



**ST. JOSEPH'S COLLEGE (AUTONOMOUS)
JAKHAMA-NAGALAND**

SYLLABUS

(Outcome Based Education)

**CURRICULUM AND CREDIT FRAMEWORK
FOR
UNDERGRADUATE PROGRAMMES (NEP-2020)**



DEPARTMENT OF BUSINESS ADMINISTRATION

With effect from the Academic Year 2023-2024

(1st to 4th FYUGP)

INTRODUCTION TO FOUR YEARS UNDERGRADUATE PROGRAMME (FYUGP) IN BACHELOR OF BUSINESS ADMINISTRATION (BBA)

The Bachelor of Business Administration (BBA) is an undergraduate programme which the St. Joseph's College (A), Jakhama, Nagaland, offers through the Department of Business Administration of the College. The College offers the FYUGP BBA programme as per University Grants Commission's (UGC) formulated new student-centric "Curriculum and Credit Framework for Undergraduate Programmes (CCFUP)" which incorporates a flexible choice-based credit system, multidisciplinary approach, and multiple entry and exit options.

The FYUGP-BBA Programme is students-centric learning which allows students to obtain fundamentals of management and business knowledge, managerial practices and skills needed to assume management positions in business organizations, to become entrepreneurs and leaders in the near future. The BBA programme provides students with a solid foundation in the field of management and business and prepares them to confidently venture in to uncharted territories to create opportunities and contribute to the Nation building.

The 'Major/Core courses' allow students to develop deeper knowledge in specific areas of interest, viz. finance, marketing, human resource management and related subjects. The 'Minor courses' promote learning and experiences in varied subjects which provides opportunities to the students to have wider knowledge in other disciplines. The 'Multi-disciplinary/introductory allows students to have deeper knowledge on key environmental issues and aspects, and other relevant areas of studies. The business students will have added advantage through the 'Ability Enhancement Courses and Skill Enhancement Courses' to achieve fluency and competency in language and communication skills, proficiency in IT applications, improved personality, and enhance knowledge and skills to effectively manage businesses and to develop employability skills in varied sectors. In addition, the introduction of the 'Value-added Courses' will enable the students to acquire and demonstrate knowledge and understanding of varied area of studies that can enable the students in their occupation, career, community and so on to be considerate and sensible as decision makers and leaders.

Moreover, the summer internship, field-work based learning, and community engagement and services, blended in the FYUGP BBA Programme Curriculum provides opportunities and seeks to expose students to the business opportunities and challenges, relating, reviewing and understanding existing policies, sensitizing students on socio-economic issues where students can relate theoretical knowledge to real life issues and experiences thereby engaging themselves in finding and providing creative and innovative solutions to the prevailing problems and issues.

The FYUGP-BBA programme is designed and offered to achieve the following goals and objectives of the Department:

Goal: To mould and prepare future entrepreneurs, management executives and professionals.

Objectives:

- (i) To help students acquire and demonstrate knowledge of fundamental business content;
- (ii) To help students be effective team members and apply critical thinking skills in business.

PROGRAMME OUTCOMES (POs) and PROGRAMME SPECIFIC OUTCOMES (PSOs) FOR BACHELOR OF BUSINESS ADMINISTRATION (BBA) PROGRAMME:

The FYUGP-BBA Programme Curriculum focuses to achieve the following programme outcomes and programme specific outcomes as aspired by the Department: -

PROGRAMME OUTCOMES (POs):

1. To prepare the students to become entrepreneurs as well as managers.
2. To enable the students to effectively apply management concepts, principles and practices in real business situations.
3. To enhance analytical and critical thinking abilities of the students so that they are confident to solve business issues as well as to make sound business decisions.
4. To develop the wholesome personality of the students, to enhance their interpersonal skills, communication skills, managerial skills and leadership skills.
5. To educate the students on professional ethics, social responsibility, environmental issues, and sustainable business practices.
6. To understand the dynamics and complexities of the working environment.
7. To prepare the students to become team leaders and team builders.
8. To produce quality students that can fit in to the dynamic business organisations and for the Nation building.

PROGRAMME SPECIFIC OUTCOMES (PSOs):

- (1) To be able to identify, define and analyse business problems that impedes business organisations and to apply business knowledge, logical reasoning, decision making skills and techniques, and so on, in order to acquire sufficient information, evaluate those information to bring out the best decision, and to successfully implement the decision.
- (2) To effectively participate as a member, leader, individual or group in diverse environment.
- (3) To create and provide opportunities for the students to gain practical exposure through various practical oriented activities, viz., internship, industrial visits, field works, etc., in order to have broader understanding of business organisations and its workplace and make them industry ready.
- (4) To have the ability to understand the internal and external environment and to create competitive advantage through effective decisions making and timely actions.
- (5) To acquire persuasive skills in order to influence the members of the organisation as well as the other stake holders and key constituents.
- (6) To ensure that students have clear understanding and strong foundation on the fundamentals of business concepts, principles and practices and other relevant business subjects which are taught through the various courses.

CURRICULUM and CREDIT FRAMEWORK- FYUGP

BACHELOR OF BUSINESS ADMINISTRATION, ST. JOSEPH'S COLLEGE (A), JAKHAMA

DSC: Discipline Specific Course. **IDM:** Inter Disciplinary Minor. **AEC:** Ability Enhancement Course **SEC:** Skill Enhancement Course

IAPC: Internship/Apprenticeship/Project/Community Outreach **VAC:** Value Addition Course

FIRST YEAR							
Semester- I							
Major/Core Course (DSC) (Credit- 4 each)	Minor (IDM) (Credit-4 each)	Multi-Disciplinary/ Introductory Course (MDC) (Credit- 4 each)	AEC (Credit-2 each)	SEC (Credit-2 each)	IAPC (Credit: 2 for internship; and 12 credits for Dissertation)	VAC (Credit-2 each)	Total Semester Credits
Fundamentals of Management (BAC 1.1) Business Accounting (BAC 1.2)	Business Organization and Management (BAM 1)	Environmental Studies (MDC 1)	English Communication (AEC 1)	IT Tools for Business (BAS 1)	⊗	Constitutional Values (VAC 1)	22
Semester- II							
Legal Aspects of Business (BAC 2.1) Business Economics (BAC 2.2)	Business Environment (BAM 2)	Life Science (MDC 2)	Basic Functional English (AEC 2)	Personality Development For Executives (BAS 2)	⊗	Consumer Rights (VAC 2)	22
Students on exit will be awarded Undergraduate Certificate in BBA, Total Credits= 44							
SECOND YEAR							
Semester-III							
Organizational Behaviour (BAC 3.1) Business Environment (BAC 3.2) Statistics for Business Decisions (BAC 3.3)	Business Ethics and Corporate Governance (BAM 3)	Intellectual Property Rights (MDC 3)	⊗	Event Management (BAS 3)	⊗		22
Semester-IV							
Human Resource Management (BAC 4.1) Business Ethics and Governance (BAC 4.2) Management and Cost Accounting (BAC 4.3)	Marketing Management (BAM 4)	⊗	Poetry, Prose and Short Stories (AEC 3)	Tourism and Travel Management (BAS 4)		Work Ethics (VAC 3)	22
Students on exit will be awarded Undergraduate Diploma in BBA , Total Credits= 88							
THIRD YEAR							
Semester-V							
Marketing Management (BAC 5.1) Production and Operation Management (BAC 5.2) Quantitative Techniques for Management (BAC 5.3)	Human Resource Management (BAM 5)	⊗	Novel and Drama (AEC 4)	Summer Internship (BAS 5)		India Through the Ages (VAC 4)	22
Semester-VI							
Strategic Management (BAC 6.1) Entrepreneurship Development (BAC 6.2) Distribution & Supply Chain Management (BAC 6.3) Financial Management (BAC 6.4)	Production and Operation Management (BAM 6)	⊗	⊗	Social Media marketing (BAS 6)		⊗	22
Students on exit will be awarded Undergraduate Degree in BBA, Total Credits= 132							
FOURTH YEAR							
Semester-VII							
Total Quality Management (BAC 7.1) Advertising and Brand Management (BAC 7.2) Research Methodology (RM)	Distribution & Supply Chain Management (BAM 7) Management and Cost Accounting (BAM 8)	⊗	⊗	⊗	Research Dissertation will start (No Credit)	⊗	20
Semester-VIII							
Financial Institutions & Markets (BAC 8.1)	Total Quality Management (BAM 9)	⊗	⊗	⊗	Dissertation on Major (BAD 1) (12 C) Or Indian Economy (BAD 2) Project Management (BAD 3) Banking and Insurance (BAD 4)	⊗	20
Students on exit will be awarded Undergraduate Degree in BBA (Honours with Research) Total Credits=172							

(1) Core Course/Major (20×4) =80 credits; (2) Minor (9×4) =36 credits; (3) Research Methodology= 4 credits

(4) Multi-disciplinary (4×3) =12 credits; (5) Ability Enhancement Course=8 credits

(6) Skill Enhancement Course/IAPC (6×2) =12 credits; (7) Value Added Course=8 Credits; (8) Dissertation on Major=12 credits

***Note: Honours Students not undertaking research project will do three theory courses for 12 credits in lieu of a research project/dissertation.**

FYUGP-BACHELOR OF BUSINESS ADMINISTRATION PROGRAMME

SEMESTER WISE SUBJECT, CREDIT & PAPER CODE			
SEMESTER- I			
BAC 1.1	Fundamentals of Management	4 Credit	Major/Core Course
BAC 1.2	Business Accounting	4 Credit	Major/Core Course
BAM 1	Business Organization and Management	4 Credit	Minor Course
MDC 1	Environmental Studies	4 Credit	Multi-disciplinary/Introductory Course
AEC 1	English Communication	2 Credit	Ability Enhancement Course
BAS 1	IT Tools for Business	2 Credit	Skill Enhancement Course
VAC 1	Constitutional Values	2 Credit	Value-Addition Course
SEMESTER –II			
BAC 2.1	Legal Aspects of Business	4 Credit	Major/Core Course
BAC 2.2	Business Economics	4 Credit	Major/Core Course
BAM 2	Business Environment	4 Credit	Minor Course
MDC 2	Life Science	4 Credit	Multi-disciplinary/Introductory Course
AEC 2	Basic Functional English	2 Credit	Ability Enhancement Course
BAS 2	Personality Development for Executives	2 Credit	Skill Enhancement Course
VAC 2	Consumer Rights	2 Credit	Value-Addition Course
SEMESTER –III			
BAC 3.1	Organizational Behaviour	4 Credit	Major/Core Course
BAC 3.2	Business Environment	4 Credit	Major/Core Course
BAC 3.3	Statistics for Business Decisions	4 Credit	Major/Core Course
BAM 3	Business Ethics and Corporate Governance	4 Credit	Minor Course
MDC 3	Intellectual Property Rights	4 Credit	Multi-disciplinary/Introductory Course
BAS 3	Event Management	2 Credit	Skill Enhancement
SEMESTER –IV			
BAC 4.1	Human Resource Management	4 Credit	Major/Core Course
BAC 4.2	Business Ethics and Corporate Governance	4 Credit	Major/Core Course
BAC 4.3	Management and Cost Accounting	4 Credit	Major/Core Course
BAM 4	Marketing Management	4 Credit	Minor Course
AEC 4	Poetry, Prose ad Short Stories	2 Credit	Ability Enhancement Course
BAS 4	Tourism and Travel Management	2 Credit	Skill Enhancement Course
VAC 3	Work Ethics	2 Credit	Value-Addition Course
SEMESTER- V			
BAC 5.1	Marketing Management	4 Credit	Major/Core Course
BAC 5.2	Production and Operation Management	4 Credit	Major/Core Course
BAC 5.3	Quantitative Techniques for Management	4 Credit	Major/Core Course
BAM 5	Human Resource Management	4 Credit	Minor Course
AEC 4	Novel and Drama	2 Credit	Ability Enhancement Course
BAS 5	Summer Internship	2 Credit	IAPC
VAC 4	India Through the Ages	2 Credit	Value-Addition Course
SEMESTER-VI			
BAC 6.1	Strategic Management	4 Credit	Major/Core Course
BAC 6.2	Entrepreneurship Development	4 Credit	Major/Core Course
BAC 6.3	Distribution & Supply Chain Management	4 Credit	Major/Core Course
BAC 6.4	Financial Management	4 Credit	Major/Core Course
BAM 6	Production and Operation Management	4 Credit	Minor Course
BAS 6	Social Media Marketing	2 Credit	Skill Enhancement Course
SEMESTER-VII			
BAC 7.1	Total Quality Management	4 Credit	Major/Core Course
BAC 7.2	Advertising and Brand Management	4 Credit	Major/Core Course
RM	Research Methodology	4 Credit	Major/Core Course
BAM 7	Distribution & Supply Chain Management	4 Credit	Minor Course
BAM 8	Management and Cost Accounting	4 Credit	Minor Course
---	Research Dissertation will start	-NIL-	IAPC
SEMESTER-VIII			
BAC 8.1	Financial Institutions & Markets	4 Credit	Major/Core Course
BAM 9	Total Quality Management	4 Credit	Minor Course
BAD 1	Dissertation on Major	12 Credit	IAPC
	Or		
BAD 2	Indian Economy	4 Credit	IAPC (in lieu of Dissertation)
BAD 3	Project Management	4 Credit	IAPC (in lieu of Dissertation)
BAD 4	Banking and Insurance	4 Credit	IAPC (in lieu of Dissertation)

YEAR 1: I SEMESTER

1. MAJOR/CORE COURSE (DSC)

NAME OF THE PAPER (CODE): FUNDAMENTALS OF MANAGEMENT (BAC 1.1)

Credit Points: 4

Number of Hours of Lecture: 60

COURSE OBJECTIVES (COs)

The following are the Course Objectives (COs) for the paper Fundamentals of Management:

CO 1:	To help the students understand the concepts of business, functions of management and importance of management principles and practices in business organisations.
CO 2:	To make the students understand the concept of planning, various aspects of planning and importance of planning for business organisation.
CO 3:	To enable the students to comprehend the concept of organising, create organisational structures, and the concept of authority and power.
CO 4:	To make the students understand the concept of staffing, identify sources and methods of recruitment, comprehend selection tests and relate to choosing right person that suits the job, and the concepts of orientation.
CO 5:	To assist the students in understanding the concept of direction, principles of direction, concept of supervising and controlling from organisational perspective.

