

**DEPARTMENT OF MANAGEMENT
BACHELOR OF BUSINESS ADMINISTRATION (ONLINE) - PPR**

**SYLLABUS OF
Bachelor of Business Administration**

1.0 PROGRAMME MISSION AND OBJECTIVES

The BBA Programme under the School of Commerce and Management, Assam Don Bosco University came into its existence with a mission for imparting a credible and high performing education system ensuring quality higher education with values. The BBA programme is conducted in the distance mode and is designed for the candidates aspiring to gain knowledge of business administration and inculcate the entrepreneurial skills. It seeks to develop socially and ethically responsible business leaders.

This programme is designed to help working professionals develop themselves ready to take up professional and administrative responsibilities of a manager in industrial/business sectors. Wide experience sharing by expert and experienced faculty members of industrial background will help achieving this mission

To achieve the mission, The BBA programme of Assam Don Bosco University has the following objectives:

- ⌚ i. To become an institution of preference for imparting high quality education in distance mode in order to cater to the existing needs of diverse group of the population so as to fulfil the demands of qualified business administration graduates.
- ⌚ ii. To introduce the learners to various forms of business organization and various principles of business operations.
- ⌚ iii. To develop an insight about business, industry, entrepreneurship – principles, practices, roles and responsibilities.

1.1. Programme Outcomes (PO)

On successfully completing the BBA programme the students will be able to:

PO 1. Critical Thinking: Take informed actions after identifying the assumptions that frame our thinking and actions, checking out the degree to which these assumptions are accurate and valid, and looking at our ideas and decisions (intellectual, organizational, and personal) from different perspectives.

PO 2. Effective Communication: Speak, read, write and listen clearly in person and through electronic media in English and in one Indian language, and make meaning of the world by connecting people, ideas, books, media and technology.

PO 3. Social Interaction: Elicit views of others, mediate disagreements and help reach conclusions in group settings.

PO 4. Ethical and responsible citizen: Recognize different value systems including your own, understand the moral dimensions of your decisions, and accept responsibility for them. : Demonstrate empathetic social concern and equity centred national development, and the ability to act with an informed awareness of issues and participate in civic life through volunteering.

PO 5. Environment and Sustainability: Understand the issues of environmental contexts and sustainable development.

PO 6. Leadership: Self-directed and Life-long Learning: Acquire the ability to engage in independent and life-long learning in the broadest context socio-technological changes

1.2. Mapping of Courses with POs/PSOs

Semester	Type of Course/Category	Course Names	PO1	PO2	PO3	PO4	PO5	PO6
1	Core Course (Theory)	Business Communications- I	H	M	M	M	L	M
	Core Course (Theory)	Principles of Management	M	L	L	L	L	L
	Skill Enhancement Compulsory	Computer Fundamentals	M	L	L	L		L
	Mandatory Course	Indian Constitution	L	H	M	L		L
2	Core Course (Theory)	Business Communications -II	L	L		L	L	L
	Core Course (Theory)	Managerial Economics	L		L	H	H	
	Ability Enhancement Compulsory	Environmental Studies	L		L	H		L
	Skill Enhancement Compulsory	Business Statistics	L	L		L		L

3	Core Course (Theory)	Marketing Management	L	L		L		L
	Core Course (Theory)	Business Mathematics	L			L	H	L
	Ability Enhancement Compulsory	Organisational Behaviour	L	H	L			L
	Skill Enhancement Compulsory	Financial Accounting	L	L	L	M		L
4	Core Course (Theory)	Financial Management	L	M	L	L		M
	Core Course (Theory)	Human Resource Management			H	M	L	M
	Ability Enhancement Compulsory	Operations Management	L	L		L		M
	Skill Enhancement Compulsory	Management Information Systems	L	L		L		M
5	Core Course (Theory)	Business Policy and Strategic Management	M	L	L	L		
	Elective Course - I	E-commerce	M	M	M	M		L
	Elective Course - II	Entrepreneurship & Small Business Management		H	M			L
	Ability Enhancement Compulsory	Personality Development	L	L	M			M
6	Core Course (Theory)	Quantitative Techniques	H			L		L
	Elective Course - III	Sales Management	H				H	L
	Elective Course - IV	Leadership and Team Effectiveness	H			L		L
	Skill Enhancement Compulsory	Project Work	M			L	H	L

2.0. RELEVANCE OF PROGRAM WITH THE ASSAM DON BOSCO UNIVERSITY MISSION AND GOALS

The programmes mission and objectives are in alignment with the University's mission, vision and goals, as detailed below.

Vision

The vision of Assam Don Bosco University is:

'To mould young persons into intellectually competent, morally upright, socially committed and spiritually inspired citizens at the service of India and the world of today and tomorrow, by imparting holistic and personalized education.'

Guided by this vision and leveraging its century-old expertise in education in India and abroad, Don Bosco University is envisaged to be a centre of excellence in study and research focusing upon the following:

- Providing easier access to higher education for the under-privileged.
- Harmonizing technical excellence with human and religious values.
- Employment-oriented courses in emerging areas of contemporary technology and service.
- 'Teacher Education' as a privileged area of interest to accelerate the pace, reach and quality of education.
- Impetus to research initiatives with practical and social relevance.
- Providing a forum for debate and research on key human issues like religion & culture, peace & justice.
- Contributing to the socio-economic development of North-East India.
- Boosting international linkages and collaboration in university education.

The spirit of the university has been encapsulated in its emblem which has five distinct elements:

- The Cross' signifies its underlying Christian inspiration;
- 'The Profile of St. John Bosco' denotes its distinctive educational philosophy;
- 'The book emphasizes its commitment to academic excellence;
- 'The rays of the Rising Sun' stand for its dynamism and commitment to society; and,
- The motto, 'Carpe Diem' which meaning 'Seize the Day' challenging every Bosconian to grasp the opportunities presented by each new day and attain 'life in its fullness.'

Mission

Built on a great legacy inherited from our founding fathers, our mission is to create an environment of stimulating intellectual dialogue across disciplines and harvest **knowledge with a cutting-edge through high quality teaching, research, and extension activities** leading to the generation of students who would provide leadership, vision and direction to society.

Goal

The goal is to **is to develop innovative programmes in basic and emerging disciplines** in a phased manner and to update them periodically so as to keep ourselves on track and on time. Our commitment is to involve the faculty and students in **interactive learning environment both within and outside the University through contextual and experiential programmes** so that they would be builders of a **worldwide- network of knowledge-sharing** and excel in their performance with a winning edge in the wider context of globalization.

3.0. NATURE OF PROSPECTIVE TARGET GROUP OF LEARNERS

The BBA Programme is designed to target working individuals who wish to further their professional and academic qualifications, or wish to acquire domain specific knowledge and skills in their chosen profession or industry, in the field of 'management'.

The BBA programme is targeted to the

Underprivileged section of society: The BBA (Distance) Programme will offer a varied career alternatives among the underprivileged sections of society at a lower cost of education.

Working Professionals/ Service Personnel: The BBA Programme will give opportunity to the professionals who are working in the lower or mid-level management and for those who are not able to complete their graduation and maybe experiencing a stalled career stage, as a result. The BBA programme will enable the working professionals to pursue their distance learning BBA with ease and convenience — anytime, anywhere. They may even apply the learning from the course at their work, and thereby use the degree to propel their career up the organizational ladder.

Government Officials: who are frequently travelling due to job assignments or transfers will find it suitable in order to pursue the BBA for career advancement

Entrepreneurs: Many aspiring entrepreneurs are full of creative and innovative ideas but lack the fundamental business knowledge to thrive in a competitive marketplace. The BBA programme will give invaluable context to help shape ideas and essential insights into business administration. The structured curriculum of our BBA will the learners the much needed business knowledge and insight.

Home Makers: BBA provides a great option for housewives to complete their education or to study further. It provides a way to fulfill their dream and make them able to stand on their own feet.

Unemployed candidates On successful completion of the BBA, young learners may start off with jobs at the Executive level and work their way up based on the opportunities that come by.

4.0. APPROPRIATENESS OF PROGRAMME TO BE CONDUCTED IN ONLINE LEARNING MODE TO ACQUIRE SPECIFIC SKILLS & COMPETENCE

A management program of this nature is apt for delivery in the online mode, given its theoretical nature, the students, shall be able to:

- Demonstrate professional and team working skills.
- Understand and play a functional role in the business environment and operations.
- Comprehend and deal with the business affairs.
- Enriched with the technical approaches of business and management.
- Analyze, investigate, and solve critical business issues.

The successful completion of the course leads the management graduates to get basic knowledge of various fields such as general managerial principles, processes and concepts. These are building blocks for working in different type of organizations in diverse business conditions. A wide range of opportunities open in front of the students once the course is completed.

1.5. INSTRUCTIONAL DESIGN

1.5.1. Curriculum Design

As per University Curriculum guideline. The curriculum of BBA programme prepared by the Board of Studies (BoS) of each discipline under different domain by following the guidelines like model syllabi etc. of the relevant regulatory body ie DEB-UGC. During the process of framing the curricula, inputs from eminent academicians and industry professionals are also accommodated. The activity of curriculum design is carried out time to time, updated whenever felt necessary. The curricula prepared by the Board of Studies (BoS) are then placed before the Academic Council of the University for necessary approval.

