free float & independent float with numerical exposure.
CO-6	In Maintenance and spares management students will learn, Preventive maintenance, Break down maintenance, Routine maintenance, Replacement of machines, Spare parts management.
CO-7	In Reliability & TQM Concept students will learn Concept of MTBF, MTTR in Reliability measurement, Concept of KAIZEN, KANBAN and TQM, Six Sigma brief over view.

### CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	POM analyses the concepts of Production and identifies the evolution of Production throughout the organization.	1,2,3,4,5,6	1,2,3,4,5
CO-2	In Operations Planning students will learn, Demand forecasting with numerical exposure, capacity planning requirement with measurement of efficiency & utilization, facility location, facility layout, resource aggregate planning, EOQ, ROL, Maximum, Minimum, Avg. Inventory Level with numerical exposure.	1,2,3,4,5,6	1,2,3,4,5
CO-3	In Design of operations systems and control students will learn Product Design, process design, product life cycle, process planning, and process selection.	1,2,4,5,6	1,2,3,4,5
CO-4	In Production planning and control students will learn Introduction, control measures, time study, work study, method study, job evaluation, job allocation, Assignment Technique, Scheduling queuing models, Jonson Bellman algorithm with numerical exposure.	1,2,3,4,5,6	1,2,3,4,5
CO-5	In Project Management students will learn Project Planning, project life cycle, concept of Network Diagram, concept of GANTT Chart & WBS, Critical Path measurement, forward pass and backward pass rule in PERT & CPM with numerical exposure, difference between PERT and CPM, Concept of total float, free float & independent float with numerical exposure.	1,2,3,4,6	1,2,3,4,5

CO-6	In Maintenance and spares management students will learn, Preventive maintenance, Break down maintenance, Routine maintenance, Replacement of machines, Spare parts management.	1,2,3,4,5,6	1,2,3,4,5
CO-7	In Reliability & TQM Concept students will learn Concept of MTBF, MTTR in Reliability measurement, Concept of KAIZEN, KANBAN and TQM, Six Sigma brief over view.	1,2,3,4,5,6	1,2,3,4,5

## CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	2	1	2	3	1	2
CO 2	2	2	2	2	3	1
CO 3	3	3	-	1	1	1
CO 4	1	3	2	2	1	3
CO 5	3	2	2	2	-	3
CO 6	3	3	3	3	1	3
CO 7	2	3	2	3	3	3
Average	2.29	2.43	2.17	2.29	1.67	2.29

1: (Slightly Low)      2: Moderate (Medium)      3: Substantial (High)      -: None

## CO-PSO Matrix

Course Outcome	Programme Specific Outcome				
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	3	3	2	1
CO 2	1	2	2	2	3
CO 3	3	2	2	2	1
CO 4	2	3	3	3	3
CO 5	3	2	2	3	2
CO 6	1	3	3	2	1
CO 7	3	1	3	2	3
Average	2.29	2.29	2.57	2.29	2.00

1: (Slightly Low)      2: Moderate (Medium)      3: Substantial (High)      -: None



# **Subject: Organizational Behaviour**

**Semester: 5**

**Subject Category: MC**

**Credit: 5 (L:4; T: 1)**

## **Syllabus**

**Module 1:** Introduction to Organizational Behaviour, Organizational Design and Organizational Structure: Concept of Organizational Behaviour (OB), Importance of OB, Key Elements of OB, Role of Managers in OB, Approaches to OB, Challenges and Opportunities for OB, OB in the context of Globalization, Meaning of Organization Design and Structure, Basic elements of Organization Structure, Complexity, Formalization and Centralization, Types of Organization Design, Determinants, and parameters of Organization Design

### **Module 2: Cognitive Processes of Organizational Behaviour:**

Learning and Learning Cycle, Theories of Learning; Definition and Meaning of Personality, Importance of Personality, Determinants of Personality, Personality Theories; Nature and Meaning of Emotions, Emotions in the Context of OB; Definition and Meaning of Attitude in OB, Definition and Meaning of Motivation, Theories of Motivation, Application of theories in organizational scenario; Meaning & Definition of Perception, Perceptual process, Importance of Perception in OB; Positive OB, Psychological Capital