COURSE SPECIFIC OBJECTIVES (CSOs)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 1 Introduction to Business and Management	Business: <i>concept, basic forms of business ownership, business formats, choosing a form of business ownership;</i> Management: <i>meaning, characteristics, importance of management, functions of management; Contribution of Taylor and Fayol in Management, levels of management and their differences; Manager: meaning, skills, functions and roles.</i>	CSO 1.1: To define business. (K) CSO 1.2: To explain the concept of business, basic forms of business ownership and business formats. (U) CSO 1.3: To identify and relate the various factors to consider while choosing a form of business ownership. (A) CSO 1.4: To discuss the concept and application of management, functions, importance, and levels of management (U, A) CSO 1.5: To discuss the contribution of Taylor and Fayol in Management. (U) CSO 1.6: To relate Fayol's principles of management in business organisation. (A) CSO 1.7: To explain the levels of management and its differences. (U) CSO 1.8: To discuss the meaning of manager, skills, functions and roles of managers. (U)	13	21	
UNIT 2 Planning	Planning: <i>meaning, features of planning, approaches to planning, principles of planning, importance of planning, forms of planning, types of plans-policies, procedure, methods, rules, schedules; planning process;</i>	CSO 2.1: To define planning. (K) CSO 2.2: To explain the features of planning, approaches and principles of planning. (U) CSO 2.3: To discuss the importance of planning and forms of planning. (U) CSO 2.4: To distinguish between standing plan and single use plan. (A) CSO 2.5: To elaborate on the types of planning. (U) CSO 2.6: To explain the planning process. (U) CSO 2.7: To identify and analyse the various factors to be considered in the planning process. (A)	10	18	
UNIT 3 Organizing	Organising: <i>meaning, Principles of organizing, common organisational structures; Delegation-</i>	CSO 3.1: To define organising. (K) CSO 3.2: To explain the concept of organising. (U) CSO 3.3: To define organisational structure. (K) CSO 3.4: To identify and relate common organisational structures in business organisation. (A)	13	21	

	<i>meaning, process, principles of delegation;</i>	CSO 3.5: To define delegation. (K) CSO 3.6: To discuss the process and principles of delegation.			
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1. NAME OF THE PAPER (CODE: FUNDAMENTALS OF MANAGEMENT (BAC 1.1))					
Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 3	Decentralization: <i>meaning, factors affecting the extent of decentralization;</i> Span of management: <i>meaning, narrow-span and wide span, factors influencing the span of management;</i> Authority: <i>meaning, types of authority;</i> Power: <i>meaning, sources of power; power versus authority; relationship between power and authority</i>	CSO 3.7: To define decentralization. (K) CSO 3.8: To identify and relate the factors affecting the extent of decentralization. (A) CSO 3.9: To define span of management. (K) CSO 3.10: To distinguish between narrow-span and wide-span. (A) CSO 3.11: To identify and confirm the factors influencing the span of management. (A) CSO 3.12: To define power and authority. (K) CSO 3.13: To distinguish between power and authority. (A) CSO 3.14: To explain the relationship between power and authority. (U) CSO 3.15: To explain the types of authority. (U) CSO 3.16: To identify and explain the sources of power. (K & U)			
UNIT 4 Staffing	Staffing: <i>meaning, characteristics, importance, elements of the staffing process;</i> recruitment- <i>meaning, objective, sources-merits and demerits, methods;</i> Selection- <i>meaning, objective, selection tests.</i> Orientation- <i>meaning, steps in orientation programme.</i>	CSO 4.1: To define staffing. (K) CSO 4.2: To explain the concept of staffing and importance of staffing. (U) CSO 4.3: To identify and relate the elements of staffing process. (A) CSO 4.4: To define recruitment and selection. (K) CSO 4.5: To identify and discuss the sources of recruitment, merits and demerits. (K, U) CSO 4.6: To identify and relate the various selection tests. (A) CSO 4.7: To define orientation. (K) CSO 4.8: To discuss the steps involve in the orientation programme. (U)	12	20	
UNIT 5 Direction, supervision, and controlling	Direction: <i>meaning, features, importance, principles of direction, elements of direction.</i> Supervision: <i>meaning, skills of a supervisor, supervisory roles, how to supervise effectively?</i> Controlling: <i>meaning, features, importance, types of control, control process.</i>	CSO 5.1: To define direction, supervision and controlling. (K) CSO 5.2: To describe the features of direction. (K) CSO 5.3: To explain the importance, principles and elements of direction. (U) CSO 5.4: To explain the concept of supervision. (U) CSO 5.5: To identify and relate the supervisory roles in the context of business organisation. (A) CSO 5.6: To describe the features of controlling. (K) CSO 5.7: To discuss and illustrate the types of control. (U, A) CSO 5.8: To explain the control process. (U) CSO 5.9: To relate the importance of direction, supervision and control in real business situation. (A)	12	20	
			60	100	

1. MAJOR/CORE COURSE (DSC)

NAME OF THE PAPER (CODE): FUNDAMENTALS OF MANAGEMENT (BAC 1.1)

Credit Points: 4

Number of Hours of Lecture: 60

Suggested Readings:

1. C. B. Gupta (2019). Business organisation and Management (16th ed.). Sultan Chand & Sons.
2. V.S.P. Rao (2022). Management: Text and Cases (2nd ed.). Excel Books.
3. L. M. Prasad (2021). Principles & Practices of Management. Sultan Chand and Sons.
4. Vijay Kumar Kaul (2016). Principles and Practices of Management. S Chand Publishing.
5. Harold Koontz & Heinz Weihrich (2018). Essential of Management (10th ed.). McGraw Hill.
6. Stephen P. Robbins, Mary Coulter & Agna Fernandez (2019). Management. Pearson Education.
7. James A.F. Stoner, R. Edward Freeman & Daniel R. Gilbert (2018). Management (6th ed.). Pearson Education.
8. S. C. Saxena (2015). Business Administration & Management. Sahitya Bhawan.
9. M. C. Shukla. (2010). Business Organisation and Management. S Chand & Company Pvt.Ltd.

2. MAJOR/CORE COURSE (DSC)

NAME OF THE PAPER (CODE): BUSINESS ACCOUNTING (BAC 1.2)

Credit Point: 4

Number of Hours of Lecture: 60

COURSE OBJECTIVES (COs)

The following are the Course Objectives (COs) for the paper Business Accounting:

CO 1:	To familiarize the basic concepts and principles of accounting.
CO 2:	To prepare three column cash book, subsidiary books, opening and closing entry, ledger account and trial balance.
CO 3:	To have the knowledge about IFRS and accounting standards and to prepare depreciation accounting and Bank reconciliation statement.
CO 4:	To prepare Financial Statements of sole proprietor and Cash flow statement as per AS 3. And also, to understand the contents of financial statement of a Joint Stock Company and corporate annual report
CO 5:	To understand the financial statement analysis and exemplify to analyze the financial statement.

COURSE SPECIFIC OBJECTIVES (CSOs)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
Unit 1 Introduction to Financial Accounting	<i>Accounting as an Information System. Importance, Scope, and Limitations. Users of Accounting Information. Generally Accepted Accounting Principles. The Accounting Equation. Nature of Accounts and Rules of Debit and Credit. Recording Transactions in General Journal.</i>	CSO 1.1: To define the term Accounting. (K) CSO 1.2: To explain the basic concept of financial accounting and Accounting as an Information System. (U) CSO 1.3: To discuss the Importance, Scope, and Limitations of accounting. (U) CSO 1.4: To explain the Users of Accounting Information. (U) CSO 1.5: To critically examine Generally Accepted Accounting Principles. (A) CSO 1.6: To compute the Accounting Equation. (A) CSO 1.7: To analyze the nature of Accounts and Rules of Debit and Credit. (A) CSO1.8: To record Transactions in General Journal.(A)	13	20	
UNIT 2 Preparation of Cash Book, Subsidiary Books, ledger A/c and Trail Balance	<i>Recording Transactions in three column Cash Book. An overview of Subsidiary books – Purchase Book, Purchase Returns Book, Sales Book, and Sales Returns Book. Opening and Closing Entries. Preparation of Ledger Accounts. Preparation of Trial Balance. Adjustment Entries.</i>	CSO 2.1: To describe the meaning of cash book. (K) CSO 2.2: To compute three columns' Cash Book. (A) CSO 2.3: To state the meaning of Subsidiary books. (K) CSO 2.4: To prepare Purchase Book, Purchase Returns Book, Sales Book, and Sales Returns Book. (A) CSO 2.5: To record Opening and Closing Entries. (U) CSO 2.6: To explain the meaning of Ledger Account and Trial Balance. (U) CSO 2.7: To prepare of Ledger Accounts, Trial Balance and Adjustment Entries. (A)	11	20	
UNIT 3 Introduction to IFRS & AS. Preparation of Depreciation A/c and BRS.	<i>Introduction to International Financial Reporting Standards (IFRS). Understanding Accounting Standards issued by the ICAI related to Disclosure of Accounting Policies, Depreciation</i>	CSO 3.1: To explain the meaning and historical background of International Financial Reporting Standards (IFRS). (U) CSO 3.2: To discuss the components of IFRS. (U) CSO 3.3: To state the meaning of AS. (K) CSO 3.4: To discuss the Accounting Standards issued by the ICAI related to Disclosure of Accounting Policies. (U)	11	20	

	<i>Accounting, Methods of charging Depreciation – Straight-line Method, and Written-down-value Method.</i>	CSO 3.5: To explain the meaning of depreciation accounting. (U) CSO 3.6: To compute the methods of charging depreciation. (A)			
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2. NAME OF THE PAPER (CODE): BUSINESS ACCOUNTING (BAC 1.2)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 3	<i>Bank Reconciliation Statement.</i>	CSO 3.7: To describe the meaning of Bank Reconciliation Statement. (K) CSO 3.8: To prepare a Bank Reconciliation Statement. (A)			
UNIT 4 Preparation of Financial Statements	<i>Preparing Trading Account, Profit & Loss Account and Balance Sheet for a Sole Proprietor. Understanding contents of Financial Statements of a Joint Stock Company as per Companies Act 2013. Understanding the contents of a Corporate Annual Report. Preparation of Cash Flow Statement as per AS-3 (revised).</i>	CSO 4.1: To explain the meaning of financial statement. (U) CSO 4.2: To prepare Trading Account, Profit & Loss Account and Balance Sheet for a Sole Proprietor. (A) CSO 4.3: To discuss the contents of Financial Statements of a Joint Stock Company as per Companies Act 2013. (U) CSO 4.4: To discuss the contents of a Corporate Annual Report. (U) CSO 4.5: To state the meaning of Cash Flow Statement. (K) CSO 4.6: Preparation of Cash Flow Statement as per AS-3 (revised). (A)	12	20	
UNIT 5 Analyzing Financial Statements	<i>Objectives of Financial Statement Analysis; Sources of Information; Standards of Comparison; Techniques of Financial Statement Analysis - Horizontal Analysis, Vertical Analysis, and Ratio Analysis. Meaning and Usefulness of Financial Ratios; Analysis of Financial Ratios from the perspective of different Stakeholders like Investors, Lenders, and Short-term Creditors; Profitability Ratios, Solvency Ratios, Liquidity Ratios, and Turnover Ratios; Limitations of Ratio Analysis.</i>	CSO 5.1: To explain the meaning of Financial Statement Analysis. (U) CSO 5.2: To state the Sources of Information and Standards of Comparison. (K) CSO 5.3: To explain the meaning of different Techniques of Financial Statement Analysis. (U) CSO 5.4: To compute the different Techniques of Financial Statement Analysis, i.e. Horizontal Analysis, Vertical Analysis (A) CSO 5.5: To discuss the classification of Ratio Analysis. (U) CSO 5.6: To explain the Meaning and Usefulness of Financial Ratios (U) CSO 5.7: To analyze the Financial Ratios from the perspective of different Stakeholders like Investors, Lenders, and Short-term Creditors and compute Profitability Ratios, Solvency Ratios, Liquidity Ratios, and Turnover Ratios. (A) CSO 5.8: To discuss the Limitations of Ratio Analysis. (U)	13	20	
			60	100	

Suggested Readings:

1. Maheshwari, S.N., Maheshwari, Suneel K and Maheshwari Sharad K.(2018). *An Introduction to Accountancy*. (12th Ed.). Delhi. Vikas Publishing House Pvt. Ltd.
2. Narayanaswamy, R. (2018). *Financial Accounting: A Managerial Perspective*. New Delhi. PHI Learning Pvt. Ltd.
3. Horngren, Charles T. (2017). *Introduction to Financial Accounting*. Noida. Dorling Kindersley.
4. Monga, J.R., Bahadur Raj. (2022). *Financial Accounting: Concepts and Applications*. (39th Ed.). Scholar Tech Press.
5. Ghosh, T.P. (2009). *Financial Accounting for Managers*. 4th Ed. New Delhi. Taxmann Publications Pvt. Ltd.
6. Tulsian, P.C. (2021). *Financial Accounting*. Delhi. Pearson Education.
7. Batth, Vijaya and Mohanty, Leesa. (2023). *Financial Accounting*. Delhi. S Chand & Company Ltd.