1.5.2. Structure of The BBA Programme

Term / Semester	Type of Course/Category	Course	Credits	Total Marks	End Term	Assignment
1	Core Course (Theory)	Business Communications- I	5	100	70	30
	Core Course (Theory)	Principles of Management	5	100	70	30
	Skill Enhancement Compulsory	Computer Fundamentals	5	100	70	30
	Mandatory Course	Indian Constitution	5	100	70	30
2	Core Course (Theory)	Business Communications -II	5	100	70	30
	Core Course (Theory)	Managerial Economics	5	100	70	30
	Ability Enhancement Compulsory	Environmental Studies	5	100	70	30
	Skill Enhancement Compulsory	Business Statistics	5	100	70	30
3	Core Course (Theory)	Marketing Management	5	100	70	30
	Core Course (Theory)	Business Mathematics	5	100	70	30
	Ability Enhancement Compulsory	Organisational Behaviour	5	100	70	30
	Skill Enhancement Compulsory	Financial Accounting	5	100	70	30
4	Core Course (Theory)	Financial Management	5	100	70	30
	Core Course (Theory)	Human Resource Management	5	100	70	30
	Ability Enhancement Compulsory	Operations Management	5	100	70	30
	Skill Enhancement Compulsory	Management Information Systems	5	100	70	30
5	Core Course (Theory)	Business Policy and Strategic Management	5	100	70	30
	Elective Course - I	E-commerce	5	100	70	30
	Elective Course - II	Entrepreneurship & Small Business Management	5	100	70	30
	Ability Enhancement Compulsory	Personality Development	5	100	70	30
6	Core Course (Theory)	Quantitative Techniques	5	100	70	30
	Elective Course - III	Sales Management	5	100	70	30
	Elective Course - IV	Leadership and Team Effectiveness	5	100	70	30
	Skill Enhancement Compulsory	Project Work	5	100	70	30

1.5.3. Duration of the Program

As per University duration policy for on campus programs, in conjunction with the UGC regulation in place. 3 Years/6 Semesters. Each semester of 6 months duration. All the students will have to study the courses under the category of core course, skill enhancement, ability enhancement, mandatory courses and elective courses. The students will have to study all the courses as per the course structure.

1.5.3. Project work Guidelines:

- i. The students have to submit their Dissertations/Project Reports (in duplicate) only at the end of the course period. For the submission of the project, students are given a grace period of 1 month after final semester examination.
- ii. Duration of the project work – 30 days
- iii. Students will have to associate themselves with one external guide from the organisation from where they will be doing their project work. The project work should be certified by the guide is his / her letter head with seal and stamp
- iv. Only hard binding projects are accepted.
- v. A certificate of completion by the Guide will be mandatory in each project report.
- vi. The pages required for the project – 50-80 pages.

1.5.4. Faculty and Support Staff Requirement

As per the directives of UGC(ODL & OL) Regulations, 2020, required administrative, academic and technical staff have been appointed.

For the Centre for Online Education the following are functioning:

Director, Deputy Director, Assistant Director

The Academic Faculty present are: Three full-time faculty members have been appointed for online programs

The Administrative staff present are : Deputy Registrar, Assistant Registrar, Section Officer, two Assistants, two Computer operators, two Multi Tasking Staff

For Delivery of Online Programmes (LMS & Data Management), the following are present:
One Technical Manager and two Technical Assistants

For handling **Admission, Examination and Result**, there is a Technical Manager and two Technical Assistants

The **Technical Team for Development of e-Content - Self-Learning e-Modules** consists of:

One Technical Manager (Production), one Technical Associate (Audio-Video recording & editing) and one Technical Assistant (Audio-Video recording)

Academic Faculty & Student Support from the Department of Business Administration at the Campus, the following are involved:
One Program Coordinator, three Course Coordinators and one Course Mentor.

1.5.5. Instructional Delivery Mechanisms

Courses to be delivered in an 'online' mode with learning material in the form of E-SLM's, and Self Assessments being available for the students. Additionally, virtual live lectures and recorded lecture sessions to be provided as per a fixed schedule towards the end of each term.

1.5.6. Student Support Systems

Learner Support Service via Web, Chat, Call Support. Access to counsellors at Department on University campus. Access to Learning Library resources in the student portal.

1.6. PROCEDURE FOR ADMISSIONS, CURRICULUM TRANSACTION AND EVALUATION

1.6.1. Admission Policy

Admissions to be conducted twice a year (January and July), and as per common regulation for online programs already in place and in effect at the time, in conjunction with UGC Regulations.

Mandatory Documents for Admission to the BBA programme

- 🕒 Duly filled Admission Form.

- ⌚ Self-Attested photocopy of 10th and 12th Mark sheet & Pass Certificate.
- ⌚ Highest/immediate qualified pass certificate and mark sheet (From Head of the Institution also may be applicable)
- ⌚ Mark sheets (All semester/All year/Consolidated)
- ⌚ Passport size color photo- 3 copies/ soft copy.
- ⌚ Self-Attested photocopy of Govt. photo ID Proof (e.g. Pan Card, Voter's ID, Aadhaar Card, Driving License, Passport etc.)
- ⌚ In case of Name Change, Name Change document is mandatory. (e.g Affidavit/Marriage certificate)
- ⌚ Fees as per our policy. (Cheque/DD/Inter Bank Transfer/Counterslips (cash deposit, cheque deposit, DD)- University at any point of student life cycle may ask for documents

1.6.2. Minimum Eligibility

As per common regulation for online programs already in place and in effect at the time, in conjunction with UGC Regulations.

1.6.3. Fee Structure

As per fee structure in place for online programs, and as decided by fee committee from time to time.

1.6.4. Programme Delivery Methodology

Courses to be delivered under the 'online' mode of learning, with students being provided Self learning material in eBook format, along with access to online Self Assessment tools. Contact Programs Sessions to be conducted online once per semester.

1.6.5. Web Based Tools

A Web based Portal which shall allow the student access to the following

- Admission & Enrolment Details
- Fee Details and Online Fee Payment Gateway
- Prospectus, Regulations & Syllabus^⓪
- Notifications (Admissions, fees, examinations etc)
- Course List, with completion status and scores / results
- eBook's of SLM's.
- Self Assessment Tests (unscored)
- Internal Assessments - IA1 & IA2
- Online PCP Lectures (Recorded or via Virtual Classroom session)
- Online Learners forum, for student to student interaction.
- Online Copy of the Grade sheet.
- Access to online support in the form of web chat, ticketed email support etc.

1.6.6. Evaluation Methodology – Tools & Methods

Credit hours is 5 credits per course. The online BBA programme has 120 credits in total, with 20 credits in each semester and comprising of 6 semesters in all

a. Internal Assessment marks to comprise the results of Internal Assessment Tests (IA1 & IA2) over the duration of the Semester/Term towards 30% of the final marks, whereas the End Term Assessment , conducted at Examination centres (as per UGC Regulations) to comprise of the remaining 70%.

b. End Term Exam Regulations to be as per regulations governing on campus programs.

Being an online program, there shall be no provision or requirement to repeat or drop year within the program.

1.7. REQUIREMENT OF THE LABORATORY SUPPORT AND LIBRARY RESOURCES

As per the syllabus / curriculum, no laboratory support required. Library resources can be accessed online.

1.8. COST ESTIMATE OF THE PROGRAMME AND THE PROVISIONS

Upon receipt of approval from the UGC, the Finance Committee may set aside budgetary provisions towards Programme Development, Programme Delivery, Programme Maintenance. Once the programs are operational, fee receipts from the program may be used to cover the same, as per the guidance of the Syndicate and Finance Committee.

1.9. QUALITY ASSURANCE MECHANISM AND EXPECTED PROGRAMME OUTCOMES

The expected outcome from these programs is a measurable increase in the skills and knowledge of the student in his/her area of study, and that increase should be reflected in a proportional increase in available job opportunities / role or profile changes in his or her current job or industry, and a change / increment in earning capability .

A Centre for Internal Quality Assurance shall be setup (as per UGC requirements). The Centre for Internal Quality Assurance (CIQA), working in collaboration with the Department, shall put in place a continuous quality measurement and improvement framework, using both student – teacher feedback, and outcome measurement on data gathered from students during and after completion of their programs via surveys. The findings, action taken report and results shall be published and made available via the CIQA each year in the form of a report.

The achievement of learning outcome levels by all the learners have been ensured during the design of the BBA curriculum and its delivery in online mode to incorporate the following in the pedagogy, as described below

i. For Experimental Learning

Project work is included in the curriculum of the BBA programme. The course is an ability enhancement type and is credited and learners will have to pass for successful completion of the program.

ii. For Participative Learning

The class delivery are made interactive using ICT facility, teachers make the online video class lectures interactive. Quizzes, home assignments and revision exercises are given for better learner experience.

iii. For Problem Solving

Assignments with certain levels of difficulty are given to encourage self-learning and problem solving.

1.9.2 Expected programme Outcomes:

- ⌚ Develop in students those management skills that will assist them in becoming influential leaders in their profession
- ⌚ Students will exhibit the leadership capacity and teamwork skills for business decision making.
- ⌚ Expand our students' vision of their possibilities for their future professional and other endeavors

BACHELOR OF BUSINESS ADMINISTRATION (ONLINE)

DETAILED SYLLABUS SEMESTERWISE

SEMESTER –I

BUSINESS COMMUNICATION -I

((5 credits-75 Hours)

Objective: The objective of this course is to make students learned and be proficient in effective communication skills and also make their comprehensive knowledge strong in business letter drafting and also the knowledge of sentence structure strong.

COURSE/LEARNING OUTCOMES

At the end of the course students will be able to:

1. Illustrate the basic sentence structures in English(Remembering)
2. Identify the barriers of effective communication(Understanding)
3. Categories the different types of business letters (Applying)
4. Compare between greetings and small talks (Analysing)

Detailed Syllabus

Module 1: Introduction

Nature of Communication, Process of Communication, Types of Communication (verbal & Non Verbal), Importance of Communication, Different forms of Communication Barriers to Communication Causes, Linguistic Barriers, Psychological Barriers, Interpersonal Barriers, Cultural Barriers, Physical Barriers, Organizational Barriers

Module 2: Business Correspondence

Letter Writing, presentation, Inviting quotations, Sending quotations, Placing orders, Inviting tenders, Sales letters, claim & adjustment letters and social correspondence, Memorandum, Inter- office Memo, Notices, Agenda, Minutes, Job application letter, preparing the Resume.

Module 3: basics of Report Writing

Business Reports: Types, Characteristics, Importance, Elements of structure, Process of writing, Order of writing, the final draft, check lists for reports.