### **Module 3: Introduction to Groups, Teams and Group Decision making:**

Meaning and Importance of Groups, Reasons for Group Formation, Types of Groups, Stages of Group Development, Meaning and Importance of Teams, Types of Teams, Creating an Effective Team, Individual versus Group decision making; Nominal Group technique and Delphi technique

### **Module 4: Leadership, Power and Conflict:**

Concept and theories of Leadership, Behavioural approach, Situational approach, Leadership Effectiveness; Leadership across cultures; Bases of Power, power tactics, Definition and Meaning of conflicts, Sources of Conflict, Types of Conflict, Conflict Management Approaches

### **Module 5- Organizational Culture, Organizational Development and Stress Management:**

Meaning and Nature of Organization Culture, Origin and Functions of Organization Culture, Types of Culture, Creating and Maintaining Organization Culture, Managing Cultural Diversity; Definition and Meaning Need for Organizational Change, Strategies to Overcome Resistance, Process of Change, Meaning and Definition of OD, OD Interventions; Definition and Meaning of Organizational Stress, Sources of Stress, Types of Stress,

Impact of Stress on Organizations, Stress Management Techniques, Individual and organizational stressors; consequences of stress on individual and organization

**Suggested Readings:**

1. Zemmerman Jerold, Accounting for Decision making, McGraw Hill Publishing House
2. Atkinson, Banker, Kaplan, and Young, Management Accounting, Pearson Education
3. Kaplan and Atkinson, Advanced Management Accounting, Pearson Education
4. Young S Mark, Readings in Mgt. Accounting, Prentice Hall
5. Kishore, R. M., Advanced Mgt. Accounting, Taxman publications,
6. Sharma & Gupta, Management Accounting, Kalyani Publications.
7. W.L. French & C H Bell: Organization Development, Prentice Hall of India/Pearson Education.
8. S P Robbins: Organizational Behaviour, Prentice Hall of India
9. S S Khemka: Organizational Behaviour, S. Chand.
10. Udai Pareek: Understanding Organizational Behaviour, OUP
11. J.S Chandan: Organizational Behaviour, Vikas
12. D. Hell Riegel, J.W. Slocum & R W. Woodman: Organizational Behaviour, Thomson.

**Course Outcome (CO)**

CO #	Description
CO -1	Introduction to Organizational Behaviour helps the students to study the behaviour of individuals primarily in their organizational roles to revitalize organizational theory and to develop a better conceptualization of organizational life.
CO-2	Cognitive processes of Organizational Behaviour give the overall idea regarding the change process which gives the way how a student thinks, understands, or feels.
CO-3	Group Decision making process provides the students the idea regarding the processes when the individuals collectively make a choice from the alternatives since social influence contribute to the outcome. The knowledge also assists the learners to understand their decisions in this regard.
CO-4	Leadership, Power and Conflict gives the students the insights how to handle several issues in cross cultural situations.
CO-5	Organizational Culture, Organizational Development and Stress Management enlighten the students to understand their workplace stress by investigating its impact on employee commitment.
CO-6	Introduction to Organizational Behaviour helps the students to study the behaviour of individuals primarily in their organizational roles to revitalize organizational theory and to develop a better conceptualization of organizational life.
CO-7	Cognitive processes of Organizational Behaviour give the overall idea regarding the change process which gives the way how a student thinks, understands, or feels.
CO-8	Group Decision making process provides the students the idea regarding the processes when the individuals collectively make a choice from the alternatives since social influence contribute to the outcome. The knowledge also assists the learners to understand their decisions in this regard.
CO-9	Leadership, Power and Conflict gives the students the insights how to handle several issues in cross cultural situations.
CO-10	Organizational Culture, Organizational Development and Stress Management enlighten the students to understand their workplace stress by investigating its impact on employee commitment.

## CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Introduction to Organizational Behaviour helps the students to study the behaviour of individuals primarily in their organizational roles to revitalize organizational theory and to develop a better conceptualization of organizational life.	1,2,4,5,6	1,2,3,4,5
CO-2	Cognitive processes of Organizational Behaviour give the overall idea regarding the change process which gives the way how a student thinks, understands, or feels.	1,3,5,6	1,3,4,5
CO-3	Group Decision making process provides the students the idea regarding the processes when the individuals collectively make a choice from the alternatives since social influence contribute to the outcome. The knowledge also assists the learners to understand their decisions in this regard.	1,2,3,5,6	1,2,3,5
CO-4	Leadership, Power and Conflict gives the students the insights how to handle several issues in cross cultural situations.	1,2,3,4,5	1,2,3,5
CO-5	Organizational Culture, Organizational Development and Stress Management enlighten the students to understand their workplace stress by investigating its impact on employee commitment.	1,2,3,4,6	2,3,4,5
CO-6	Introduction to Organizational Behaviour helps the students to study the behaviour of individuals primarily in their organizational roles to revitalize organizational theory and to develop a better conceptualization of organizational life.	1,2,4,5,6	1,2,3,4,5
CO-7	Cognitive processes of Organizational Behaviour give the overall idea regarding the change process which gives the way how a student thinks, understands, or feels.	1,3,5,6	1,3,4,5
CO-8	Group Decision making process provides the students the idea regarding the processes when the individuals collectively make a choice from the alternatives since social influence contribute to the outcome. The knowledge also assists the learners to understand their decisions in this regard.	1,2,3,5,6	1,2,3,5
CO-9	Leadership, Power and Conflict gives the students the insights how to handle several issues in cross cultural situations.	1,2,3,4,5	1,2,3,5
CO-10	Organizational Culture, Organizational Development and Stress Management enlighten the students to understand their workplace stress by investigating its impact on employee commitment.	1,2,3,4,6	2,3,4,5

## CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	2	2	-	3	3	1
CO 2	2	-	3	-	3	1
CO 3	3	3	2	-	2	3
CO 4	2	2	3	2	3	-
CO 5	3	2	3	1	-	3
CO 6	2	2	-	3	3	1
CO 7	2	-	3	-	3	1
CO 8	3	3	2	-	1	3
CO 9	2	2	3	2	3	-
CO 10	3	2	3	3	-	3
Average	2.40	2.25	2.75	2.33	2.63	2.00

1: (Slightly Low)

2: Moderate (Medium)

3: Substantial (High)

-: None

## CO-PSO Matrix

Course Outcome	Programme Specific Outcome				
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	2	3	2	3
CO 2	2	-	3	1	2
CO 3	3	3	2	-	1
CO 4	2	3	2	-	3
CO 5	-	2	3	1	3
CO 6	3	2	3	2	3
CO 7	2	-	3	1	2
CO 8	3	3	2	-	1
CO 9	2	3	2	-	3
CO 10	-	2	3	1	3
Average	2.50	2.50	2.60	1.33	2.40

1: (Slightly Low)

2: Moderate (Medium)

3: Substantial (High)

-: None

## **Subject: Corporate Communication**

**Semester: 5**

**Subject Category: MC**

**Credit: 4 (L: 3, T: 1)**

## **Syllabus**

### **Module I**

Evolution of Integrated Marketing Communication, Role of IMC in creating brand identity, brand equity, and customer franchise, Communication process, Promotional Mix: Tools for IMC, The IMC Planning Process, The Value of IMC plans – information technology, changes in channel power, increase in competition, brand parity, integration of information, decline in the effectiveness of mass-media advertising.