3. MINOR COURSE (IDM):

NAME OF THE PAPER (CODE): BUSINESS ORGANISATION AND MANAGEMENT (BAM 1)

Credit Point: 4

Number of Hours of Lecture: 60

COURSE OBJECTIVES (COs)

The following are the Course Objectives (COs) for the paper Business Organisation and Management:

CO 1:	To help the students understand the basics of business and business organisation.
CO 2:	To give awareness to the students about the different business formats and forms of business organisations in practice.
CO 3:	The help the students understand the concept of management and the basic principles of management.
CO 4:	To make the students understand the concept of planning, various aspects of planning and importance of planning for business organisation. To enable the students to comprehend the concept of organising.
CO 5:	To assist the students in understanding the concept of direction and controlling from organisational perspective.

COURSE SPECIFIC OBJECTIVES (CSOs)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 1 Introduction to Business and Business Organisation	Business: <i>Meaning, nature, scope, objectives, essentials of successful business, functional areas of business.</i> Organisation: <i>Meaning, nature, roles and characteristics, concept of business organisation</i>	CSO 1.1: To define the term business. (K) CSO 1.2: To explain the, nature, scope and objectives of Business. (U) CSO 1.3: To identify and confirm the essentials of successful business. (A) CSO 1.4: To identify and explain the functional areas of management. (K, U) CSO 1.5: To describe organisation. (K) CSO 1.6: To explain the nature, roles and characteristics of organisation. (U) CSO 1.7: To understand the concept of Business organisation. (U)	10	18	
UNIT 2 Business Formats and Forms of Business Organisation	Business Formats: <i>Brick and Mortar, Click, Brick and Click, Franchising.</i> Location and Scale: <i>Local, National, Global; Micro, Small, Medium & Large.</i> Forms of Business Organisation: <i>Sole proprietorship, partnership, Joint stock company, public and private company, cooperatives.</i>	CSO 2.1: To explain the different formats of business. (U) CSO 2.2: To appraise the different business formats. (A) CSO 2.3: To differentiate each of the different business formats. (A) CSO 2.4: To explain the different forms of business organisation. (U) CSO 2.5: To examine each of the forms of business organisation. (A)	12	20	

UNIT 3 Management	Management: <i>Meaning and definitions, characteristics, difference between management and administration, levels of management, roles and objectives of Management, relationship between organisation and management, functions of management, principles of management-Henry Fayol's.</i>	CSO 3.1: To define the term management. (K) CSO 3.2: To explain the roles and objectives of management. (U) CSO 3.3: To differentiate between management and administration. (A) CSO 3.4: To explain the different levels of management. (U) CSO 3.5: To explain the relationship between organisation and Management. (U) CSO 3.6: To explain the functions of management. (U) CSO 3.7: To explain and relate the basic principles of management with respect to Henry Fayol's. (U, A)	13	21	
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3. NAME OF THE PAPER (CODE): BUSINESS ORGANISATIONAL AND MANAGEMENT (BAM 1)					
Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 4 Planning & Organising	Planning: <i>Meaning, definition, forms and types of planning, process of planning</i> Organising: <i>Meaning, definition, concept and organizational structure, classification of organisations, features of a good organizational structure.</i>	CSO 4.1: To define planning. (K) CSO 4.2: To explain the concept of planning. (U) CSO 4.3: To explain the forms and types of planning. (U) CSO 4.4: To explain the process of planning. (U) CSO 4.5: To define organising. (K) CSO 4.6: To explain the concept of organising. (U) CSO 4.7: To explain and analyse the different types of organizational structure. (U, A) CSO 4.8: To identify and explain the features of a good organisational structure. (K, U)	12	20	
UNIT 5 Directing and Controlling	Directing: <i>Meaning, definition, features, importance, and principles of directing.</i> Controlling: <i>Concept, nature, objectives, importance, types of control, process of control, principles of a good control system.</i> Relationship between planning, organizing, directing and controlling.	CSO 5.1: To define directing. (K) CSO 5.2: To explain the concept of directing. (U) CSO 5.3: To discuss the features, importance and principles of directing. (U) CSO 5.4: To explain the concept, nature, objectives and importance of controlling. (U) CSO 5.5: To discuss the types and process of controlling. (U) CSO 5.6: To identify, explain and relate the principles of a good control system. (U,A) CSO 5.7: To explain and relate the relationship between planning, organizing, directing and controlling. (U,A)	13	21	
			60	100	

Suggested Readings:

1. C. B. Gupta (2019). Business organisation and Management (16th ed.). Sultan Chand & Sons.
2. V.S.P. Rao (2022). Management: Text and Cases (2nd ed.). Excel Books.
3. M. C. Shukla. (2010). Business Organisation and Management. S Chand & Company Pvt.Ltd

4. L. M. Prasad (2021). Principles & Practices of Management. Sultan Chand and Sons.
5. Vijay Kumar Kaul (2016). Principles and Practices of Management. S Chand Publishing.
6. Harold Koontz & Heinz Weihrich (2018). Essential of Management (10th ed.). McGraw Hill.
7. Y. K. Bhushan (2013). Fundamentals of Business Organisation and Management. (19th ed.).Sultan Chand & Sons

4. MULTI DISCIPLINARY/ INTRODUCTORY COURSE (MDC):

NAME OF THE PAPER (CODE): ENVIRONMENTAL STUDIES (MDC 1)

Credit Point: 4

Number of Hours of Lecture: 60

(Common syllabus will be prepared and provided by college)

5. ABILITY ENHANCEMENT COURSE (AEC):

NAME OF THE PAPER (CODE): ENGLISH COMMUNICATION (AEC 1)

Credit Point: 2

Number of Hours of Lecture: 30

(Common syllabus will be prepared by the department of English, SJC (A), Jakhama)

6. SKILL ENHANCEMENT COURSE (SEC):

NAME OF THE PAPER (CODE): IT TOOLS FOR BUSINESS (BAS 1)

Credit Point: 2

Number of Hours of Lecture: 30

COURSE OBJECTIVES (COs)

The following are the Course Objectives (COs) for the paper IT Tools For Business:

CO 1:	To help the students understand spreadsheet packages thereby enabling them for any kind of documentation.
CO 2:	To help the students understand working and usage of word processing
CO 3:	To help students to create and use power point presentation.
CO 4:	To help students to be proficient with computer tools in a variety of professional contexts.
CO 5:	To help the students learn and apply skills related to computer in the field of business.

COURSE SPECIFIC OBJECTIVES (CSOs)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 1 Spreadsheets Introduction	<i>Concept of worksheets and workbooks, creating, opening, closing and saving workbooks, moving, copying, inserting, deleting and renaming worksheets, working with multiple worksheets and multiple workbooks, controlling worksheet views, naming cells using name box, name create and name define. Using formulae and functions: Understanding absolute, relative and mixed referencing in formulas, referencing cells in other worksheets and workbooks, correcting common formula errors, working with inbuilt function categories like mathematical, statistical, text, lookup, information, logical, database, date and time and basic financial functions. Consolidating worksheets and workbooks using formulae and data consolidate command printing and protecting worksheets: Adjusting margins, creating headers and footers, setting page breaks, changing orientation, creating portable documents and printing data and formulae. Implementing file level security and protecting data within the worksheet Creating charts and graphics: Choosing a chart type, understanding data points and data series, editing and formatting chart elements, and creating sparkline graphics. Analysing data using pivot tables: Creating, formatting and modifying a pivot table, sorting, filtering and grouping items, creating calculated field and calculated item, creating pivot table charts, producing a report with pivot tables. Performing what-if analysis: Types of what if analysis (manual, data tables, scenario manager), what-if analysis in reverse (goal-seek, solver) Exchanging data using clipboard, object linking and embedding.</i>	CSO 1.1: To define spreadsheet. (K) CSO 1.2: To explain the concept of worksheets and workbooks. (U) CSO 1.3: To differentiate between formulas and inbuilt functions. (U) CSO 1.4: To differentiate between absolute, relative and mixed referencing in formulas. (U) CSO 1.5: To demonstrate how to use in-built functions and user defined functions. (A) CSO 1.6: To explain how to protect data and set file security. (U) CSO 1.7: To state chart and list different chart types. (K) CSO 1.8: To analyze data using what-if analysis. (A) CSO 1.9: To define clipboard, object linking and embedding. (K) CSO 1.10: To develop an application using MS-Excel. (A)	11	17	

6.NAME OF THE PAPER (CODE): IT TOOLS FOR BUSINESS (BAS 1)					
Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 2 Word processing Introduction	<i>Creating and saving your document, displaying different views, working with styles and character formatting, working with paragraph formatting techniques using indents, tabs, alignment, spacing, bullets and numbering and creating borders. Page setup and sections: Setting page margins, orientation, headers and footers, end notes and foot notes, creating section breaks and page borders. Working with tables: Creating tables, modifying table layout and design, sorting, inserting graphics in a table, table math, converting text to table and vice versa. Create newspaper columns, indexes and table of contents. Spellcheck your document using inbuilt and custom dictionaries, checking grammar and style ,using thesaurus and finding and replacing text. Create bookmarks, captions and cross referencing, adding hyperlinks, adding sources and compiling and bibliography Mail merge: Creating and editing your main document and data source, sorting and filtering merged documents and using merge instructions like ask, fill-in and if-then-else. Linking and embedding to keep things together.</i>	CSO 2.1: To define word processing.(K) CSO 2.2: To explain the menus/options available in MS- Word.(U) CSO 2.3: To differentiate between Save and Save As options.(U) CSO 2.4: To list short-cut keys.(K) CSO 2.5: To demonstrate page setup and sections.(A) CSO 2.6: To demonstrate working with tables.(A) CSO 2.7: To explain columns, indexes and table of contents.(U) CSO 2.8: To recognize spellcheck, checking grammar, thesaurus.(K) CSO 2.9: To state mail-merge.(K) CSO 2.10: To demonstrate mail-merge step by step.(A) CSO 2.11: To design applications using MS Word.(A)	11	17	
UNIT 3 PowerPoint Introduction	<i>Creating a blank presentation using a design template, basing a new presentation on an existing one, creating and managing slides, using content place holders, creating graphs, tables, diagrams, organization charts, inserting clip art and images. Viewing and navigating a presentation: Organising ideas in outline view, using slide sorter to rearrange a presentation, previewing presentation in slide show, understanding master views, using title master, slide master, handout master and notes master, working with headers and footers, using hyperlinks, advanced navigation with action settings, navigation short hand with action buttons. Animation and multimedia: Using and applying animation schemes, custom animation, understanding sound file formats and video types, adding music, sound and video clips. Final presentation: Applying transition to slides, controlling transition speed, using</i>	CSO 3.1: To describe the usage of PowerPoint presentation.(K) CSO 3.2: To list the short-cut keys.(K) CSO 3.3: To design slides using template.(A) CSO 3.4: To demonstrate how to manage slides using different views.(A) CSO 3.5: To describe header and footer, hyperlink, action button.(K) CSO 3.6: To apply animations.(A) CSO 3.7: To explain sound formats and video types.(U) CSO 3.8: To demonstrate how to insert music, sound and video clips.(A) CSO 3.9: To design final presentation using	8	16	

	<i>hidden slides, using custom shows, using on screen pen and adding and accessing notes during a presentation.</i>	transitions.(A)			
			30	50	

6. SKILL ENHANCEMENT COURSE (SEC):

NAME OF THE PAPER (CODE): IT TOOLS FOR BUSINESS (BAS 1)

Credit Point: 2

Number of Hours of Lecture: 30

Suggested Readings:

1. S. Rutkosky (2008). Microsoft Office 2007. BPB Publication.
2. Satish Jain (2018). BPB's Computer Course Windows 10 with MS Office 2016. BPB Publication.
3. Steve Johnson (2010). Microsoft Office 2010 On Demand. Pearson Education.
4. RituArora (2023). Mastering Advanced Excel. BPB Publication.
5. Asian Computech Publications Limited, MS WORD 2013 (2021)-Vishnu Priya Singh
6. Lambert Joan (2016). Microsoft Powerpoint 2016. PHI

7. VALUE ADDED COURSE (VAC):

NAME OF THE PAPER (CODE): CONSTITUTIONAL VALUES (VAC 1)

Credit Point: 2

Number of Hours of Lecture: 30

(Common Syllabus will be prepared and provided by college)

YEAR 1: II SEMESTER

1. MAJOR/CORE COURSE (DSC):

NAME OF THE PAPER (CODE): LEGAL ASPECTS OF BUSINESS (BAC 2.1)

Credit Points: 4

Number of Hours of Lecture: 60

COURSE OBJECTIVES (COs)

The following are the Course Objectives (COs) for the paper Legal Aspects of Business:

CO 1:	To acquaint the students with the conceptual and operational parameters of various general principles relating to contract law.
CO 2:	To help the students understand the legal provisions of Sale of goods Act 1930.
CO 3:	To help the students learn on the various provisions of negotiable instrument Act, 1881 regarding types, negotiation, endorsement, acceptance, etc. of negotiable instruments
CO 4:	To give awareness to the students about the statutory requirements of companies Act 2013 in relation to Incorporation, Memorandum & Articles of association, Prospectus, Issue of shares etc.
CO 5:	To help the students understand the basic concept of LLP 2008 and to aware the various beneficial social legislative measures and to impart the students the practical applicability of The Right to Information Act 2005.