Module 4: Vocabulary Building

Words often confused, Words often mis spelt, Common errors in English.

Module 5: Oral Presentation:

Importance, Characteristics, Presentation Plan, Power point presentation, Visual aids.

Suggested Readings

1. Bovee, and Thill, Business Communication Essentials, Pearson Education
2. Shirley Taylor, Communication for Business, Pearson Education
3. Locker and Kaczmarek, Business Communication: Building Critical Skills, McGraw Hill Education
4. Herta A Murphy, Herbert W Hildebrandt, Jane P. Thomas, Effective Business Communication (SIE), McGraw Hill Education
5. Dona Young, Foundations of Business Communication: An Integrative Approach, McGraw Hill Education
6. Raymond V. Lesikar, Marie E. Flatley, Kathryn Rentz, Paula Lentz, and Neerja Pande, Business Communication: Connecting in a Digital World (SIE), McGraw Hill Education

Mapping of COs to Syllabus

COs	Module 1	Module 2	Module 3	Module 4	Module 5
CO 1	H				
CO 2		H			
CO 3			H		
CO 4				H	M

PRINCIPLES OF MANAGEMENT

(5 credits-75 Hours)

Objective(s): The objective of this course is to develop an understanding of the Principles and processes of management covering the basic management functions and challenges in the emerging perspective.

Detailed Syllabus**COURSE/LEARNING OUTCOMES**

At the end of the course students will be able to:

1. Define the concept related to Management (Remembering)
2. Explain the evolution of the management thought (Understanding)
3. Analysing major techniques of control (Applying)
4. Evaluate planning, organizing, staffing and control (Analysing)
5. Elaborate the various theory (Evaluating)

Module 1: Introduction

- a. Concept: Need for Study, Managerial Functions – An overview; Co-ordination: Essence of Managership
Evolution of the Management Thought, Classical Approach – Taylor, Fayol, Neo-Classical and Human Relations Approaches – Mayo, Hawthorne Experiments, Behavioural Approach, Systems Approach, Contingency Approach – Lawrence & Lorsch, MBO - Peter F. Drucker, Re-engineering - Hammer and Champy, Michael Porter – Five-force analysis,

Module 2: Planning

- Types of Plans – An overview to highlight the differences
- Strategic planning – Concept, process, Importance and limitations
- Environmental Analysis and diagnosis (Internal and external environment) – Definition, Importance and Techniques (SWOT/TOWS/WOTS-UP), Business environment; Concept and Components
- Decision-making – concept, importance; Committee and Group Decision-making, Process

Module 3: Organising

Concept and process of organising – An overview, Span of management, Different types of authority (line, staff and functional), Decentralisation, Delegation of authority Formal and Informal Structure; Principles of Organising; Network Organisation Structure

Module 4: Staffing and Leading

- Staffing: Concept of staffing, staffing process
- Motivation: Concept, Importance, extrinsic and intrinsic motivation; Major Motivation theories - Maslow's Need-Hierarchy Theory; Herzberg's Two-factor Theory, Vroom's Expectation Theory.
- Leadership: Concept, Importance, Major theories of Leadership (Likert's scale theory, Blake and Mouten's Managerial Grid theory, House's Path Goal theory, Fred Fielder's situational Leadership), Transactional leadership, Transformational Leadership, Transforming Leadership.

Module 5: Control

- Control: Concept, Process, Limitations, Principles of Effective Control, Major Techniques of control - Ratio Analysis, ROI, Budgetary Control, EVA, PERT/CPM.
- Emerging issues in Management

Suggested Readings

- Joseph L. Massie :*Essentials of Management* .PHI, New Delhi; 2015.
- James F.Stoner :*Management*. Pearsons Education, Delhi ; 2020.
- Harold Koontz, Heinz Weihrich :*Management*. Tata McGraw Hill Pub. Co., Delhi;2015.
- AmitaiEtzioni :*Modern Organizations*. PHI, New Delhi; 2021.
- Jones, Gareth R. and Jennifer M. George :*Contemporary Management*. Tata McGraw Hill.
- Charles Hill, W.L. and Steven L.McShane :*Principles of Management*. Tata McGraw Hill.

Mapping of COs with Syllabus

COs	Module 1	Module 2	Module 3	Module 4	Module 5
CO1	H				
CO2		H			
CO3			H	M	M
CO4	M	M	H	M	M
CO5	M	H	M	M	H

Com

puter Fundamentals

(5 credits-75 Hours)

Objectives: The objective of this course is to make students learned and be proficient in computer applications , learn work related skills and apply knowledge to their professional works to make it more effective.

COURSE/LEARNING OUTCOMES

At the end of the course students will be able to:

1. Make students learn fundamentals of computer hardware and software.(Remembering)
2. Make students to develop basic computer skills (Understanding)
3. Understand operating and management systems of computer (Applying)
4. Understand Microsoft software understanding (Analysing)

Module 1 : Understanding the Computer

Introduction, Evolution of Computers, Generation of Computers, Classification of Computers, Computing Concepts, The Computer System, Applications of Computers

Module 2: Computer Organization and Architecture

Introduction, Central Processing Unit, Internal Communications, Machine Cycle, The Bus, Instruction Set Introduction, Memory Representation, Random Access Memory, Read Only Memory, Storage Systems,

Classification of Storage Systems, Solid-state Storage Devices, Storage Evolution Criteria

Module 3: Input and output devices

Introduction, Keyboard, Pointing Devices, Scanning Devices, Optical Recognition Devices, Digital Camera,

Voice Recognition System, Data Acquisition Sensors, Media Input Devices

Introduction, Display Monitors, Printers,

Classification of Printers, Plotters, Voice Output Systems, Projectors, Terminals

Module 4: Computer codes and arithmetic

Introduction, Decimal System, Binary System, Hexadecimal system, Octal System,

4-bit Binary Coded Decimal (BCD) Systems,

8-bit BCD Systems, 16-bit Unicode,

Conversion of Numbers ,Different Types of Binary Arithmetic Operations, Signed/Unsigned

Numbers, Complements of Binary Numbers, Binary Subtraction Using Complements,

Representing Numbers, Integer Arithmetic, Floating-Point Arithmetic, Errors in Arithmetic,

Laws of Arithmetic

Module 5: Computer software & operating systems & introduction to Microsoft Software

Introduction, Types of Computer Software, System Management Programs, System Development Programs,

Standard Applications Programs, Unique Application Programs, Problem Solving, Structuring the Logic, Using the

Computer, Introduction, History of Operating Systems, Functions of Operating Systems, Process Management,

Memory Management, File Management, Device Management, Security Management, Types of Operating

Systems, Providing User Interface, Popular Operating Systems

Suggested Readings

1. Fundamentals of Computers by E Balagurusamy

Mapping of COs with Syllabus

COs	Module 1	Module 2	Module 3	Module 4	Module 5
CO1	H				
CO2		H			
CO3			H	M	M
CO4					M

CONSTITUTION OF INDIA

(5 credits-75 Hours)

Objectives: The objective of this course is to make students aware and learn about our constitution as citizen of India

COURSE/LEARNING OUTCOMES

At the end of the course students will be able to:

1. Make students learn basic understanding on our constitution . (Remembering)
2. Make students to develop conceptual clarity on human rights provided by our constitution. (Understanding)
3. Understand legislative structure of our central and state governance (Applying)
4. Learn the information on specific rights (Analysing)

Module 1: Framing of Indian Constitution. Its Philosophy and Amendments

Meaning of Term Constitution, Importance, Development of Indian Constitution

Salient Features of Indian Constitution

Amendment of the Preamble, Importance of the Preamble

Balance between Rigidity and Flexibility, Parliamentary Democracy with an Elected Principle, Procedure of Amending the Constitution

Module 2: Human Rights and specific Fundamental Rights

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Meaning and Importance, Universal Declaration of Human Rights, Development of Human Rights and Fundamental Rights, International Law and Position of India, Social and Gender Discrimination, Torture and Genocide, two Human Rights Covenants
 Fundamental Rights and Duties, Special Privileges for SC/STs, Backward Classes, Woman, Children and religious and Linguistic Minorities (Pages 78-101)

Module 3: Directive Principles of State Policy

Distinction between Fundamental Rights and Directive Principles, Classification of the Directive Principles, Values and Limitations, Reorganization of States and National Integration

Module 4 Union Executive

President, Prime Minister, Council of Minister

Module 5: Union Legislature and Government

Composition of Parliament, Chairman of the House, Lok Sabha, Rajya Sabha, Indian Federalism and Political Parties
 Legislatures, Governors, Chief Ministers and Council of Minister (Pages 278-298) Legislative, Administrative and Financial, Adult Franchise and Election Commission
 Supreme Court and High Court

Suggested Readings

1. Indian Constitution by *Manoj Sharma*

Mapping of COs with Syllabus

COs	Module 1	Module 2	Module 3	Module 4	Module 5
CO1	H				
CO2		H			
CO3			H	M	M
CO4					M

SEMESTER –II

BUSINESS COMMUNICATION-II

(5 credits-75 Hours)

Objective: The objective of this course is to make students learned and be proficient in effective communication skills and also make their comprehensive knowledge strong in business letter drafting and also the knowledge of sentence structure strong.