### **Module II**

Definition, History, Roles and Functions of Advertising, Types of Advertising, Steps in Development of Advertisement; Advertising Design: Appeals, Message Strategies & Execution Framework: Advertising; Design, Advertising Theory, Types of Advertising Appeals, Structure of an Advertisement, Message Strategies, Cognitive strategies, Execution Strategies, Creating an Advertising, Advertising Effectiveness; Copywriting: Meaning and Definition of Copywriting, the Copywriter, Copywriting for Print, Copywriting guidelines, Radio Copywriting, TV Copywriting, Writing for the Web, Tips for writing good web content.

### **Module III**

Media Planning and Strategies: Growth and Importance of Media, Meaning and Role of Media Planning, Media Plan, Market Analysis, Media Objectives, Developing and Implementing Media Strategies, Evaluating the effectiveness; Print Media and Outdoor media: Characteristics of the press, Basic media concepts, Newspapers, Magazines, Factors to consider for magazine advertising, Packaging, Out-of-home Advertising, Directory Advertising; Broadcast and Internet Media: Meaning of Broadcast Media, Radio as Medium, Television as Medium, Internet Advertising, Email Advertising.

### **Module IV**

Scope and Role of Sales Promotion, Growth of Sales Promotion, Consumer Oriented Sales Promotion, Techniques in Sales Promotion, Trade Oriented Sales Promotion, Coordinating sales promotion and advertising; Sales promotion abuse; Personal selling.



## Module V

Definition of Public Relations, Publicity and Corporate Advertising; Difference between public relations and advertising, Functions of Public Relations; Creating positive image building activities; Preventing or reducing image damage; Sponsorship and Event marketing; Role of internet in Public Relations, Publicity, Advantages and Disadvantages of Publicity

### Suggested Readings

1. Semenile, Allen, O'Guinn, Kaufman Advertising, and Sales Promotions – An Integrated Brand Approach -6th Edition, Cengage Learning. (2012).
2. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion, and Marketing Communication, Prentice Hall of India, New Delhi, 6th edition, 2013.
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### Course Outcome (CO)

CO #	Description
CO -1	Describe the IMC mix and the IMC planning process.
CO-2	Examine the role of integrated marketing communications in building brand identity, brand equity.
CO-3	Construct a marketing communications mix to achieve the communications and behavioural objectives of a campaign
CO-4	Evaluate the communications effects and results of an IMC campaign to determine its success for a variety of brands.
CO-5	Design a sales promotion campaign
CO-6	Select the avenues for Public Relations, Publicity and Corporate Advertising for a consumer and a business-to-business product.

## CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Describe the IMC mix and the IMC planning process.	1,2,3,4,5,6	1,2,3,4,5
CO-2	Examine the role of integrated marketing communications in building brand identity, brand equity.	1,3,5,6	1,3,4,5
CO-3	Construct a marketing communications mix to achieve the communications and behavioural objectives of a campaign	1,2,3,5,6	1,2,3,5
CO-4	Evaluate the communications effects and results of an IMC campaign to determine its success for a variety of brands.	1,2,4,5,6	1,2,4,5
CO-5	Design a sales promotion campaign	1,2,4,5,6	1,2,3,4,5
CO-6	Select the avenues for Public Relations, Publicity and Corporate Advertising for a consumer and a business-to-business product.	1,2,3,5,6	1,2,3,5

## CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	3	2	3	3	3	3
CO 2	2	-	3	-	3	3
CO 3	3	3	2	-	3	3
CO 4	2	3	-	3	2	2
CO 5	1	2	-	2	3	2
CO 6	3	3	3	-	2	3
Average	2.33	2.60	2.75	2.67	2.67	2.67

1: (Slightly Low)      2: Moderate (Medium)      3: Substantial (High)      -: None

## CO-PSO Matrix

Course Outcome	Programme Specific Outcome				
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	2	2	3	3	3
CO 2	2	-	2	3	3
CO 3	3	3	3	-	2
CO 4	3	2	-	3	3
CO 5	3	3	2	2	2
CO 6	2	3	3	-	3
Average	2.50	2.60	2.60	2.75	2.67

1: (Slightly Low)      2: Moderate (Medium)      3: Substantial (High)      -: None