COURSE SPECIFIC OBJECTIVES (CSOs)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 1 The Indian Contract Act 1872	<i>Meaning and Essentials of contract; Kinds of contract- Based on: validity, formation & performance, law relating to offer and acceptance, consideration, competency to contract, free consent, Void agreements, performance of contracts, discharge of contracts, breach of contracts and quasi contract, Special contracts: contract of indemnity and guarantee, bailment and pledge, and agency.</i>	CSO 1.1: To define the term law. (K) CSO 1.2: To explain the evolution of law. (U) CSO 1.3: To state the basic assumptions underlying the law of contract. (K) CSO 1.4: To define the meaning of contract, agreement and promise under The Indian Contract Act 1872. (A) CSO 1.5: To explain the essential elements of valid contract. (U) CSO 1.6: To classify the Kinds of contract based on validity, formation & performance. (U) CSO 1.7: To examine the law relating to offer and acceptance, consideration, competency to contract, free consent, Void agreements, performance of contracts, discharge of contracts, breach of contracts and quasi contract. (A) CSO 1.8: To examine the types of special contracts i.e. contract of indemnity and guarantee, bailment and pledge, and agency. (A)	14	22	
UNIT 2 Sale of Goods Act 1930	<i>Sale and agreement to sell, implied conditions and warranties, sale by non-owners, rights of unpaid seller.</i>	CSO 2.1: To define the term sale of goods under Sale of Goods Act 1930. (K) CSO 2.2: To differentiate between Sale and agreement to sell. (A) CSO 2.3: To explain the meaning of implied conditions and warranties. (U) CSO 2.4: To examine the implied conditions and warranties. (A) CSO 2.5: To discuss the law relating to sale by non-owners. (U) CSO 2.6: To discuss the law relating to finder of lost goods. (U) CSO 2.7: To examine the rights of unpaid seller. (A)	11	19	
UNIT 3 Negotiable Instruments Act 1881	<i>Meaning of negotiable instruments, type of negotiable instruments, promissory note, bill of exchange, cheque.</i>	CSO 3.1: To define the term Negotiable Instruments under Negotiable Instruments Act 1881 (K) CSO 3.2: To state the mode of negotiation. (K) CSO 3.3: To explain meaning of different types of negotiable instruments. (U)	11	19	

1. NAME OF THE PAPER (CODE): LEGAL ASPECTS OF BUSINESS (BAC 2.1)

Unit & Title	Unit Contents	Course Specific Objectives	Lecture Hours	Marks	LOs
UNIT 3 Negotiable Instruments Act 1881		CSO 3.4: To Discuss the features and presumptions of promissory note, bill of exchange, cheque. (U) CSO 3.5: To explain the types of Bills and cheque. (U) CSO 3.6: To differentiate between the different types of Negotiable instrument. (A) CSO 3.7: To examine the dishonored Negotiable Instrument. (A)			
UNIT 4 The Companies Act 2013	<i>Meaning and types, Incorporation, Memorandum & Articles of association, Prospectus, Issue of</i>	CSO 4.1: To explain the meaning and types of company under The Companies Act 2013. (U) CSO 4.2: To identify the steps for incorporation of company. (A) CSO 4.3: To discuss and differentiate between memorandum and Article of association (U,A)	12	20	

	<i>shares and bonus shares, rights issue, sweat equity, role of directors, share qualification, company meetings.</i>	CSO 4.4: To describe the meaning of share. (K) CSO 4.5: To explain the steps of issue of shares. (U) CSO 4.6: To Explain the meaning of bonus shares, rights issue and sweat equity. (U) CSO 4.7: To discuss the role of directors and share qualification. (U) CSO 4.8: To discuss the different types of company meetings. (U)			
UNIT 5 The Limited Liability Partnership Act 2008 & The Right to Information Act 2005	<i>Meaning and nature of limited partnership, formation, partners & their relations, extent and limitation of liability. : Salient features and coverage of the act, definition of terms information, right, record, public authority; obligations of public authorities, requesting information and functions of PIO.</i>	CSO 5.1: To define the term LLP under The Limited Liability Partnership Act 2008. (A) CSO 5.2: To explain the nature of LLP. (U) CSO 5.3: To identify the steps in formation of LLP. (K) CSO 5.4: To state who are partner in LLP. (K) CSO 5.5: To explain the partners & their relations. (U) CSO 5.6: To explain the extent and limitation of liability. (U) CSO 5.7: To explain the meaning of RTI ACT 2005. (U) CSO 5.8: To discuss the Salient features and coverage of the act. (U) CSO 5.9: To define the terms information, right, record, public authority (K) CSO 5.10: To discuss the obligations of public authorities, requesting information and functions of PIO. (U)	12	20	
			60	100	

Suggested Readings:

1. Kucchal, M.C. & Kucchal, Vivek. (2023). *Business Law*. Delhi. Vikas Publishing House Pvt. Ltd.
2. Kucchal, M.C. (2005). *Business Law/Mercantile Law*. New Delhi. Vikas Publishing. House Pvt. Ltd.
3. Bagrial Ashok, K. (2013). *Company Law*. Delhi. Vikas Publishing. House Pvt. Ltd.
4. Tiwari, Gaurav. (2012). *Business Law*. New Delhi. Oxford Book Company.
5. Dr. Kapoor, G. K. & Sanjay Dhamija. (2023). *Company Law: A comprehensive Text Book on Companies Act 2013*. New Delhi. 25th Ed. Taxmann Publications Pvt. Ltd.
6. Avtar Singh. (2008). *Principle of Mercantile Law*. 8th Ed. Eastern Book Company.
7. Maheshwari & Maheshwari. (2014). *Principle of Mercantile Law* New Delhi. Himalaya Publishing House.
8. Bhat, Sairam. (2012). *Right to Information*. Guwahati. EBH Guwahati.

2. MAJOR/CORE COURSE (DSC):

NAME OF THE PAPER (CODE): BUSINESS ECONOMICS (BAC 2.2)

Credit Points: 4

Number of Hours of Lecture:

COURSE OBJECTIVES (COs)

The following are the Course Objectives (COs) for the paper Business Economics:

CO 1:	To help the students understand the basic introduction to economics and the reasons for the emergence of the subject economics, different classifications of economics and the different cycles of economy.
CO 2:	To help the students learn the concept of demand and supply, their elasticities and practically establish market equilibrium with the knowledge of demand and supply.
CO 3:	To help the students understand the various factors that determine consumer behaviour, the theories of consumer behaviour and in turn help determine the equilibrium position of the consumer.
CO 4:	To make the students understand the concept of Macroeconomics, the distinction between micro and

	macroeconomics, and understand the basic introductory concepts of Macroeconomics.
CO 5:	To help the students learn the concepts and practically calculate National Income, GDP, GNP, NDP, NNP at market price and factor price

COURSE SPECIFIC OBJECTIVES (CSOs)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 1 The Fundamentals of Economics	Definition of economics. The scope of economics. The Economic Problem: <i>Scarcity and Choice</i> ; Nature and Scope: <i>Positive and Normative Economics</i> . Micro and Macro Economics. Central Problems of an Economy. Production Possibility Curve. Opportunity Cost. Working of Economic Systems. Economic Cycles.	CSO 1.1: To explain the basic introduction to economics and the reasons for the emergence of the subject of Economics.(U) CSO 1.2: To discuss the economic problems. (U) CSO 1.3: To discuss the different types of economic system prevailing in different economies.(U) CSO 1.4: To describe Production Possibility Curve and opportunity cost.(K) CSO 1.5: To illustrate the different cycles in an economy and economic systems(A)	12	20	
UNIT 2 Basic Elements of Demand and Supply	Demand: <i>Meaning, Demand Schedule, Individual and Market Demand Curve, Determinants of Demand, Law of Demand, Changes in Demand</i> . Supply: <i>Meaning, Supply Schedule, Individual and Market Supply Curve, Determinants of Supply, Law of Supply, Changes in Supply</i> . Equilibrium of Demand and Supply, Determination of Equilibrium Price and Quantity. Effect of a shift in Demand or Supply. Elasticity of Demand and Supply	CSO 2.1: To discuss Economics at Micro level like demand and supply and various economic concepts. (U) CSO 2.2: To illustrate practically the determination of market equilibrium (A) CSO 2.3: To demonstrate the different types of elasticity in demand and supply (A)	12	20	
UNIT 3 Theory of Consumer Behaviour	Theory of consumer behaviour: <i>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</i> .	CSO 3.1: To explain and understand the various theories of consumer behaviour.(U)	12	20	

2. NAME OF THE PAPER (CODE): BUSINESS ECONOMICS (BAC 2.2)

Unit & Title	Unit Contents	Course Specific Objectives	Lecture Hours	Marks	LOs
UNIT 4 Nature and Scope of Macroeconomics	Meaning and Concept of macroeconomics; <i>Basic issues in macroeconomics: unemployment, inflation, business cycles, and economic growth</i> . Scope and importance of macroeconomics; <i>Distinction and interdependence between microeconomics and macroeconomics</i> .	CSO 4.1: To explain the basic introductory concepts of Macroeconomics (U) CSO 4.2: To discuss the distinction and interdependence between micro and macroeconomics.(U)	12	20	

UNIT 5 National Income and Related Aggregates	Macroeconomics: <i>meaning, Circular flow of income, concepts of GDP, GNP, NDP, NNP (at market price and factor cost).</i> Measurement of National Income: <i>Value Added method, Income method, and Expenditure method, Difficulties in the measurement of National income.</i> Importance of National income analysis.	CSO 5.1: To illustrate the calculation of GDP, GNP, NDP, NNP at market price and factor price.(A) CSO 5.2: To demonstrate the calculation of National Income using value added method and expenditure method (A) CSO 5.3: To understand the importance of National Income Analysis.(U)	12	20	
			60	100	

Suggested Readings:

1. H L Ahuja (2016).Business Economics: Microeconomic Analysis (13th ed.).S Chand Publishing.
2. D N Dwivedi (2021). Managerial Economics (9th ed.). S Chand Publishing.
3. Dominick Salvatore (2020). Managerial Economics: Principles and Worldwide Applications (9th ed.). Oxford University Press.

3. MINOR COURSE (IDM):

NAME OF THE PAPER (CODE): BUSINESS ENVIRONMENT (BAM 2)

Credit Points: 4

Number of Hours of Lecture: 60

COURSE OBJECTIVES (COs)

The following are the Course Objectives (COs) for the paper Business Environment:

CO 1:	To help the students understand the overview of the business environment.
CO 2:	To help the students understand the economic environment.
CO 3:	To help the students comprehend the Socio-Cultural Environment.
CO 4:	To engage the students in studying and understanding the political and legal environment.
CO 5:	To facilitate the students in studying and learning the Natural & Technological Environment.

COURSE SPECIFIC OBJECTIVES (CSOs)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 1 An Overview of Business Environment	Type of Environment-internal, external, micro and macro environment. Competitive structure of industries, environmental analysis and strategic management. Managing diversity. Environmental Analysis. Process and limitations of environmental analysis.	CSO 1.1: To discuss the different types of business environment. (U) CSO 1.2: To discuss competitive structure of industries. (U) CSO 1.3: To demonstrate environment analysis and strategic management.(A) CSO 1.4: To discuss managing diversity in business.(U)	10	20	
UNIT 2 Economic Environment	Nature of Economic Environment. Economic factors-growth strategy, basic economic system, economic planning, Economic policies- new industrial policy, FEMA, Monetary and fiscal policies. Consumer Protection Act and Competition Law. Liberalization, Privatization and Globalization of Indian Economy, Trends and Issues.	CSO 2.1: To discuss the nature of economic environment.(U) CSO 2.2: To elaborate the different types of economic systems.(U) CSO 2.3: To discuss economic planning in India.(U) CSO 2.4: To assess the various economic policies in India.(A)	15	30	

UNIT 3 Socio-Cultural Environment	Nature and impact of culture on business, social responsibilities of business, social audit, business ethics and corporate governance, Demographic environment population size, migration and ethnic aspects, birth rate, death rate and age structure	CSO 3.1: To discuss the nature and impact of Culture on business. (U) CSO 3.2: To explain the social responsibilities of business, social audit, business ethics and corporate governance and the demographic environment.(U)	10	15	
UNIT 4 Political & Legal Environment	Economic roles of government, Rationale and extent of state intervention, Critical elements of Political Environment; Government and Business; An overview of major laws affecting business	CSO 4.1: To discuss economic role of government.(U) CSO 4.2: To discuss the rationale and extent of state intervention. (U) CSO 4.3: To elaborate the critical elements of political environment.(U) CSO 4.4: To discuss the major laws affecting business.(U)	10	15	

3. NAME OF THE PAPER (CODE): BUSINESS ENVIRONMENT (BAM 2)					
Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 5 Natural & Technological Environment	Natural environment-meaning and influence on business. Waste Management and Pollution Control; Environmental Risk Management; India's Environment Policy, Factors Influencing Technological Environment, Role and Impact of Technology on Business. Transfer of Technology – Channels, Methods, and Limitations	CSO 5.1: To discuss the meaning and influence of natural and technological environment. (U) CSO 5.2: To discuss the waste management and pollution control.(U) CSO 5.3: To explain India's Environment Policy. (U) CSO 5.4: To discuss the technological environment. (U) CSO 5.5: To elaborate the role and impact of technology and transfer of technology. (U)	15	20	
			60	100	

Suggested Readings:

1. Shaikh Saleem (2020). Business Environment (4th ed.). Pearson education.
2. Francis cherunilam (2019). Business Environment Text and Cases (28th revised ed.). Himalaya Publishing House.
3. K. Aswathappa (2015). Essentials of Business Environment: Text, Cases & Exercises (15th revised ed.). Himalaya Publishing House.