COURSE/LEARNING OUTCOMES

At the end of the course students will be able to:

5. Illustrate the basic aspects of letter components and layout English(Remembering)
6. Identify the basics on planning a letter (Understanding)
7. Explain the process of letter writing (Applying)
8. Describe effectively on the aspects of writing emails, memo and report (Analysing)

Module 1: Letter Components and Layout

Introduction to letter-writing; the letterhead; inside address; layout of a business letter; forms of layout of letter

Module2: Planning a Letter

Selecting the suitable tone; stating the purpose; assembling relevant information; arranging the material

Module3: Process of Letter Writing

Purposes of business letters; writing naturally; writing concisely and directly; writing precisely and clearly; writing positively and courteously

Module 4: E-mail Communication

Email as a popular form of business communication; problems in email communication; techniques for writing effective emails; email etiquette; typography

Module5; Memo and report

Usefulness of memos; the importance of context in memos; structure for memos and report

Introduction to report writing; features of a report; process of writing reports; importance of reports; types of reports ,Report preliminaries; main body; report supplements

Suggested Readings

1. Bovee, and Thill, Business Communication Essentials, Pearson Education
2. Shirley Taylor, Communication for Business, Pearson Education
3. Locker and Kaczmarek, Business Communication: Building Critical Skills, McGraw Hill Education
4. Herta A Murphy, Herbert W Hildebrandt, Jane P. Thomas, Effective Business Communication (SIE), McGraw Hill Education
5. Dona Young, Foundations of Business Communication: An Integrative Approach, McGraw Hill Education
6. Raymond V. Lesikar, Marie E. Flatley, Kathryn Rentz, Paula Lentz, and NeerjaPande,Business Communication: Connecting in a Digital World (SIE), McGraw Hill Education

Mapping of COs to Syllabus

COs	Module 1	Module 2	Module 3	Module 4	Module 5
CO 1	H				
CO 2		H			
CO 3			H		
CO 4				H	M

MANAGERIAL ECONOMICS

(5 credits-75 Hours)

Objectives: The purpose of this course is to apply micro economic concepts and techniques in evaluating business decisions taken by firms. The emphasis is on explaining how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives. Simple geometry and basic concepts of mathematics will be used in the course of teaching.

COURSE/LEARNING OUTCOME

At the end of the course students will be able to:

1. Fine the mechanics of supply and demand in allocating goods and services and resources (Remembering)
2. Illustrate how changes in demand and supply affect markets (Understanding)
3. Apply the choices made by a rational consumer (Applying)
4. Interpret the relationships between production and costs (Evaluating)
5. Discuss key characteristics and consequences of different forms of markets (Creating)

Module 1

Demand, Supply and Market equilibrium: individual demand, market demand, individual supply, market supply, market equilibrium; Elasticity of demand and supply : Price elasticity of demand, income elasticity of demand, cross price elasticity of demand, elasticity of supply;

Theory of consumer behavior : cardinal utility theory, ordinal utility theory(indifference curves, budget line, consumer choice, price effect, substitution effect, income effect for normal, inferior and giffen goods), revealed preference theory.

Module 2

Producer and optimal production choice: optimizing behavior in short run(geometry of product curves, law of diminishing marginal productivity, three stages of production), optimizing behavior in long run (isoquants, iso-cost line, optimal combination of resources) Costs and scale : traditional theory of cost (short run and long run, geometry of cost curves, envelope curves), modern theory of cost (short run and long run), economies of scale, economies of scope.

Module3

Theory of firm and market organization : perfect competition (basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry, effect of changes in demand, cost and imposition of taxes) ; monopoly (basic features, short run equilibrium, long run equilibrium, effect of changes in demand, cost and imposition of taxes, comparison with perfect competition, welfare cost of monopoly), price discrimination; monopolistic competition (basic features, demand and cost, short run equilibrium, long run equilibrium, excess capacity) ; oligopoly (Cournot's model, kinked demand curve model, dominant price leadership model, prisoner's dilemma

Module 4

Factor Market: demand for a factor by a firm under marginal productivity theory (perfect competition in the product market, monopoly in the product market), market demand for a factor, supply of labour, market supply of labour, factor market equilibrium.

Suggested Readings

1. Dominick Salvatore (2009). Principles of Microeconomics (5th ed.) Oxford University Press
2. Lipsey and Chrystal. (2008). Economics. (11th ed.) Oxford University Press
3. Koutosyannis (1979). Modern Micro Economics. Palgrave Macmillan
4. Pindyck, Rubinfeld and Mehta. (2009). Micro Economics. (7th ed.). Pearson.

Mapping of COs to Syllabus

COs	Module 1	Module 2	Module 3	Module 4
CO 1	L	M		
CO 2		H		
CO 3			H	
CO 4				H
CO 5	H			M

ENVIRONMENTAL STUDIES

(5 credits-60 Hours) (L-T-P: 4-1-0)

Objective: The objective of this course is to provide multidisciplinary nature of Environmental Studies, identifying different structure and function of an ecosystem, analyse the types of biodiversity and its conservation and environmental pollution sources.

Course Outcomes:

After learning the course, the students will be able to:

1. Define the Multidisciplinary Nature of Environmental Studies(Understanding)
2. Identify the different structure and function of an ecosystem(Applying)
3. Analyse the types of biodiversity and its conservation (Analyzing)
4. Evaluate the various sources of environmental pollution (Evaluating)

Module I: The Multidisciplinary Nature of Environmental Studies

Definition, scope and importance, need for public awareness.

Module 2: Natural Resources

- Different types of natural resources and associated problems - forest resources, water resources, mineral resources, food resources, energy resources, land resources.
- Conservation of natural resources.

Module 3: Ecosystems

- Concept of an ecosystem, structure and function of an ecosystem, producers, consumers and decomposers, energy flow in the ecosystem, food chains, food webs.
- Structure of following ecosystems - forest ecosystem, grassland ecosystem, desert ecosystem, aquatic ecosystems.

Module 4: Biodiversity and Its Conservation

Types of biodiversity – genetic, species and ecosystem, value of biodiversity, global biodiversity, India as a mega-diversity nation, threats to biodiversity, conservation of biodiversity - in-situ and ex-situ conservation.

Module 5: Environmental Pollution

- Definition, causes, effects and control measures of - air pollution, water pollution, soil pollution, marine pollution, noise pollution, thermal pollution, nuclear hazards and e-pollution.
- Solid waste management
- Disaster management

Module VI: Social Issues and the Environment

- From unsustainable to sustainable development, urban problems related to energy, water conservation, rain water harvesting, climate change, global warming, acid rain, ozone layer depletion.
- Environment protection act.
- Introduction to environmental impact assessment.

Module VII: Human Population and the Environment

- Population growth and sex ratio.
- Population explosion - family welfare programme.
- Environment and human health.
- HIV/AIDS.
- Role of information technology in environment and human health.

Suggested Readings

- ErachBharucha; Textbook for Enviromental Studies, UGC, New Delhi
- S. Somvanshi and R. Dhupper; Fundamentals of Environmental Studies, S.K. Kataria and Sons Publisher.
- A.K. De; Environmental Chemistry, New age publishers.
- J.P. Sharma; Environmental Studies, University Science Press, Third edition, 2009.
- K.G. Bhattacharyya and A. Sarma; Comprehensive Environmental Studies, Narosa Publishing House Pvt, Ltd, 2015.

Mapping of COs to Syllabus

COs	Module 1	Module 2	Module 3	Module 4	Module 5	Module 6	Module 7
CO 1	H	M			L		L
CO 2	L	H	L		L		
CO 3			H	M	L	M	L
CO 4				L	M	M	H

BUSINESS STATISTICS

(5 credits-75 Hours)

Objective: To familiarize the students with various Statistical Data Analysis tools that can be used foreffective decision making. Emphasis will be on the application of the concepts learnt.

COURSE/LEARNING OUTCOMES

At the end of the course students will be able to:

- Summarize data sets using descriptive statistics (Understanding)
- Analyse the relationship between two variables (Analysing)
- Determine trend and seasonality in a time series data (Evaluating)
- Propose conclusion about a population using testing of hypothesis (Creating)

Module 1

Measures of Central Value: Meaning, need for measuring central value. Characteristics of an ideal measureof central value. Types of averages - mean, median, mode, harmonic mean and geometric mean. Merits,Limitations and Suitability of averages.

Relationship between averages. Measures of Dispersion: Meaning and Significance. Absolute and Relative measures of dispersion - Range, Quartile Deviation, Mean Deviation, Standard Deviation, Moments, Skewness, Kurtosis

Module 2

Probability: Meaning and need. Theorems of addition and multiplication. Conditional probability. Bayes' theorem, Random Variable- discrete and continuous. Probability Distribution: Meaning, characteristics (Expectation and variance) of Binomial, Poisson, and Normal distribution. Correlation Analysis: Meaning and significance. Types of correlation. Methods of studying simple correlation - Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient.

Module 3

Regression Analysis: Meaning and significance, Regression vs. Correlation. Linear Regression, Regression lines (X on Y, Y on X) and Standard error of estimate. Analysis of Time Series: Meaning and significance. Utility, Components of time series, Models (Additive and Multiplicative), Measurement of trend: Method of least squares, parabolic trend and logarithmic trend.

Module 4

Introduction to testing of Hypothesis: Concept; Level of Significance; Process of testing; Test of hypothesis concerning Mean; Test of hypothesis concerning Proportion. Z test, t – test for single mean and difference of means and ANOVA – one way and two way. Non parametric tests: One-Sample Wilcoxon Signed Rank Test, Paired-Sample Wilcoxon Signed Rank Test, Paired Sample Sign Test, Two-Sample Kolmogorov-Smirnov Test, Mann-Whitney Test, Kruskal-Wallis ANOVA

Suggested Readings

1. S.P. Gupta (S.P.) : Statistical Methods, Sultan Chand & Sons, 34th Edition
2. Richard Levin & David Rubin : Statistics for management, Prentice Hall

Mapping of COs to Syllabus

COs	Module 1	Module 2	Module 3	Module 4
CO 1	H	M		
CO 2	M	H		
CO 3			H	M
CO 4				H

SEMESTER -III

MARKETING MANAGEMENT

(5 credits-75 Hours)

Objective: The Objective of the course is to introduce the students to the domain of marketing and to its practical applications.

COURSE/LEARNING OUTCOMES

At the end of the course students will be able to:

1. Enumerate the fundamentals of marketing management. (Remembering)
2. Assessing the marketing management. (Understanding)
3. Analysing market segmentation. (Applying)
4. Determining pricing strategy and distribution channels. (Analysing)
5. Importance of communication in marketing (Evaluating)

Module 1: Fundamentals of Marketing

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Conceptual Framework of Marketing, Core Concepts of Marketing, Marketing Philosophies, Marketing Myopia, Marketing Practices developed over 21st Century ; Different Contexts of Marketing Applications.