4. MULTI-DISCIPLINARY/INTRODUCTORY (MDC):

NAME OF THE PAPER (CODE): LIFE SCIENCE (MDC 2)

Credit Point: 4

Number of Hours of Lecture: 60

(Common Syllabus will be prepared and provided by college)

5. ABILITY ENHANCEMENT COURSE (AEC):

NAME OF THE PAPER (CODE): BASIC FUNCTIONAL ENGLISH (AEC 2)

Credit Point: 2

Number of Hours of Lecture: 30

(Common Syllabus will be prepared by the Department of English, SJC (A), Jakhama)

6. SKILL ENHANCEMENT COURSE (SEC):

NAME OF THE PAPER (CODE): PERSONALITY DEVELOPMENT FOR EXECUTIVES (BAS 2)

Credit Points: 2

Number of Hours of Lecture: 30

Course Objectives (COs)

The following are the Course Objectives (COs) for the paper Personality Development for Executives:

CO 1:	To help students understand about self-development skills and apply in their life.
CO 2:	To help students understand about Interpersonal skills and its importance.
CO 3:	To get students familiarised with management skills to work in a group.

COURSE SPECIFIC OBJECTIVES (CSOs)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
Unit 1 Self-Development Skills	<i>Introduction to Personality, Self-Esteem and Self-Confidence, Thinking and Problem Solving Skills, Stress Management, SWOT Analysis and Goal-Setting.</i>	CSO 1.1: To introduce, define and discuss on Personality, Self-Esteem and Self-Confidence. (K, U) CSO 1.2: To define, explain and discuss different on types of personality. (K, U, A) CSO 1.3: To discuss and explain thinking and problem-solving skills. (U, A) CSO 1.4: To define, discuss and explain stress management and skills needed. (K,U,A) CSO 1.5: To define discuss and explain SWOT Analysis and Goal-Setting. (K, U, A)	10	17	
Unit 2 Interpersonal Skills	<i>Hard Skills and Soft Skills, Effective Communication Skills for successful interview, Leadership, Social Empathy and Emotional Intelligence. Postures and gestures, Organizational body language, Importance of Listening, Value of time.</i>	CSO 2.1: To introduce, define, discuss on Hard and Soft Skills required in business world with suitable examples. (K, U, A) CSO 2.2: To define, discuss and explain Effective Communication Skills for successful interview. (K, U, A) CSO 2.3: To define, discuss and explain Empathy and Emotional Intelligence and its need in business world. (K, U, A) CSO 2.4: To define, discuss and explain Organisational body language and its importance. (K, U, A) CSO 2.5: To define discuss and explain the importance of time and its value. (K, U, A)	10	17	

Unit 3 Management Skills	<i>Group Dynamics, Team Building, Time Management, Positive Attitude, Assertiveness, Motivation, Personal Branding, Presentation Skills, Negotiation skills, Conflict Management, Anger Management.</i>	CSO 3.1: To define discuss and explain Group Dynamics, Team Building and its importance with suitable examples. (K, U, A) CSO 3.2: To define, discuss and explain Positive Attitude, Assertiveness, Motivation and its significances. (K, U, A) CSO 3.3: To define, discuss and explain Personal Branding and its importance. (K, U) CSO 3.4: To define discuss and explain Negotiation skills, its type and importance. (K, U, A) CSO 3.5: To define discuss and explain Conflict Management, Anger Management and its benefits with suitable examples. (K, U, A)	10	16	
			30	50	
N.B.: PRACTICAL ASSIGNMENTS WILL BE CONDUCTED TO IMPROVE THE PERSONALITY OF STUDENTS (GAMES/INTERVIEW/DISCUSSION/PRESENTATION)				15	

6. SKILL ENHANCEMENT COURSE (SEC):

NAME OF THE PAPER (CODE): PERSONALITY DEVELOPMENT FOR EXECUTIVES (BAS 2)

Credit Points: 2

Number of Hours of Lecture: 30

Suggested Readings:

1. Andrews, Sudhir: 2008, How to Succeed at Interviews, New Delhi. Tata McGraw-Hill, 2nd Edition, ISBN-9780070221789
2. Heller, Robert: 2002, Effective leadership and Essential Managerial Series. Dk Publishing, 3rd Edition, ISBN- 978-0751307672
3. Hindle, Tim: 2003, Reducing Stress and Essential Managerial Series. Dk Publishing, 3rd Edition, ISBN-0789424444
4. Pravesh Kumar: 2008, All about Self- Motivation, New Delhi, Goodwill Publishing House, 5th-Edition, ISBN- 8172453752
5. Mitra Barun K: 2023, Personality Development and Soft Skills, O.U.P. (India), 2nd Edition, ASIN: B0CHSK19GB
6. Hougard Rasmus, Carter Jacqueline: 2018, The Mind of the Leader: How to Lead Yourself, Your People, and Your Organization for Extraordinary Results, Harvard Business Review Press, 1st Edition, ISBN-9781633693425
7. Sabhrawal, D.P: 2021, Personality Development, Fingerprint Publishing (25 January 2021); Prakash Books India Pvt. Ltd., 2nd Edition, ASIN : 8172343175

7. VALUE ADDED COURSE (VAC):

NAME OF THE PAPER (CODE): CONSUMER RIGHTS (VAC 2)

Credit Point: 2

Number of Hours of Lecture: 30

(Common Syllabus will be prepared and provided by College)

YEAR 2: III SEMESTER

1. MAJOR/CORE COURSE (DSC):

NAME OF THE PAPER (CODE): ORGANISATIONAL BEHAVIOUR (BAC 3.1)

Credit Points: 4

Number of Hours of Lecture: 60

Course Objectives (COs)

The following are the Course Objectives (COs) for the paper Organisational Behaviour:

CO 1:	To enable the students to understand the concept of OB and various aspects OB.
CO 2:	To familiarise the students on the concept of personality, perception and attitude and understand their relevance in organisation.
CO 3:	To help the students to understand the concept of emotional intelligence (EI) and its importance.
CO 4:	To impart knowledge on leadership and motivation.
CO 5:	To help the students learn the various aspects of groups and teams in business organisation.

COURSE SPECIFIC OBJECTIVES (CSOs)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 1 Introduction	Organisational behaviour: <i>Introduction, definition, nature, scope, factors influencing organisational behaviour, significance of organisational behaviour, challenges of organisational behaviour</i>	CSO 1.1: To define the word organisational behaviour. (K) CSO 1.2: To discuss the nature of organisational behaviour. (U) CSO 1.3: To explain the scope of organisational behaviour. (U) CSO 1.4: To identify/explain/analyse the factors which influence organisational behaviour. (K,U,A) CSO 1.5: To identify/explain/relate the challenges of organisational behaviour. (K,U,A)	8	15	
UNIT 2 Personality, Perception and Attitude	Personality: <i>Definition, characteristics, determinants, personality traits of Indian managers, organisational application of personality</i> Perception: <i>Definition, characteristics, principles of perception, perception versus sensation, perceptual process, factors influencing perception, perceptual distortions, managerial applications of perception, developing perceptual skills.</i> Attitudes: <i>Definition, characteristics, factors influencing formation of attitude, effects of employee attitudes, methods for attitude change.</i>	CSO 2.1: To define personality. (K) CSO 2.2: To discuss the characteristics of personality. (U) CSO 2.3: To identify/explain/relate the determinants of personality. (K,U,A) CSO 2.4: To identify/discuss/relate the personality traits of Indian managers and the organisational application of personality. (K,U,A) CSO 2.5: To define perception. (K) CSO 2.6: To explain the characteristics and principles of perception. (U) CSO 2.7: To differentiate perception and sensation. (U,A) CSO 2.8: To explain the perceptual process, identify/relate the factors influencing perception and perceptual distortion. (U,A) CSO 2.9: To discuss/relate the managerial applications of perception; developing perceptual skills. (U,A) CSO 2.10: To define attitude (K) CSO 2.11: To explain the characteristics of attitude. (U) CSO 2.12: To identify/explain/relate the factors influencing formation of attitudes. (K,U,A) CSO 2.13: To explain the effects of employee attitudes and methods for attitude change.(U)	14	23	
UNIT 3 Emotional Intelligence (EI)	<i>Meaning/definition, main emotions, importance of emotional intelligence,</i>	CSO 3.1: To define emotional intelligence. (K) CSO 3.2: To identify and explain the main emotions. (K,U) CSO 3.3: To discuss/relate the importance of EI. (U,A)	8	15	

1. NAME OF THE PAPER (CODE): ORGANISATIONAL BEHAVIOUR (BAC 3.1)					
Unit & Title	Unit Contents	Course Specific Objectives	Lecture Hours	Marks	LOs
UNIT 3 Emotional Intelligence (EI)	<i>application of emotional intelligence in organisation, development of emotional intelligence-phases/stages, managing emotions-methods.</i>	CSO 3.4: To discuss the application of EI in organisation. (U,A) CSO 3.5: To explain the stages/phases in development of EI. (U) CSO 3.6: To explain the methods of managing emotions. (U)			
UNIT 4 Leadership and Motivation	Leadership: <i>Definition, characteristics, functions, skills.</i> Style of leadership:- <i>Definition, important styles of leadership,</i> Leadership effectiveness:- <i>definition, drivers of leadership effectiveness ,Fiedler's Contingency Model, Path-Goal Model of leadership, role of leaders in building an organisation.</i> Motivation: definition, characteristics, elements of sound motivation system, Designing of reward system:- concept, types of incentives- financial and non-financial, managerial significance of motivation.	CSO 4.1: To define leadership. (K) CSO 4.2: To list down and explain the characteristics, functions and skills of leadership.(K,U) CSO 4.3: To define styles of leadership (K) CSO 4.4: To explain/relate the important styles of leadership.(U,A) CSO 4.5: To define leadership effectiveness (K) CSO 4.6: To explain the drivers of leadership effectiveness. (U) CSO 4.7: To explain/relate Fiedler's contingency model and Path-goal model of leadership. (U,A) CSO 4.8: To discuss the role of leaders in building an organisation. (U) CSO 4.9: To define motivation. (K) CSO 4.10: To list down and discuss the characteristics of motivation. (K,U) CSO 4.11: To discuss the elements of sound motivation system. (U) CSO 4.12: To discuss the concept of designing reward system and types of incentives. (U) CSO 4.13: To discuss the managerial significance of motivation. (U)	14	23	
UNIT 5 Group, Team, Interpersonal behaviour	Group: <i>Definition, characteristics, reason for formation of groups, types of group, group development process- model/process/stages.</i> Group dynamics: <i>Definition, characteristics, factors influencing group dynamics;</i> Group cohesion:- <i>definition, characteristics, factors influencing group cohesion;</i> Group dissonance:- <i>Definition, factors that contribute to the development of dissonance in groups;</i> Group norms; Group think; Social loafing; Ringleman's effect.	CSO 5.1: To define group. (K) CSO 5.2: To explain the characteristics of group and reasons for formation of groups. (U) CSO 5.3: To explain the types of group. (U) CSO 5.4: To explain the group development process. (U) CSO 5.5: To define group dynamics (K) CSO 5.6: To explain its characteristics (U) CSO 5.7: To explain/analyse the factors influencing group dynamics. (U, A) CSO 5.8: To define group cohesion (K) CSO 5.9: To explain its characteristics (U) CSO 5.10: To explain the factors influencing group cohesion. (U) CSO 5.11: To define group dissonance (K) CSO 5.12: To identify/explain/relate the factors which contribute to the development of dissonance. (K,U,A) CSO 5.13: To explain group norms, group thing and social loafing: Ringleman's effect. (U)	16	24	

1. NAME OF THE PAPER (CODE): ORGANISATIONAL BEHAVIOUR (BAC 3.1)					
Unit & Title	Unit Contents	Course Specific Objectives	Lecture Hours	Marks	LOs
UNIT 5 Group, Team, Interpersonal behaviour	Team: <i>Definition, characteristics, types of team, Team versus Group.</i> Interpersonal behaviour: <i>Definition, skills for cooperative interpersonal behaviour; Johari window; transactional analysis.</i>	CSO 5.14: To define Team (K) CSO 5.15: To explain the characteristics of team. (U) CSO 5.16: To explain the types of team. (U) CSO 5.17: To differentiate between team and group CSO 5.18: To define interpersonal behaviour. (K) CSO 5.19: To identify/explain/ relate the skills for cooperative interpersonal behaviour. (K,U,A) CSO 5.20: To explain Johari window and transactional analysis. (U)			
			60	100	

Suggested Readings:

1. L M Prasad (2014). Organisational Behaviour (5th ed.). Sultan Chand & Sons
2. Sarma V.S. Veluri (2010). Organisational Behaviour: An Interactive Learning Approach. Jaico Books.
3. Luthans Fred (2007). Organisational Behaviour (11th ed.). McGraw-Hill Higher Education.
4. V.S.P. Rao (2012). Organisational Behaviour (1st ed.). Excel Books.
5. Kavita Singh (2015) Organisational Behaviour: Text and Cases (3rd ed.). Vikas Publishing House.
6. Stephen P. Robbins (2018). Organisational Behaviour. Pearson.
7. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R (2008). Organisational Behaviour. Tata McGraw Hill.