Module 2: Marketing Environment

Analysis of marketing environment: Macro and Micro components and their impact on marketing decisions, Macro & Micro environment of Marketing – Industry & Competitor analysis, Developing strategies.

Module 3: Market Segmentation and Product Overview

Consumer buying Model, Market segmentation, Targeting and Positioning, Market and Marketing research and Marketing Information System, Marketing Mix, Product mix strategies, : Product and service concept, Product Lines- Length, Breadth & depth, Product life cycle, New product Development, Brand concept, Brand Equity.

Module 4: Pricing and Distribution Strategies

Pricing strategies, Price setting, Price determination. Channels of distribution: Types, Designing Distribution Channels, Managing Conflicts and Controls in Channels, Retailing, and Wholesaling, E-Retailing.

Module 5: Marketing Communication Mix

Marketing Communication, Integrated Marketing Communication, Promotional Mix Components- Advertising Vs Promotion, Advertising Vs Publicity, Sales Promotion, Public Relations, Personal Selling and Direct Marketing, Digital Marketing. Emerging issues in marketing, Ethical issues, Green marketing, Consumerism, CSR in marketing, Payment related issues in the cashless era.

Suggested Readings

1. Kotler, P., Keller, K., Koshy, L., & Jha, M: Marketing Management: A South Asian Perspective.
2. Pearson Education, New Delhi; 2019.
3. Saxena, R: Marketing Management. Tata McGraw Hill, New Delhi; 2015.
4. Stanton: Fundamentals of Marketing, McGraw Hill; 2020.
5. S.Jayachandran: Marketing Management, Tata McGraw Hill; 2015.
6. Ramaswamy, V. S., & Namakumari, S: Marketing Management: Global Perspective Indian Context. Laxmi Narayan Publication, New Delhi; 2014.

Mapping of Cos with Syllabus

COs	Module 1	Module 2	Module 3	Module 4	Module 5
CO1	H				
CO2		H			
CO3			H		
CO4				H	
CO5					H

BUSINESS MATHEMATICS

(5 credits-75 Hours)

Objective: To familiarize the students with various business mathematics tools and techniques that can be used for effective decision making. Emphasis will be on the applications part of the concepts

COURSE/LEARNING OUTCOMES

At the end of the course students will be able to:

1. Explain the introduction, scope, data collection and classification types (Remembering)
2. Analyse the data related to permutations and combinations (Analysing)
3. Explain the theory and applications of set theory (Evaluating)
4. Explain the laws of logarithm and other mathematical concepts (Creating)

Module 1: Introduction: Scope, Data Collection and Classification

Define Statistics, Variable and Attribute, Primary Data and Secondary Data, Population

and Sample, Complete Enumeration and Sample Survey, Statistical Enquiry, Classification, Tabulation, Mechanical Tabulation

Module2: Permutation and combination

Permutation, Fundamentals Rule of Counting, Results on Permutation , Combination, Result of Combination

Module3: Set theory

Set, Methods of Set Representation and Notation, Types of Sets,Venn Diagram, Set Operations, Union (Set Addition), Intersection (Set Multiplication), Complement, Difference, Set Operations, Laws of Algebra of Sets, Duality,Verification of Laws (Using Venn Diagram), Proof of the Laws of Set Algebra, Number of Elements in a Set

Module 4: logarithm

Define Logarithm, Laws of Logarithm, Common Logarithm and Natural Logarithm, Antilogarithm

Module5; Binomial theorem and Other Useful Mathematics Concepts

Binomial Theorem, General Theorem of $(a+x)^n$, Middle Term (s) of $(a+x)^n$, Equidistant Terms and Coefficients, Greatest Binomial Coefficient (s), Properties of Binomial Coefficient (s), Rounding of Numbers, Absolute, Relative and Percentage Errors, Significant Figures, Short Processes of Calculation, Roots and Reciprocals Expressed as Power, A.P. Series and G.P. Series, $\sqrt[n]{x}$ Sum and Sum of the Squares of Numbers, Inequalities, Concept of 'Function', Polynomial, sigma Notation, Simple Interpolation

Suggested Readings

1. S.P. Gupta (S.P.) : Business Mathematics, Sultan Chand & Sons, 34th Edition
2. Richard Levin & David Rubin : Business Mathematics - concepts and theories, Prentice Hall

Mapping of COs to Syllabus

COs	Module 1	Module 2	Module 3	Module 4
CO 1	H	M		
CO 2	M	H		
CO 3			H	M
CO 4				H

ORGANIZATIONAL BEHAVIOUR

(5 credits-75 Hours)

Objective: The objective of this paper is to provide the students an insight into the various concepts of organizational behaviour and its relation to other activities in an organization, and to introduce the student to the techniques of organisational behaviour used as a management tool.

COURSE/LEARNING OUTCOMES

At the end of the course students will be able to:

1. Define the meaning of organization behavior. (Remembering)
2. Explain the models and the theory of learning and the foundations of individual behaviour. (Understanding)
3. Establish the relationship between the various theories of motivation and workplace behaviour. (Applying)
4. Differentiate between leadership and management and the different leadership theories. (Analysing)
5. Formulate different types of leadership strategies. (Evaluating)

Module 1: Introduction to Organizational Behaviour

Defining Organisational Behaviour, historical background: the Hawthorne Studies; early development, conceptual development; the nature of people; theoretical frameworks; explaining and predicting behaviour; OB in the global context.

Module 2: Cognitive processes of organizational behavior

Nature and importance of Perception and attribution; perception and individual decision making; values, nature and dimensions of attitudes and job satisfaction; personality; aptitude; interests; learning; intelligence, motivation - theories of motivation.

Module 3: Group Dynamics

- a. Understanding group dynamics, types of groups, group goals, group cohesiveness, group pressure and norms, teamwork; group structure - formal leadership, roles and norms; group member resources - abilities, personality, characteristics, stages in group development.
- b. Leadership : Theories - trait, behavioural, contingency, attributional, charismatic, transactional vs. transformational.

Module 4: Communication and Decision Making

Role of communication; Communication media and technology, communication networks - formal vs. informal; barriers to effective communication; communication skills; feedback information; persuasion in communication; active listening; participative decision making techniques; group vs. the individual; groupthink and group shift; the decision making process

Module 5: Organizational culture and Work Stress

- a. Definition of organizational culture; cultural typologies; organizational culture vs. national culture; functions of culture; formation of cultures; potential sources of stress - environmental factors, organizational factors; individual differences - perception, job experience, social support, locus of control, hostility; Stress – the emergence of stress, causes of stress; stress consequences - physiological symptoms, psychological symptoms, behavioural symptoms, stress management strategies - individual approaches, organizational approaches.
- b. Conflict and negotiation : Definition of conflict; the conflict process; conflict in intergroup relations; creating functional conflicts; bargaining strategies; role of personality traits in negotiation; third party negotiations; intergroup relations and factors affecting intergroup relations.

Suggested Readings

1. Fred Luthans, Organisational Behaviour, 10th Edition, McGraw Hill India
2. Stephen P Robbins, Organizational Behaviour, 11th Edition, Prentice Hall of India Pvt. Ltd., New Delhi
3. Gilmer, Industrial Psychology, McGraw Hill.
4. Ghiselle and Brown, Personnel and Industrial Psychology, McGraw Hill.
5. Keith Davis, Human Relations at Work, Tata McGraw Hill.

Mapping of COs with Syllabus

COs	Module 1	Module 2	Module 3	Module 4	Module 5
CO1	H				
CO2	H				
CO3		H			
CO4			H		
CO5				H	

FINANCIAL ACCOUNTING

(5 credits- 75 Hours)

Objective: This course aims to provide students with an understanding of fundamental concepts of finance and accounting.

Course/Learning Outcomes

1. After learning this course, the students will be able to:
2. Explain the objectives and scope of financial in the context of business (Remembering)
3. Explain various aspects of financial environment (Understanding)
4. Apply the concept of time value of money (Applying)
5. Evaluate investment opportunities using the capital budgeting process (Evaluating)

Module 1: Introduction

Meaning of finance; Basic areas of finance; Finance functions; Finance in the organization structure of a firm; Forms of business organizations; Goals of financial management; relationship with other functions; Career in finance.

Module 2: Financial Environment: Markets, Institutions, Interest Rates and Taxes

Financial markets: concept and types; Financial Institutions: concept, role in funds transfer, and types; Interest rates: level of Interest rate, determinants of market interest rates, the term structure of interest rate and yield curve: Taxes: corporate tax, marginal tax and average tax.

Module 3: Time Value of Money

Future Value: Single period, multiple period; Present Value: single period and multiple period; Future Value and Present value for multiple cash flows; Present value of an annuity; Future value of an annuity; Perpetuities: present value; Effective annual rate.

Module 4: Capital Investment Decisions

Concept of investment decisions; Generating investment project proposal; Process of Capital budgeting decision; Classification of capital projects; Project cash flows; Incremental cash flows, sunk costs, opportunity costs, net working capital, financing costs and other issues; Net present value, payback method, internal rate of return.

Suggested Readings

1. Financial Management and Policy, James C.Van Horne and Sanjay Dhamija, Pearson Education.
2. Principles of Financial Management, Levy h.andM.Sarnat, Pearson Education.
3. Fundamentals of Financial Management, Brigham and Houston, Cengage Learning.
4. Basic Financial Management, Khan and Jain, McGraw Hill Education
5. Fundamentals of Financial Management, Prasanna Chandra, McGraw Hill Education
6. Financial Management-text and Problems, Singh, J.K, DhanapatiRai and Company , Delhi
7. Fundamentals of Financial Management, Rustagi, R.P, Taxmann Publications Pvt.Ltd.

Mapping of COs to Syllabus

COs	Module 1	Module 2	Module 3	Module 4
CO 1	H			
CO 2		H		
CO 3			H	
CO 4				H
CO 5	M	M	M	M

SEMESTER IV**FINANCIAL MANAGEMENT**

(5 credits-75 Hours)

Objective: This course is aimed to provide the knowledge on scope of financial management and time value of money, capital structure theories and factor affecting capital structure decision, various theories of dividend and determine the factors affecting dividend polices.

COURSE/LEARNING OUTCOMES

After learning this course, the students will be able to:

1. Explain the objectives and scope of financial management and time value of money (Remembering)
2. Explain various capital structure theories and factor affecting capital structure decision (Understanding)
3. Analyze the process of working capital management and capital budgeting process(Analyzing)
4. Critically judge the various theories of dividend and determine the factors affecting dividend polices (Evaluating)

Module 1: Introduction

Nature, scope and objective of Financial Management, Time value of money, Risk and return (including Capital Asset Model), Valuation of securities – Bonds and Equities

Module 2: Investment Decisions

The Capital Budgeting process, Cash flow Estimation, Payback period Method, Accounting Rate of return, Net Present Value(NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index, Capital budgeting under Risk- Certainty Equivalent Approach and Risk Adjusted Discount Rate.

Module 3: Financing Decisions

Cost of Capital and Financing Decision: Sources of long-term financing Estimation of components of cost of capital. Methods for calculating cost of equity capital Cost of retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average Cost of capital (WACC) and Marginal cost of capital. Capital structure- Theories of capital structure (Net Income, Net Operating, MM, Hypothesis, and Traditional Approach). Operating and financial leverage; Determinants of capital structure

Module 4: Dividend Decisions

Theories of Relevance and irrelevance of dividend decision for corporate valuation; Cash and stock dividends; Dividend policies in practice

Module 5: Working Capital Decisions

Concepts of working capital, the risk –return trade off, sources of short-term finance, working capital estimation, cash management, receivables management, inventory management and payables management.

Suggested Readings

1. Financial Management and Policy, James C.Van Horne and Sanjay Dhamija, Pearson Education.
2. Principles of Financial Management, Levy h.andM.Sarnat, Pearson Education.
3. Fundamentals of Financial Management, Brigham and Houston, Cengage Learning.
4. Basic Financial Management, Khan and Jain, McGraw Hill Education
5. Fundamentals of Financial Management, Prasanna Chandra, McGraw Hill Education
6. Financial Management-text and Problems, Singh, J.K, DhanapatiRai and Company , Delhi
7. Fundamentals of Financial Management, Rustagi, R.P, Taxmann Publications Pvt.Ltd.

Mapping of COs to Syllabus

COs	Module 1	Module 2	Module 3	Module 4	Module 5
CO 1	H				
CO 2		H			
CO 3			H		
CO 4				H	M

HUMAN RESOURCE MANAGEMENT

(5 credits- 75 Hours)

Objective: This course aims at imparting the students with relevant knowledge, principles, and practices of human resource management so as to groom them as competent contributors in the workforce, ready to occupy managerial and administrative positions in various organizations.

COURSE/LEARNING OUTCOMES

At the end of the course students will be able to:

1. Enumerate the general principles and practices of human resource management. (Remembering)
2. Explain the concepts of human resource management. (Understanding)
3. Determine the human resource management process. (Applying)
4. Analyse the various levels of strategies of human resource management. (Analysing)
5. Formulate methods of wage and salary administration and measure its impact Evaluating)

Module 1: Importance of Human Resource Management

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Meaning, Nature and Scope, Functions and Role of HR Manager; Advisory and service function to other department; HRM function planning; objectives and policies, organizing the HRM department

Module 2: Procurement and Development Functions:

Job Analysis, Job description, job specification, recruitment, selection, placement and induction and socialization

Module 3: Training & development and Performance Appraisal

Types and method, job change – career planning, promotion, demotion, transfer, separations. Purpose, factors, methods; 360 degree feedback uses and application; human resource accounting.

Module 4: Compensation Functions:

Job evaluation; Merit rating; Methods of wage, payment; incentive compensation; Types, advantages, perquisites; Wage system in India – Minimum wage, fair wage, living wage

Module 5: Maintenance and Integration Functions:

Administration of welfare; amenities & fringe benefits; safety & accident prevention work; environment fatigue safety, accident prevention; Employee grievances and their redressal; suggestion schemes; administration of discipline

Suggested Readings

1. Harold Koontz & Heinz Weihrich, Essentials of Human Resource Management, Tata Mc Graw Hill.
2. Stoner, Freeman, Gilbert Jr., Human Resource Management, Prentice Hall.
3. Wheeler, T.L. Hunger, J.D., and Rangarajan K., Concepts in Human Resource Management & Business Policy, 11th edition, Pearson Education.
4. Ranjan Das, Crafting the Strategy: Concepts & Cases in Human Resource Management, Tata Mc Graw Hill.

Mapping of Cos with Syllabus

COs	Module 1	Module 2	Module 3	Module 4	Module 5
CO1	H				
CO2		H			
CO3			H		
CO4			H		
CO5				H	

OPERATIONS MANAGEMENT

(5 credits- 75 Hours)

Objective: This course aims at acquainting the students with the functions of production and operations management and basic issues and tools of managing production and operation functions of an organization.

COURSE/LEARNING OUTCOMES

At the end of the course students will be able to:

1. Define a production system. (Remembering)
2. Distinguish between production and operations. (Understanding)
3. Use the tools and techniques to measure work study, motion study. (Applying)
4. Apply the concepts of work sampling techniques in the determination of standard time. (Analysing)
5. Comprehend the significance of plant location and prepare systematic layout planning procedure. (Evaluating)

Module 1: Introduction and Work Study

- a. Introduction to Production and operations management
- b. Meaning and scope, subdivisions of work study – Method/Motion study and Work Measurement
- c. Method/ Motion study- its meaning and scope, steps in method/motion study, Tools and techniques of method/motion study, Principles of motion economy
- d. Micro-motion study – Meaning and scope, therbligs, use of motion camera in micro- motion study
- e. Work measurement – concept of observed time, rating/leveling factor, average worker and standard time for jobs. Use of stop watch and work sampling techniques in the determination of standard time.

Module 2: Plant Location and layout

- a. Objectives, Locational factors, Economics of plant location
- b. Meaning, objectives and types of plant layout and their relevance to mass, batch and job- order production systems.
- c. Systematic Layout Planning (SLP) procedure
- d. Use of computers for layout design
- e. Group Technology (GT), Flexible manufacturing systems (FMS) and Computer integrated manufacturing (CIM)
- f. Assembly Line Balancing (ALB) - meaning and objective, Heuristic methods for solution of ALB problems.

Module 3: Product design and Development and PPC

- a. Meaning of product, Product life cycle (PLC) and Product mix
- b. Decisions to be taken during product development and design
- c. Procedure for product development and design
- d. Value of a product – its meaning, Value Analysis (VA) – its objectives, procedure and example, Simplification and Standardization.

Module 4: Production Planning and Control

Meaning and Objectives of PPC, Effects of types of production

- a. Steps in PPC primarily stressing the needs of marketing research, Demand forecasting, process planning/routing, scheduling of flow-shop and job-shop productions, Use of Gantt chart, Machine loading, Make/Buy decision and Break-even analysis, Master production schedule, MRP and MRP-II, Capacity planning, Inventory management.
- b. Production control – monitoring, expediting and re-planning, Planning and control of batch production. TOC, Use of L.P in Production Management, Product and service Reliability.

Suggested Readings

1. M. Telsang, Industrial Engineering, S. Chand & Company Ltd.
2. O. P. Khanna, Industrial Engineering and Management, Dhanpat Rai & Sons.
3. L. Krajewski, L. Ritzman and M. Malhotra, Operations Management, Pearson Education.
4. Adam, Ebert, Production and Operations Management, PHI.
5. R. Panneerselvam, Production and Operations Management, PHI.
6. K. Aswathappa & K. Shridhara Bhat, Production and Operations Management, Himalaya Publishing

Mapping of COs with Syllabus

COs	Module 1	Module 2	Module 3	Module 4
CO1	H			
CO2	H			
CO3	H			
CO4	H			
CO5		H		

MANAGEMENT INFORMATION SYSTEM

(5 credits- 75 Hours)

Objective: This course is an attempt to make the students aware the very basics applications of MS word, Excel and other tools in business analysis and its decision making

COURSE/LEARNING OUTCOMES

On successful completion of the course students will be able to:

1. Interpret the use of Microsoft Word Processing Software. (Remembering)
2. Execute business presentation with the help of various computer applications (Understanding)
3. Evaluate the use of spreadsheet packages in business applications. (Applying)
4. Evaluate the use of Excel in business documents. (Analysing)
5. Design the database management system for business applications. (Evaluating)

Module 1: Word Processing

Introduction to word Processing, Word processing concepts, Use of Templates, Working with word document: Editing text, Find and replace text, Formatting, spell check and Grammar check; Page set-up; Inserting equations and sym Autocorrect, Auto text; Bullets and numbering, Tabs, Paragraph Formatting, Indent, Page Formatting, Header and footer, Tables; Inserting equations and symbols, filling and formatting a table; Inserting Pictures and Video; Mail Merge: including linking with Database; Printing documents; Creating Business Documents using the above facilities

Module 2: Preparing Presentations

Basics of presentations: Slides, Fonts, Drawing; Editing; Inserting: Tables, Images, texts, Symbols, Media; Different Views; Design; Transition; Animation; and Slideshow

Module 3: Spreadsheet and its Business Applications

Spreadsheet concepts, Managing worksheets; Formatting, Entering data, Editing and Printing a worksheet; Handling operators in formula, Project involving multiple spreadsheets, Organizing Charts and graphs; Generally used Spreadsheet functions: Mathematical, Statistical, Financial, Logical, Date and Time ,Lookup and reference, Database, and Text functions

Module 4: Creating Business Spreadsheet

Creating spreadsheet in the area of: Loan and Lease statement; Ratio Analysis; Payroll statements; Capital Budgeting; Depreciation Accounting; Graphical representation of data; Frequency distribution and its statistical parameters; Correlation and Regression

Module 5: Introduction to SCILAB

General environment and console, simple numerical calculations, menu bar, editor, graphics window, windows management and workspace customization, variables, assignment and display, loops, tests, 2D and 3D plots, supplements on matrices and vectors, calculation accuracy, solving differential equations, useful scilab functions-in analysis, in probability and statistics, to display and plot, utilities

Suggested Readings

1. Taxmann's Computer Applications in Business, Hem Chand Jain, H.N. Tiwari
2. Introduction to Scilab: For Engineers and Scientists, Sandeep Nagar
3. Sanjay Saxena, A First Course in Computers, Vikas Publishing House, New Delhi.
4. Pradeep K. Sinha and Preeti Sinha, Foundation of Computing, BPB, Publication.
5. Deepak Bharihoka, Fundamentals of Information Technology, Excel Book, New Delhi.
6. V. Rajaraman, Introduction to Information Technology, PHI. New Delhi.
7. R. Hunt, J. Shelley, Computers and Commonsense, Prentice Hall of India New Delhi.