2. MAJOR/CORE COURSE (DSC):**NAME OF THE PAPER (CODE): BUSINESS ENVIRONMENT (BAC 3.2)****Credit Points: 4****Number of Hours of Lecture: 60****COURSE OBJECTIVES (COs)****The following are the Course Objectives (COs) for the paper Business Environment:**

CO 1:	To help the students understand the overview of the business environment.
CO 2:	To help the students understand the economic environment.
CO 3:	To help the students comprehend the Socio-Cultural Environment.
CO 4:	To engage the students in studying and understanding the political and legal environment.
CO 5:	To facilitate the students in studying and learning the Natural & Technological Environment.

COURSE SPECIFIC OBJECTIVES (CSOs)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 1 An Overview of Business Environment	Type of Environment-internal, external, micro and macro environment. Competitive structure of industries, environmental analysis and strategic management. Managing diversity. Environmental Analysis. Process and limitations of environmental analysis.	CSO 1.1: To discuss the different types of business environment. (U) CSO 1.2: To discuss competitive structure of industries. (U) CSO 1.3: To demonstrate environment analysis and strategic management.(A) CSO 1.4: To discuss managing diversity in business.(U)	10	20	
UNIT 2 Economic Environment	Nature of Economic Environment. Economic factors-growth strategy, basic economic system, economic planning, Economic policies- new industrial policy, FEMA, Monetary and fiscal policies. Consumer Protection Act and Competition Law. Liberalization, Privatization and Globalization of Indian Economy, Trends and Issues.	CSO 2.1: To discuss the nature of economic environment.(U) CSO 2.2: To elaborate the different types of economic systems.(U) CSO 2.3: To discuss economic planning in India.(U) CSO 2.4: To assess the various economic policies in India. (A)	15	30	
UNIT 3 Socio-Cultural Environment	Nature and impact of culture on business, social responsibilities of business, social audit, business ethics and corporate governance, Demographic environment population size, migration and ethnic aspects, birth rate, death rate and age structure	CSO 3.1: To discuss the nature and impact of Culture on business. (U) CSO 3.2: To explain the social responsibilities of business, social audit, business ethics and corporate governance and the demographic environment. (U)	10	15	
UNIT 4 Political & Legal Environment	Economic roles of government, Rationale and extent of state intervention, Critical elements of Political Environment; Government and Business; An overview of major laws affecting business	CSO 4.1: To discuss economic role of government .(U) CSO 4.2: To discuss the rationale and extent of state intervention. (U) CSO 4.3: To elaborate the critical elements of political environment.(U) CSO 4.4: To discuss the major laws affecting business.(U)	10	15	

2. NAME OF THE PAPER (CODE): BUSINESS ENVIRONMENT (BAC 3.2)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 5 Natural & Technological Environment	Natural environment-meaning and influence on business. Waste Management and Pollution Control; Environmental Risk Management; India's Environment Policy, Factors Influencing Technological Environment, Role and Impact of Technology on Business. Transfer of Technology – Channels, Methods, and Limitations	CSO5:1 To discuss the meaning and influence of natural and technological environment. (U) CSO5:2 To discuss the waste management and pollution control.(U) CSO5:3 To explain India's Environment Policy. (U) CSO5:4 To discuss the technological environment. (U) CSO5:5 To elaborate the role and impact of technology and transfer of technology. (U)	15	20	
			60	100	

Suggested Readings:

1. Shaikh Saleem (2020). Business Environment (4th ed.). Pearson education.
2. Francis cherunilam (2019). Business Environment Text and Cases (28th revised ed.). Himalaya Publishing House.
3. K. Aswathappa (2015). Essentials of Business Environment: Text, Cases & Exercises (15th revised ed.). Himalaya Publishing House.

3. MAJOR/CORE COURSE (DSC):

NAME OF THE PAPER (CODE): STATISTICS FOR BUSINESS DECISIONS (BAC 3.3)

Credit Points: 4

Number of Hours of Lecture: 60

COURSE OBJECTIVES (COs)

The following are the Course Objectives (COs) for the paper Statistics for Business Decisions:

CO 1:	To make students understand about measures of central value and summarise data sets using descriptive statistics.
CO 2:	To make students understand about correlation analysis and help them to analyse the relationship between two variables.
CO 3:	To help students understand about analysis of time series, measurement of trends and index numbers.
CO 4:	To help students understand the concept of probability and probability distribution.
CO 5:	To make students understand about Hypothesis Testing and draw conclusion about a population using testing of hypothesis.

COURSE SPECIFIC OBJECTIVES (CSOs)

Unit & Title	Unit Content	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 1: Measures of Central Value	Characteristics of an ideal measure; Measures of Central Tendency - 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, Coefficient of Variation.	CSO 1.1: To define and describe Characteristics of an ideal measure. (K) CSO 1.2: To define, discuss and explain Measures of Central Value and its characteristics. (K, U) CSO 1.3: To discuss and explain Measures of Central Tendency and its Merits, Limitations and Suitability. (U) CSO 1.4: To illustrate the relationship between averages. (A) CSO 1.5: To explore Measures of Dispersion. (A) CSO 1.6: To discuss and explain about different absolute and relative measures of dispersion. (U) CSO 1.7: To explain and illustrate Range, Quartile Deviation, Mean Deviation, Standard Deviation, and Coefficient of Variation. (U, A)	12	20	
UNIT 2: Correlation Analysis	Meaning and significance. Correlation and Causation, Types of correlation. Methods of studying simple correlation - Scatter diagram, Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient. Regression Analysis: Meaning and significance. Regression vs. Correlation and Standard error of estimate.	CSO 2.1: To define, discuss and explain meaning and significance of Correlation Analysis. (K,U) CSO 2.2: To explain correlation and causation and types of correlation. (U) CSO 2.3: To define, discuss and explain methods of studying simple correlation. (K,U) CSO 2.4: To explain, interpret regression analysis, its meaning and significance. (K,U,A) CSO 2.5: To explain regression vs. Correlation and how to estimate Standard error. (U,A)	12	20	
UNIT 3: Analysis of Time Series and	Meaning and significance. Utility, Components of time series, Models (Additive and Multiplicative),	CSO 3.1: To define, discuss time series, its meaning and significance. (K, U, A) CSO 3.2: To explain utility, components and models of time series. (U)	12	20	

Index Numbers	Measurement of trend: Method of least squares;	CSO 3.3: To explain and analyse measurement of trend. (U, A)			
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3. NAME OF THE PAPER (CODE): STATISTICS FOR BUSINESS DECISIONS (BAC 3.3)					
Unit & Title	Unit Contents	Course Specific Objectives	Lecture Hours	Marks	LOs
UNIT 3: Analysis of Time Series and Index Numbers	Index Numbers: Meaning and significance, problems in construction of index numbers, methods of constructing index numbers-weighted and unweighted. Test of adequacy of index numbers, chain index numbers and base shifting.	CSO 3.4: To define, discuss and explain Index Numbers, its meaning and significance, problems and methods of constructing index number. (K, U, A) CSO 3.5: To explain and explore test of adequacy of index numbers. (U, A)			
UNIT 4: Probability and Probability Distribution	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.	CSO 4.1: To define, discuss and explain Probability, its meaning and need. (K, U, A) CSO 4.2: To explain and illustrates theorems of addition and multiplication in probability. (U, A) CSO 4.3: To explain Conditional probability. (U) CSO 4.4: To discuss and explain Probability Distribution its meaning and characteristics. (U)	11	20	
UNIT 5: Hypothesis testing	Concept; Level of Significance. Process of testing: Test of hypothesis concerning Mean; Test of hypothesis Normal Z test & t test for single mean. Using Non-parametric statistics for hypothesis testing.	CSO 5.1: To explain and discuss Hypothesis testing, its concept, meaning and level of significance. (K, U, A) CSO 5.2: To explain and illustrate the process of testing using mean, Normal Z test and t test. (U, A) CSO 5.3: To explain, discuss and illustrate hypothesis testing using Non-parametric statistics. (U, A)	13	20	
			60	100	

Suggested Readings:

1. Gupta S.P.: 2021, Statistical Methods, Sultan Chand & Sons, 34th Edition, ISBN-351611769
2. Richard Levin & David Rubin: 2017, Statistics for management, Prentice Hall, 8th Edition, ISBN- 8184957491
3. Anderson, Sweeny & Williams: 2019, Statistics for Business and Economics, South Western, 10th Edition, ISBN-0324783248

4. MINOR COURSE (IDM):

NAME OF THE PAPER (CODE): BUSINESS ETHICS AND CORPORATE GOVERNANCE (BAM 3)

Credit Points: 4

Number of Hours of Lecture: 60

COURSE OBJECTIVES (COs)

The following are the Course Objectives (COs) for the paper Business Ethics and Corporate Governance:

CO 1:	To help the students understand the importance of ethics in day-to-day working of business organization and to learn the issues involved in maintaining ethics and how to deal with such situations.
CO 2:	To help the students understand governance concerns for business and their stakeholders.
CO 3:	To let the students learn the importance of regulation and information in corporate governance.
CO 4:	To help the students learn the different roles of management in corporate governance.
CO 5:	To make the students understand the concept of CSR and the stakeholder approaches.

COURSE SPECIFIC OBJECTIVES (CSOs)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 1 Introduction to Business ethics	<i>Meaning of ethics, scope of business ethics, needs and importance of ethics in business, why ethical problems occur in business, Prevention of unethical behavior and characteristics of an ethical organization. Ethical principles in business: Utilitarianism: weighing social cost and benefits, Rights and duties, Justice and fairness, Moral issues in business: Worker's and employee's rights and responsibilities.</i>	CSO 1.1: To define the term ethics. (K) CSO 1.2: To discuss the scope, needs and importance of ethics in business. (U) CSO 1.3: To explain how to prevent unethical behavior in an organization. (U) CSO 1.4: To Explain the characteristics of Ethical organization. (U) CSO 1.5: To Discuss the theory of utilitarianism: weighing social cost and benefits. (U) CSO 1.6: To explain the meaning and types of Rights and duties, Justice and fairness. (U) CSO 1.7: To examine the Moral issues in business. (A) CSO 1.8: To explain the Workers' and employee's rights and responsibilities. (U)	8	19	
UNIT 2 Corporate governance	<i>Concept, Features and importance of good governance, principles of good corporate governance, need to improve corporate governance standards, OECD Principles of Corporate governance, Role played by regulators to improve corporate governance, accounting standards and corporate governance, corporate disclosure, insider trading.</i>	CSO 2.1: To state the meaning of corporate governance. (K) CSO 2.2: To explain the concept of corporate governance. (U) CSO 2.3: To discuss the Features and importance of good governance. (U) CSO 2.4: To determine the need to improve corporate governance. (A) CSO 2.5: To discuss the OECD principles of corporate governance. (U) CSO 2.6: To discuss the Role played by regulators to improve corporate governance.(U) CSO 2.7: To explain the accounting standards, corporate governance and corporate disclosure. (U) CSO 2.8: To explain the meaning of insider trading. (U) CSO 2.9: Defining the term insider Trading.(K) CSO 2.10: To outline the price sensitive information. (K)	13	21	
UNIT 3 The Board of	<i>Quality, Composition and role of Board, Outside Directors on the board (independent,</i>	CSO 3.1: To explain the meaning of Board of Director. (U) CSO 3.2: To discuss the Board –Quality,	13	20	

Directors	<i>nominee),</i>	Composition and role of Board. (U)			
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4. NAME OF THE PAPER (CODE): BUSINESS ETHICS AND CORPORATE GOVERNANCE (BAM 3)					
Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hour	Marks	LOs
UNIT 3 The Board of Directors	<i>Executive and Non-Executive directors, SEBI clause 49, directors and financial institutions in enhancing corporate governance, issues affecting corporate governance in India , CEO Duality.</i>	CSO 3.3: To explain the meaning and roles of Outside Directors on the board such as independent, nominee, Executive and Non-Executive directors. (U) CSO 3.4: To discuss the SEBI clause 49, directors and financial institutions in enhancing corporate governance. (U) CSO 3.5: To describe the issues affecting corporate governance in India. (K) CSO 3.6: To discuss the CEO duality, the pros and cons of CEO duality. (U)			
UNIT 4 Role of auditors in enhancing corporate governance	<i>Duties and responsibilities of auditors, corporate governance and internal auditors, Whistle blowing: Meaning, Characteristics, purpose, Kinds of whistle blowing, Effects of Whistle blowing. Discrimination, affirmative action, and reverse discrimination: Equal employment opportunity, Preferential hiring,</i>	CSO 4.1: To cite the meaning of Auditor. (K) CSO 4.2: To discuss the role of auditors in enhancing corporate governance. (U) CSO 4.3: To explain the meaning and role of internal and external auditor. (U) CSO 4.4: To state the meaning of Whistle Blowing. (K) CSO 4.5: To discuss the Meaning, Characteristics, purpose, Kinds, and effects of Whistle blowing. (U) CSO 4.6: To discuss the meaning and examples of Discrimination, affirmative action, and reverse discrimination. (U) CSO 4.7: To differentiate discrimination and reverse discrimination. (A) CSO 4.6: To discuss the meaning and examples of Equal employment opportunity, Preferential hiring. (U)	13	20	
UNIT 5 Corporate social responsibility	<i>Meaning, Evolution of corporate social responsibility, need for CSR, Social Responsibility of business towards different interested groups, common indicators for measuring business social performance, reporting social responsibility measures in annual report, Profit maximization vs. social responsibility.</i>	CSO 5.1: To explain the meaning of CSR. (U) CSO 5.2: To outline the evolution of CSR.(K) CSO 5.3: To discuss the need for CSR. (U) CSO 5.4: To discuss Social Responsibility of business towards different interested groups. (U) CSO 5.5: To examine the common indicators for measuring business social performance. (A) CSO 5.6: To explain the social responsibility measures in annual report. (U) CSO 5.7: To differentiate between Profit maximization vs. social responsibility. (A)	13	20	
			60	100	

Suggested Readings:

1. Manuel G Velasquez: Business ethics- concepts and cases Pearson.
2. Luthans Hodgetts and Thompson: Social issues in business, Macmillan USA

3. A.C. Fernando: Business Ethics Pearson Education.
4. A.C. Fernando: Corporate Governance Pearson Education.
4. Adrian Davies: Strategic approach to corporate governance Gower Pub Co.
5. N. Gopalswamy: Corporate governance a new paradigm A H Wheeler Publishing Co Ltd.
6. Marianne M Jennings: Cases in Business Ethics Indian South-Western College Publishing
7. Kevin Gibson: Ethics and Business, An Introduction, Cambridge Applied Ethics Cambridge University Press
8. Bhanumurthy K V: Ethics and Social Responsibility of Business, Pearson Education India

5. MULTI-DISCIPLINARY/INTRODUCTORY COURSE (MDC):

NAME OF THE PAPER (CODE): INTELLECTUAL PROPERTY RIGHTS (MDC 3)

Credit Points: 4

Number of Hours of Lecture: 60

(Common Syllabus will be prepared and provided by college)

6. SKILL ENHANCEMENT COURSE (SEC):

NAME OF THE PAPER (CODE): EVENT MANAGEMENT (BAS 3)

Credit Points: 2

Number of Hours of Lecture: 30

COURSE OBJECTIVES (COs)

The following are the Course Objectives (COs) for the paper Event Management:

CO 1:	To make students understand about the basic concepts of event management and its different types.
CO 2:	To make students get familiarised with event management planning and the process of conducting events.
CO 3:	To make students understand about different aspects of event management, planning and budgeting of the events.

COURSE SPECIFIC OBJECTIVES (CSOs)

Unit & Title	Unit Content	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 1: Introduction to event management	Introduction, Objectives, Definition of Events, Classification of Events, Categories, Types of Events, Benefits of Events, Event Management Strategy, Objectives of Event Management, Role of Creativity, Event Committee, The Big Event Committee Structure, Coordination among Committees, Functions of Event Management.	CSO 1.1: To define, explain and understand the concept of event management. (K, U, A) CSO 1.2: To study the different types of events. (U, A) CSO 1.3: To discuss and analyse the role of creativity in event management process. (U, A) CSO 1.4: To define, explain and study about the various types of event management structure. (K, U, A)	10	17	
UNIT 2: Event management planning	Introduction, Objectives, Event Planning, Benefits of Event planning, Forces affecting Event planning, Conducting An Environmental Scan, Steps in Event Management Plan, Starting off, Feasibility, Operational Planning-Finances and Budgets, Sponsorship-Sponsor ship Development Plan, Organize a team, Blue Print of Functional Area-Venue, Logistics and Ambience, Site Plan, Sample Site Plan, Security Check posts, Power & Lighting, Water, Sanitary facilities, Risk	CSO 2.1: To know, understand and discuss about different stages of event planning. (K, U, A) CSO 2.2: To define, understand and know about the roles and responsibilities of people involved in planning and. (K, U, A) CSO 2.3: To discuss and explain about delivering of events. (U, A) CSO 2.4: To discuss and explain on how to develop plan and timeline for event management. (U, A)	09	16	

	Management, Marketing, Celebrities in Events, Promotional Tools, Preparing for Event Operations, Managing Chief Guest, Event Entertainers, Close-Down, Evaluation and Legacy, Event evaluation techniques, Event Planning Timeline-Six Months Ahead of Event, Four Months Ahead of Event, Two Months Prior to Event, One-Two Weeks Ahead, One Day Ahead, Event Day, Post-Event, Greening Your Event.	CSO 2.5: To discuss and explain on how to review the planning and delivery of an event. (U, A)			
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6. NAME OF THE PAPER (CODE): EVENT MANAGEMENT (BAS 3)					
Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 3: Different aspects of event management	Introduction, Objectives, Event Manager, Responsibilities of Event Manager, Event Manager Duties: Live Events, Brand Management, Determinants of Brand Management, Components of Brand Value, Designing Brand Strategy, Budgeting in Event Management, Budget Management, Criteria in Budget Development, Budget control, Leadership, Leadership skills, Qualities of Leaders, Success of the Event, Understanding Key Performance Areas, Scope of KPIs, Event Feedback Methods.	CSO 3.1: To define, discuss and understand the importance of the stage management. (K, U, A) CSO 3.2: To define, study and understand the responsibilities and duties of Event Manager. (K, U, A) CSO 3.3: To identify the role of branding in event management. (U, A) CSO 3.4: To study the concept and advantages of Budgeting. (K, U) CSO 3.5: To understand the various leadership skills required in event management. (K, U, A) CSO 3.6: To discuss and evaluate the role of feedback in event management. (U,A)	11	17	
			30	50	

Suggested Readings:

1. Event Entertainment and Production – Author: Mark Sonderrm CSEP Publisher: Wiley & Sons, Inc.
2. Ghouse Basha – Advertising & Media Mgt, VBH.
3. Anne Stephen – Event Management, HPH.
4. K. Venkataramana, Event Management, SHBP.
5. Special Event Production – Doug Matthews – ISBN 978-0-7506-8523-8
6. The Complete Guide to successful Event Planning – Shannon Kilkenny
7. Human Resource Management for Events – Lynn Van der Wagen (Author)
8. Successful Team Management (Paperback) – Nick Hayed (Author)
9. Event Management & Public Relations by Savita Mohan – Enkay Publishing House
10. Event Management & Public Relations by Swarup K. Goyal – Adhyayan Publisher - 2019

YEAR 2: SEMESTER IV

1. MAJOR/CORE COURSE (DSC):

NAME OF THE PAPER (CODE): HUMAN RESOURCE MANAGEMENT (BAC 4.1)

Credit Points: 4

Number of Hours of Lecture: 60

COURSE OBJECTIVES (COs)

The following are the Course Objectives (COs) for the paper Human Resource Management:

CO 1:	To help the students understand the basic concept HRM.
CO 2:	To make the students learn the application of HRP, job analysis and policies and activities related to hiring decisions practiced by business organisations.
CO 3:	To impart knowledge on training and development and performance appraisal in business organisation to the students.
CO 4:	To educate the students on compensation planning and management.
CO 5:	To stimulate the students to explore and understand the significance of industrial relations for maintaining tranquillity and growth.

COURSE SPECIFIC OBJECTIVES (CSOs)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 1 Introduction	HRM: <i>definition, characteristics, objectives, functions, scope, importance, factors influencing HRM function.</i> HRM: <i>line and staff aspects. HR manager's proficiencies and qualifications.</i>	CSO 1.1: To define HRM. (K) CSO 1.2: To discuss the characteristics and objectives of HRM. (U) CSO 1.3: To identify and explain the functions, scope and importance of HRM. (K & U) CSO 1.4: To find and explain the factors influencing HRM. (U & A) CSO 1.5: To discuss the line and staff aspects of HRM. (U) CSO 1.6: To identify and discuss the manager's proficiencies and qualifications. (K & U)	8	17	
UNIT 2 HRP, Job Analysis, Hiring Decisions	Job analysis – <i>Definition, basics of job analysis, uses of job analysis information, methods for collecting job analysis information, process of job analysis, Job description & Job specifications.</i> Human Resource Planning: <i>Definition, process.</i> Human Resource Information System (HRIS)- <i>Concept. Recruitment: definition, purposes, sources, methods, preparation and advertisement of job vacancies.</i> Selection: <i>definition, purposes, process.</i>	CSO 2.1: To define job analysis. (K) CSO 2.2: To discuss the uses of job analysis information. (U) CSO 2.3: To identify and explain the methods of collecting job analysis information. (K & U) CSO 2.4: To discuss the process of job analysis, job description and job specification. (U) CSO 2.5: To define HRP. (K) CSO 2.6: To discuss the process of HRP. (U) CSO 2.7: To discuss the concept of HRIS. (U) CSO 2.8: To discuss the concept of succession planning. (U) CSO 2.9: To define recruitment. (K) CSO 2.10: To explain its purposes, sources and methods of recruitment. (U) CSO 2.11: To demonstrate and teach how to prepare and advertise job vacancies. (A) CSO 2.12: To define selection. (K) CSO 2.13: To explain the purposes and process of selection. (U)	13	21	
UNIT 3 Training, Development And Performance Appraisal	Training: <i>Definition, Need for training, and methods of training:- on-the-job-meaning and types and off-the-job-meaning and types;</i> Management development: <i>definition, managerial on-the-</i>	CSO 3.1: To define training. (K) CSO 3.2: To discuss the need for training. (U) CSO 3.3: To explain and relate the training methods. (U & A) CSO 3.4: To define management development. (K) CSO 3.5: To identify and discuss the	12	20	

<i>job and off-the-job training and development techniques.</i>	managerial on-the-job and off-the-job training and development techniques. (K&U)			
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1. NAME OF THE PAPER (CODE): HUMAN RESOURCE MANAGEMENT (BAC 4.1)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 3 Training, Development And Performance Appraisal	Performance appraisal: <i>definition, reasons for appraising performance. Personnel responsible for appraising performance. Steps in appraising performance, uses of performance appraisal, problems in appraising performance and solutions, The appraisal interview-meaning, types, guidelines.</i>	CSO 3.6: To define performance appraisal. (K) CSO 3.7: To discuss the reasons for performance appraisal and the personnel responsible for appraising. (U) CSO 3.8: To identify, explain and relate the steps in appraising performance. (K,U&A) CSO 3.9: To find and explain the uses of performance appraisal. (K&U) CSO 3.10: To discuss the problems in appraising performance. (U) CSO 3.11: To identify and analyse possible solutions to problems in appraising performance. (A)			
UNIT 4 Compensation Planning	Establishing strategic pay plans: Compensation:- <i>Definition, steps in determining compensation, components of pay structure, factors influencing compensation levels.</i> Pricing managerial and professional jobs:- <i>concept, compensating executives and managers, compensating professional employees.</i> Competency-based pay:- <i>Introduction, meaning and definition, reasons for using competency-based pay.</i> Pay for performance and financial incentives: <i>Performance and pay, motivation and incentives, individual employee incentive and recognition program, team/group incentive plans, organisation wide incentive plans, reasons for incentive plans failure, guidelines to implement effective incentive plans</i>	CSO 4.1: To define compensation. (K) CSO 4.2: To identify and explain the steps in determining compensation. (K,U) CSO 4.3: To explain the components of pay structure and explain the factors influencing compensation levels. (U) CSO 4.4: To explain/relate the concept of pricing managerial and professional jobs-compensating executives and managers, compensating professional employees. (U,A) CSO 4.5: To explain the concept of competency-based pay and the reasons for using competency-based pay. (U,A) CSO 4.6: To explain/relate the concept of performance and pay, motivation, incentives and recognition program. (U,A) CSO 4.7: To explain/analyse the reasons for incentive plans failure and guidelines to implement effective incentive plans. (U,A)	13	21	

1. NAME OF THE PAPER (CODE): HUMAN RESOURCE MANAGEMENT (BAC 4.1)					
Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 5 Industrial Relations	Labour Relations And Collective Bargaining:- A brief history of Indian labour unions, definition of trade union, why do workers organize? What do unions want? The union drive and election, <i>functions</i> . Collective bargaining: definition, <i>negotiating team, bargaining items, bargaining stage</i> . Industrial dispute: <i>definition, causes of industrial dispute, effects of industrial dispute, settlement of disputes</i> . Strikes:- Definition and types. Grievance: definition, <i>sources, grievance procedure, guidelines for handling grievances</i> .	CSO 5.1: To explain the history of Indian labour unions. (U) CSO 5.2: To define trade union.(K) CSO 5.3: To highlight the reasons for organising unions and the expectations and wants of unions.(K) CSO 5.4: To explain union drive, election and functions.(U) CSO 5.5: To define collective bargaining.(K) CSO 5.6: To explain the term negotiating team, bargaining items, bargaining stage.(U) CSO 5.7: To define industrial disputes.(K) CSO 5.8: To identify/explain/analyse the causes of industrial dispute, effects of industrial dispute and settlement of disputes.(K,U,A) CSO 5.9: To define strikes.(K) CSO 5.10: To explain the types of strikes.(U) CSO 5.11: To define grievance.(K) CSO 5.12: To explain the sources of grievance, grievance procedure and guidelines for handling grievances.(U)	14	21	
			60	100	

Suggested Readings:

1. Gary Dessler & Biju Varkkey (2017). Human Resource Management (15th ed.). Pearson.
2. De Cenzo, D.A. & Robbins (2004). Fundamentals of Human Resource Management (8th ed.). John Wiley & Sons.
3. Arun Monappa & Mirza S Saiyadain (2001). Personnel Management (2nd ed.). Tata McGraw Hill.
4. V.S.P. Rao (2006). Human Resource Management: Text and Cases. Excel Books.
5. R. Wayne Mondy, Robert M. Noe & Shane R. Premeaux (1998), Human Resource Management (7th ed.). Pearson.