Mapping of COs with Syllabus

COs	Module-1	Module-2	Module-3	Module-4	Module-5
CO1	H	H	H	H	H
CO2	M	H	M		
CO3					H
CO4	H				
CO5		M		M	M

SEMESTER V

BUSINESS POLICY AND STRATEGIC MANAGEMENT

(5 credits- 75 Hours)

Objective: This course is designed to enhance knowledge on business policy and strategy adopted for managing the business. It will help a student to get broad exposure to understand the business policy and strategic management adopted by different business for their smooth running and facing the competition.

Course/Learning Outcomes

At the end of the course students will be able to:

CO1: develop an understanding of underlying concepts, tools, frameworks, issues and challenges involved

CO2: achieve development of an understanding of the increasing competition as well as not for profit business policies, strategies and the practice in organizations

CO3: explain the different circumstances & situations arising from ever changing strategic situation.

Module 1: Introduction

Concept of business policy formulation and significance of business strategies, importance of business strategy in global business context

Module2: Environmental Scanning

Introduction to Strategy, Understanding the Competitive Nature of Strategy, Analyzing a Company's External Environment, Analyzing a Company's Internal Environment

Module3: Strategy Formulation

Strategy at Business-Level, Strategy at Corporate-Level, Cooperative Strategic Management, Acquisitions and Mergers

Module 4: Strategy Implementation

Corporate Governance, Organizational Structure, Leadership, Entrepreneurship

Module5; Strategy Evaluation

Tradeoffs among Behaviour, Output and Input Controls, Activity-Based Costing (ABC) for Evaluating Value-Added Activities, Shareholder Value Measures, such as EVA and MVA, Balanced Scorecard (BSC) Approach

Suggested Readings

1. Wheelen, Thomas L , Hunger, J David & Rangarajan, Krish (2001) Concepts in Strategic Management & Business Policy, Pearson Education.
2. David, Fred R (2005), Strategic Management Concepts & Cases, PHI.
3. Kazmi, A. (2000); Business Policy, McGraw Hill.
4. Pearce, John A , Robinson, Richard B , Mital, Amita (2005) , 10th Edition., Strategic Management – Formulation, Implementation & Control, McGraw Hill.

Mapping of COs with Syllabus

COs	Module 1	Module 2	Module 3	Module 4
CO 1	M			
CO 2		H		
CO 3			H	H

E-COMMERCE

(5 credits- 75 Hours)

Objectives: To enable the student to become familiar with the mechanism for conducting business transactions through electronic means

COURSE/LEARNING OUTCOMES

After learning this course, the students will be able to:

1. Interpret the basic concepts and technologies used in the field of E-Commerce.(Remembering)
2. Explain the different regulatory provisions relating to E-Commerce. (Understanding)
3. Develop processes of developing and implementing information systems. (Applying)
4. Define the ethical, social, and security issues of information systems. (Analysing)
5. Evaluate the various online business transactions (Evaluating)

Module 1: Introduction

Introduction to Electronic Commerce, E-Commerce vs E-Business, Advantages of E-commerce, Disadvantages of E-commerce, Transition to E-commerce in India

Technology used in E-commerce: The dynamics of world wide web and internet (meaning, evolution and features); Designing, building and launching e-commerce website (A systematic approach involving decisions regarding selection of hardware, software, outsourcing vs. in-house development of a website)

Module 2: Security and Encryption:

E-commerce security environment: dimension, definition and scope of e- security, security threats in the E-commerce environment, technology solutions, business procedures, and public laws

Module 3: IT Act 2000 and Cyber Crimes

IT Act 2000: Definitions, Digital signature, Electronic governance, Attribution, acknowledgement and dispatch of electronic records, Regulation of certifying authorities, Digital signatures certificates, Duties of subscribers, Penalties and adjudication, Appellate Tribunal, Offences and Cyber-crimes

Module 4: E-payment System

Digital Payment Requirements, Digital Token-based e-Payment Systems, Smart Card Cash Payment System, Micropayment Systems, Electronic Cash, Risk and e-Payment Systems, Designing e-Payment Systems.

Module 5: On-line Business Transactions

Business Model, E-business Models Based on the Relationship of Transaction Parties: Business-to-Consumer (B2C), Business-to-Business (B2B), Consumer-to-Consumer (C2C), Consumer-to-Business (C2B), E-business Models Based on the Relationship of Transaction Types: Brokerage Model, Aggregator Model

Module 6: Website designing

HTML basics, elements, attributes, formatting, CSS, links, images, tables, lists, block, inline, JavaScript basics, forms, inputs.

Note: There shall be 3 Credit Hrs. for lectures + One Credit hour. (2 Practical periods per week per batch) for Practical Lab

Suggested Readings

1. Kenneth C. Laudon and Carlo GuercioTraver, E-Commerce, Pearson Education.
2. David Whiteley, E-commerce: Strategy. Technology and Applications, McGraw Hill Education
3. Bharat Bhaskar, Electronic Commerce: Framework, Technology and Application, 4thEd., McGraw Hill Education
4. Joseph P T, E-Commerce: An Indian Perspective, PHI Learning
5. Bajaj K K and Debjani Nag, E-commerce, McGraw Hill Education
6. Chhabra T N, E-Commerce, Dhanpat Rai Co.
7. Madan Sushila, E-Commerce, Taxmann

Mapping of COs to Syllabus:

COs	Module-1	Module 2	Module 3	Module 4	Module 5	Module 6
CO 1	H	M				
CO 2		H	M	L		
CO 3					H	M

ENTREPRENEURSHIP & SMALL BUSINESS MANAGEMENT

(5 credits- 75 Hours)

Objective: *The aim of this course is to orient the learners toward entrepreneurship as a career option towards business management*

Course/ Learning Outcomes

At the end of the course students will be able to:

CO1: define the concept of entrepreneur. (Remembering)

CO2: classify different types of entrepreneurs and entrepreneurial ventures. (Understanding)

CO3: describe the dimensions of entrepreneurial orientation. (Applying)

CO4: identify strengths, weaknesses of oneself. (Analysing)

Module 1: The Challenge of Entrepreneurship

Foundations of Entrepreneurship, Power of Small Business, Failure and Avoiding Pitfalls, Creativity and Entrepreneurship

Module2: Making the Business Plan: Beginning Considerations

Strategic Management and Entrepreneur, Forms of Business Ownership, Franchising, Buying an Existing Business

Module3: Making the Business Plan: Marketing Considerations

Building a Powerful Marketing Plan, E- Commerce and the Entrepreneur, Integrated Marketing Communications, Pricing Strategies

Module 4: Making the Business Plan: Financial Considerations

Managing Cash Flow, Creating a Successful Financial Plan, Crafting a Winning Business Plan, Financing Small Business

Module5; Women Entrepreneurship

Nature of Women Entrepreneurs, Women Entrepreneurship in India, Self Help Groups- Bangladesh Grameen Bank

Suggested Readings

1. Kuratko and Rao, Entrepreneurship: A South Asian Perspective, Cengage Learning.
2. Hisrich R, Peters M, Dean Shepherd, Entrepreneurship, McGraw Hill Education
3. Desai, Vasant. Dynamics of Entrepreneurial Development and Management. Mumbai, Himalaya Publishing House.
4. Dollinger, Mare J. Entrepreneurship: Strategies and Resources. Illinois, Irwin.
5. David H. Entrepreneurship: New Venture Creation. Prentice-Hall of India, New Delhi.
6. Singh, Nagendra P. Emerging Trends in Entrepreneurship Development. New Delhi: ASEED.
7. Khanka S S, Entrepreneurial Development, S. Chand & Co, Delhi.

Mapping of COs with Syllabus

COs	Module-1	Module-2	Module 3	Module 4
CO 1	H			
CO 2		H		
CO 3			H	M
CO 4			H	L

PERSONALITY DEVELOPMENT

(5 credits-60 Hours) (L-T-P: 4-1-0)

Objective: The objective of the course is to equip the students with the vital soft skills to succeed in professional career. The course specifically aims at acquainting the learners with various behavioural skills, people skills as well as life skills and its relation and applicability in practical social and workplace contexts.

After learning this course, the students will be able to:

CO1: This course will enable the learners to outline the significance and essence of wide range of soft skills (Understanding)

CO2: This course will help the students to apply the wide range of soft skills in various social and professional settings (Applying)

CO3: This course will enable learners to develop their employability skills thereby ensuring workplace and career success (Creating)

Module 1: Personality Development: A Must for Leadership and Career Growth

Learnings about Personality Development from the Three Cases, Personality Analysis, Freudian Analysis of Personality Development, Swami Vivekananda's Concept of Personality Development, Personality Begets Leadership Qualities, Interpersonal Skills, The Personality Attribute of Talking Bold Decisions, Personality Types and Leadership Qualities, Personality Tests

Module2: Soft Skills: Demanded by Every Employer

Soft Skills as a Competitive Weapon, Antiquity of Soft Skills, Classification of Soft Skills

Module3: Communication Skills: Spoken English, Phonetics, Accent, Intonation

Code and Content, Stimulus and Response, Speaking Skills, Effective Speaking Guidelines, Pronunciation Etiquette, Phonetics, Syllabus, Stress, Accent, Rhythm, Intonation

Module 4: Your Resume or Curriculum Vitae- The First Step Forward

Difference between a Resume and a CV, Strategy of Resume Writing, Favourable First Impression, Main Body of the Resume, Fresher's Resume

Module5; Group Discussion: A Test of Your Soft Skills

Ability to Work as a Team, Communication Skills, Including Active Listening, Nonverbal Communication, Leadership and Assertiveness, Reasoning, Ability to Influence, Innovation, Creativity, and Lateral Thinking, Flexibility, Steps to Succeed in a Group Discussion, Group Discussion Types, Topics for Group Discussion, Responsibility of the First Speaker

Suggested Readings:

1. Ghosh, B.N. (Ed.). *Managing Soft Skills for Personality Development*. Delhi: McGraw Hill India, 2012.
2. Dhaneval, S.P. *English and Soft Skills*. New Delhi: Orient Blackswan India, 2010.
3. Mitra, Barun K. *Personality Development and Soft Skills*. Delhi: OUP, 2002
4. Personality Development and Soft Skills by Barun K. Mitra.

Mapping of COs with Syllabus

COs	Module 1	Module 2	Module 3	Module 4
CO 1	M			
CO 2		H		
CO 3			H	H

SEMESTER VI

QUANTITATIVE TECHNIQUES

(5 credits-60 Hours)

Objective: To acquaint students with the construction of mathematical models for managerial decision situations. The emphasis is on understanding the concepts, formulation and interpretation.

COURSE/LEARNING OUTCOMES

After learning this course, the students will be able to:

CO1: Formulate and solve Linear Programming Problem. (Remembering)

CO2: Explain Elementary Transportation and solve for the initial solution. (Understanding)

CO3: Interpret the special cases of Elementary Assignment (Applying)

CO4: Analyze the Decision Making under risk and uncertainty. (Analyzing)

CO5: Evaluate the construction of a network and analyse the networks. (Evaluating)

Module 1: Overview of Quantitative techniques

Meaning, Classification, Survey techniques, Types of research, Role of Quantitative techniques in business & Industry, Limitations of Quantitative Techniques

Module2: Probability Theory

Approaches to probability; types of Probability, Addition Multiplication and Bayes theorems: Mathematical expectation, Permutations & combinations.

Module3: Probability Distributions

Meaning of Probability distributions, Mean & standard deviation of random variable, types of probability distributions, Binomial, Poisson, and Normal distributions

Module 4: Sampling theory

Benefits of sampling, Methods of sampling; Sampling distribution and its standard error; Point estimation and interval estimation; Properties of an estimator, sampling of variables, Test of significance, t- test, z-test, & F-test

Module5; Non-parametric Test and Statistical Quality control

Chi – square test, sign test, median test and rank correlation; Introduction, Statistical quality control techniques, Statistical process control, control charts, acceptance sampling, sampling plans ,Advantages of SQC.

Suggested Readings

1. N. D. Vohra, Quantitative Management, Tata McGrawHill2. P.K.Gupta,ManMohan,KantiSwarup,OperationsResearch,SultanChand
3. V. K. Kapoor, Operations Research, Sultan Chand &Sons
4. J. K. Sharma, Operations Research Theory & Applications, Macmillan India Limited.

Mapping of COs with Syllabus

COs	Module-1	Module-2	Module-3	Module-4	Module-5
CO1	H	H	H	H	H
CO2	M	H	M		
CO3					H
CO4	H				
CO5		M		M	M

SALES MANAGEMENT

(5 credits- 75 Hours)

Objectives: To enable the student to become familiar with the concepts and practical aspects of sales management

COURSE/LEARNING OUTCOMES

After learning this course, the students will be able to:

CO1: explain the nature and scope of sales management (Remembering)

CO2: develop an understanding of the sales environment, recruitment, selection and sales training (Understanding)

CO3: explain the process of performance appraisal and Sales Territories, quotas and managing Accounts (Applying)

Module 1: The Nature and Scope of Sales Management

Sales Management: Marketing Management and the New Economy, Sales Management, The Scope of Sales Management, Sales-Related Marketing Policies, The Sales Management Process, Key Account Management, Tactics of Relationship Selling

Module2: The Sales Environment

Understanding the Business Environment, Organizational Readiness for Change, Technology and Environment in Personal Selling, Sales Culture Variables; Objectives of a Sales Organization, Structure of a Sales Organization

Module 3: Recruitment and Selection and Sales Training

Recruitment, Organization for Recruiting and Selection, Selection of the Salesperson, Job Description; Building a Sales Training Programme, Content of Training, Methods of Training, Evaluation of Training Programmes, Objectives of Sales Training

Module 4: Monitoring and Performance Appraisal

Objectives of Salespersons' Performance Evaluation Evaluation of Salespersons' Performance
Key Issues in Evaluating and Controlling Salespersons' Performance,
Methods of Performance Evaluation, Using Performance Information

Module 5: Sales Territories, Quotas and Managing Accounts

Policies for Account Management, The Account Management Planning Process, Territory Management, Sales Forecasting; Sales Budget, The Budgeting Process, Methods of Sales Budgeting, Preparing the Sales Budget, Sales Control, Nature of Control

Suggested Readings

1. Kotler, P., Keller, K., Koshy, L., & Jha, M: Marketing Management: A South Asian Perspective.
2. Pearson Education, New Delhi; 2019.
3. Saxena, R: Marketing Management. Tata McGraw Hill, New Delhi; 2015.
4. Stanton: Fundamentals of Marketing, McGraw Hill; 2020.
5. Jayachandran: Marketing Management, Tata McGraw Hill; 2015.

Mapping of COs to Syllabus:

COs	Module-1	Module 2	Module 3	Module 4	Module 5	Module 6
CO 1	H	M				
CO 2		H	M	L		
CO 3					H	M

LEADERSHIP

(5 credits- 75 Hours)

Objective: The objective of this paper is to provide the students an insight into the various concepts of leadership and team Effectiveness

COURSE/LEARNING OUTCOMES

At the end of the course students will be able to:

6. Define the meaning of leadership and team (Remembering)
7. Explain the types of leadership styles and behaviour. (Understanding)
8. Explain the leadership contingency theories (Applying)
9. Describe the recent developments in leadership approaches (Analysing)
10. Evaluate the contribution of team as medium of learning, development and change (Evaluating)

Module 1: Introduction to Leadership

Introduction, Unit Objectives, Leadership, Team, Leadership in Teams, Team Leadership and Social Identification, Need for Team Balance, Team Assessment, Using Team Wheels

Module2: Leadership: Type, Style and Behaviour

Introduction, Unit Objectives, Leadership Traits, Types of Leadership, Styles of Leadership, Leadership Skills, Participative Leadership

Module3: Leadership Contingency Theories: Propositions and Applications

Introduction, Unit Objectives, Fiedler's LPC Contingency Theory, Hersey and Blanchard's Situational Leadership Theory, Path-Goal Theory of Leadership, Leadership Substitute Theory, Applying Situational Models

Module 4: Recent Developments In Leadership Approaches

Introduction, Unit Objectives, Full Range Leadership Approach, Transactional Leadership, Laissez-faire Leadership: Non-Transactional Behaviours, Transformational Leadership, Charismatic Leadership, Ethical Leadership

Module5; Team as a Medium of Learning, Development and Change

Introduction, Unit Objectives, Leadership in the Fast Changing World, Attitudes and Skills, Major Changes in Indian Organizations, Organizational Intelligence, Empowerment, Innovation and Learning

Suggested Readings

1. Fred Luthans, Organisational Behaviour, 10th Edition, McGraw Hill India
2. Stephen P Robbins, Organizational Behaviour, 11th Edition, Prentice Hall of India Pvt. Ltd., New Delhi
3. Ghiselle and Brown, Personnel and Industrial Psychology, McGraw Hill.
4. Keith Davis, Team work and its Effectiveness at Workplaces, Tata McGraw Hill.

Mapping of COs with Syllabus

COs	Module 1	Module 2	Module 3	Module 4	Module 5
CO1	H				
CO2	H				
CO3		H			
CO4			H		
CO5				H	

Project Work**(5 Credits - 75 Hours)****Objective:** *The objective of the course would be to educate the students about the various dimensions of a research based project work.***Course / Learning Outcomes***At the end of this course students will be able to:*

CO1: define the different types of research project. (Remembering)

CO2: explain the various steps of designing research project (Understanding)

CO3: build questionnaires and schedules (Applying)

CO4: assess the data for analysis (Analyzing)

CO5: appraise the findings in the report (Evaluating)

CO6: design a research project report (Creating)

The Dissertation will comprise of the following:

1. Synopsis: Submission of a write up on a specific area/topic of study
2. Review of Literature: Submission of a specified number of reviews to respective guide
3. Research Methodology: Lecture based on the topic of study
4. Referencing Style: Lecture on referencing style to be followed while submitting report
5. Training on application of Statistical software used in research
6. Submission of Progress Report

Report should comprise of Introduction, Review of Literature, Research Methodology and References. EVALUATION:

Evaluation will consist of the following aspects as given below:

Introduction (20 marks)

Review of Literature (20 marks)

Research Methodology (20 marks)

Data Analysis and Interpretation (20 marks)

Findings and Conclusion (20 marks)

Mapping of COs to Syllabus

COs	Module I	Module II	Module III	Module IV	Module V
CO1	M				
CO2		M			
CO3			H	M	
CO4				H	
CO5				H	
CO6					H