2. MAJOR/CORE COURSE (DSC):

NAME OF THE PAPER (CODE): BUSINESS ETHICS AND CORPORATE GOVERNANCE (BAC 4.2)

Credit Points: 4

Number of Hours of Lecture: 60

COURSE OBJECTIVES (COs)

The following are the Course Objectives (COs) for the paper Business Ethics and Corporate Governance:

CO 1:	To help the students understand the importance of ethics in day-to-day working of business organization and to learn the issues involved in maintaining ethics and how to deal with such situations.
CO 2:	To help the students understand governance concerns for business and their stakeholders.
CO 3:	To let the students learn the importance of regulation and information in corporate governance.
CO 4:	To help the students learn the different roles of management in corporate governance.
CO 5:	To make the students understand the concept of CSR and the stakeholder approaches.

COURSE SPECIFIC OBJECTIVES (CSOs)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 1 Introduction to Business ethics	<i>Meaning of ethics, scope of business ethics, needs and importance of ethics in business, why ethical problems occur in business, Prevention of unethical behavior and characteristics of an ethical organization. Ethical principles in business: Utilitarianism: weighing social cost and benefits, Rights and duties, Justice and fairness, Moral issues in business: Worker's and employee's rights and responsibilities.</i>	CSO 1.1: To define the term ethics. (K) CSO 1.2: To discuss the scope, needs and importance of ethics in business. (U) CSO 1.3: To explain how to prevent unethical behavior in an organization. (U) CSO 1.4: To Explain the characteristics of Ethical organization. (U) CSO 1.5: To Discuss the theory of utilitarianism: weighing social cost and benefits. (U) CSO 1.6: To explain the meaning and types of Rights and duties, Justice and fairness. (U) CSO 1.7: To examine the Moral issues in business. (A) CSO 1.8: To explain the Workers' and employee's rights and responsibilities. (U)	8	19	
UNIT 2 Corporate governance	<i>Concept, Features and importance of good governance, principles of good corporate governance, need to improve corporate governance standards, OECD Principles of Corporate governance, Role played by regulators to improve corporate governance, accounting standards and corporate governance, corporate disclosure, insider trading.</i>	CSO 2.1: To state the meaning of corporate governance.(K) CSO 2.2: To explain the concept of corporate governance. (U) CSO 2.3: To discuss the Features and importance of good governance. (U) CSO 2.4: To determine the need to improve corporate governance. (A) CSO 2.5: To discuss the OECD principles of corporate governance. (U) CSO 2.6: To discuss the Role played by regulators to improve corporate governance.(U) CSO 2.7: To explain the accounting standards, corporate governance and corporate disclosure. (U) CSO 2.8: To explain the meaning of insider trading. (U) CSO 2.9: Defining the term insider Trading.(K) CSO 2.10: To outline the price sensitive information. (K)	13	21	
UNIT 3 The Board of	<i>Quality, Composition and role of Board, Outside Directors on the board (independent,</i>	CSO 3.1: To explain the meaning of Board of Director. (U) CSO 3.2: To discuss the Board –Quality,	13	20	

Directors	<i>nominee</i>),	Composition and role of Board. (U)			
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2. NAME OF THE PAPER (CODE): BUSINESS ETHICS AND CORPORATE GOVERNANCE (BAC 4.2)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hour	Marks	LOs
UNIT 3 The Board of Directors	<i>Executive and Non-Executive directors, SEBI clause 49, directors and financial institutions in enhancing corporate governance, issues affecting corporate governance in India , CEO Duality.</i>	CSO 3.3: To explain the meaning and roles of Outside Directors on the board such as independent, nominee, Executive and Non-Executive directors. (U) CSO 3.4: To discuss the SEBI clause 49, directors and financial institutions in enhancing corporate governance. (U) CSO 3.5: To describe the issues affecting corporate governance in India. (K) CSO 3.6: To discuss the CEO duality, the pros and cons of CEO duality. (U)			
UNIT 4 Role of auditors in enhancing corporate governance	<i>Duties and responsibilities of auditors, corporate governance and internal auditors, Whistle blowing: Meaning, Characteristics, purpose, Kinds of whistle blowing, Effects of Whistle blowing. Discrimination, affirmative action, and reverse discrimination: Equal employment opportunity, Preferential hiring,</i>	CSO 4.1: To cite the meaning of Auditor. (K) CSO 4.2: To discuss the role of auditors in enhancing corporate governance. (U) CSO 4.3: To explain the meaning and role of internal and external auditor. (U) CSO 4.4: To state the meaning of Whistle Blowing. (K) CSO 4.5: To discuss the Meaning, Characteristics, purpose, Kinds, and effects of Whistle blowing. (U) CSO 4.6: To discuss the meaning and examples of Discrimination, affirmative action, and reverse discrimination. (U) CSO 4.7: To differentiate discrimination and reverse discrimination. (A) CSO 4.6: To discuss the meaning and examples of Equal employment opportunity, Preferential hiring. (U)	13	20	
UNIT 5 Corporate social responsibility	<i>Meaning, Evolution of corporate social responsibility, need for CSR, Social Responsibility of business towards different interested groups, common indicators for measuring business social performance, reporting social responsibility measures in annual report, Profit maximization vs. social responsibility.</i>	CSO 5.1: To explain the meaning of CSR. (U) CSO 5.2: To outline the evolution of CSR.(K) CSO 5.3: To discuss the need for CSR. (U) CSO 5.4: To discuss Social Responsibility of business towards different interested groups. (U) CSO 5.5: To examine the common indicators for measuring business social performance. (A) CSO 5.6: To explain the social responsibility measures in annual report. (U) CSO 5.7: To differentiate between Profit maximization vs. social responsibility. (A)	13	20	
			60	100	

Suggested Readings:

1. Manuel G Velasquez : Business ethics- concepts and cases Pearson.
2. Luthans Hodgetts and Thompson: Social issues in business, Macmillan USA
3. A.C. Fernando: Business Ethics Pearson Education. 4. A.C. Fernando: Corporate Governance Pearson Education.

5. Adrian Davies: Strategic approach to corporate governance Gower Pub Co.
6. N. Gopalswamy: Corporate governance a new paradigm A H Wheeler Publishing Co Ltd.
7. Marianne M Jennings: Cases in Business Ethics Indian South-Western College Publishing
8. Kevin Gibson: Ethics and Business, An Introduction, Cambridge Applied Ethics Cambridge University Press
9. Bhanumurthy K V: Ethics and Social Responsibility of Business, Pearson Education India

3. MAJOR/CORE COURSE (DSC):

NAME OF THE PAPER (CODE): MANAGEMENT AND COST ACCOUNTING (BAC 4.3)

Credit Points: 4

Number of Hours of Lecture: 60

COURSE OBJECTIVES (COs)

The following are the Course Objectives (COs) for the paper Management and Cost Accounting:

CO 1:	To introduce the basic concepts of Management and Cost Accounting and the different elements of costs to the students.
CO 2:	To help students in understanding the concepts of cost with respect to its components, terms and classifications and introduce the concept of overhead allocation, apportionment and absorption.
CO 3:	To aid the students in using the different elements of Cost Volume Profit Analysis and identify relevant costs and irrelevant costs in decision making.
CO 4:	To create an understanding among students about Budget and Budgetary Control, Responsibility Accounting and Measurement of divisional performances with respect to financial measures.
CO 5:	To assist the students in understanding the methods of Variance Analysis using Standard Cost.

COURSE SPECIFIC OBJECTIVES (CSOs)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 1 Introduction to Management and Cost Accounting	Management Accounting: Meaning, Definition, Nature, Scope and Limitations of Management Accounting. Cost Accounting: Meaning, Scope, Objectives, Importance and Limitation of Cost Accounting Comparison of Management Accounting with Cost Accounting and Financial Accounting. Elements of Cost: Material, Labour and Overheads –Production and Works, Administration, Selling, Distribution, Research and Development.	CSO 1.1: To define the term Management accounting. (K) CSO 1.2: To explain the meaning, nature, scope and limitations of Management Accounting. (U) CSO 1.3: To define the term Cost Accounting. (K) CSO 1.4: To explain the meaning, scope, objectives, importance and limitations of Cost Accounting. (K) CSO 1.5: To Compare and Contrast Management Accounting with Cost Accounting. (U) CSO 1.6: To Compare and Contrast Management Accounting with Financial Accounting. (U) CSO 1.7: To identify and explain the different elements of Costs wrt Materials, Labour and Overhead Expenses. (A)	5	10	
UNIT 2 Cost Concepts	Components of Total Cost: Prime Cost, Works Cost, Cost of Production, Cost of Sales. Cost Sheet or Statement of Cost. Expenses excluded from costs. Concept of the terms under cost-Costing, Expenses, Cost Unit, Cost Centre, Difference between cost unit and Cost Centre. Classification of Costs: by Nature /Elements, Function, Degree of Traceability to the product,	CSO 2.1: To explain the various components of the total costs. (K) CSO 2.2: To explain how each of these components is calculated to find the Total cost. (U/A) CSO 2.3: To explain how profit/loss is calculated from the total cost. (A) CSO 2.4: To explain the meaning of Cost Sheet/Statement of Cost. (K) CSO 2.5: To give a specimen of a cost sheet and preparation of statement of costs.	9	16	

	Changes in Activity/volume, Controllability, Normality, Relationship with Accounting Period, Time, According to Planning and Control, By Association with the Product, For Managerial Decisions.	(K) CSO 2.6: To introduce and explain the different terms under costs. (U) CSO 2.7: To explain the different basis of classification of costs. (A) CSO 2.8: To stress and give importance to classification of cost for managerial decision.(A)			
3. NAME OF THE PAPER (CODE): MANAGEMENT AND COST ACCOUNTING (BAC 4.3)					
Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 2 Cost Concepts	Introduction to Overhead Allocation, Overhead Apportionment and Overhead Absorption.	CSO 2.9: To introduce and explain the concept of overhead allocation, apportionment and absorption.(K)			
UNIT 3 Marginal Costing and Cost-Volume-Profit Analysis	Meaning of Marginal Cost and Marginal Costing, Advantages and limitation. Cost-Volume-Profit Analysis: Meaning, Objectives, Assumptions underlying CVP Analysis. Elements of CVP Analysis: Marginal Cost Equation, Contribution, Profit/Volume Ratio, Break-Even Analysis and Margin of Safety. Relevant Costs and Decision Making: Meaning & Definition of Relevant Cost, Irrelevant Costs, Types of Relevant and Irrelevant Costs. Relevant Cost concept for decision making. Application of Relevant costs in decision making: Pricing, Product Mix decision, Make or Buy, Exploring New Markets, Export Order, Sell or Process Further, Shut down vs Continue.	CSO 3.1: To define the term Marginal Cost and Marginal Costing (K) CSO 3.2: To understand the advantages and limitations of marginal costing (U) CSO 3.3: To explain the meaning and objectives of Cost-Volume-Profit Analysis. (K) CSO 3.4: To indicate the assumptions underlying CVP Analysis (K) CSO 3.5: To discuss the elements of Cost Volume Profit Analysis. (U) CSO 3.6: To examine how each of the elements of CVP is calculated. (A) CSO 3.7: To define the term Relevant Cost (K) CSO 3.8: To explain the meaning of Relevant cost and Irrelevant Cost. (K) CSO 3.9: To differentiate relevant cost and irrelevant costs and identify the two costs. (U) CSO 3.10: To explain the concept of using relevant cost in making various decisions. (A) CSO 3.11: To explain the areas of application of relevant cost in decision making. (A)	18	28	
UNIT 4 Budgets and Budgetary Control	Meaning and definition of Budget, Budgeting and Budgetary Control. Budget, Budgeting and Budgetary Control-Difference. Budget, Estimate and Forecasts. Objectives of Budgeting and Budgetary Control. Essentials of an Effective Budgetary Control System. Steps in Budgetary Control. Organisation for Budget Control, Budget Manual, Budget Period, Classification of Budgets: Functional and Master, Fixed and Flexible, Basic and Current, Long term and Short term Budgets. Cash Budget, Zero Base Budgeting, Performance Budgeting.	CSO 4.1: To define the term budget, budgeting and budgetary control. (K) CSO 4.2: To differentiate Budget with estimates and forecasts. (U) CSO 4.3: To explain the essentials of an effective budgetary control system. (K) CSO 4.4: To explain the steps in budgetary control and the main terms used in budgetary control. (U) CSO 4.5: To explain the different types of budgets through classification of budget (U) CSO 4.6: To Demonstrate preparation of cash budget. (A) CSO 4.7: To introduce the concept of Zero Base Budgeting and Performance Budgeting. (K)	16	26	

Responsibility Accounting: Concept, Significance, Responsibility Centres. Divisional Performance Measurement – Financial Measures: Return on Investment, Residual Income and Economic Added Value. Introduction to Transfer Pricing.	CSO 4.8: To explain the concept of Responsibility Accounting, its significance and the different responsibility centres. (U) CSO 4.9: To explain the concept of measuring the performances of the divisions in terms of its financial performance. (A) CSO 4.10: To introduce the concept of Transfer Pricing. (K)			
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3. NAME OF THE PAPER (CODE): MANAGEMENT AND COST ACCOUNTING (BAC 4.3)					
Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 5 Standard Costing and Variance Analysis	Meaning of Standard Cost and Standard Costing, Objectives, Advantages, Limitations and Applications. Standard Costing Vs Budgetary Control. Variance Analysis: Direct Material Variances, Direct Labour Variances, Overhead Variances and Sales Variances. Introduction to Target Costing, Life Cycle Costing, Quality Costing and Activity Based Costing.	CSO 5.1: To define the meaning of Standard Cost and Standard Costing. (K) CSO 5.2: To explain the objectives, advantages, limitations and application of standard costing. (U) CSO 5.3: To compare and contrast Standard Costing with Budgetary Control. (U) CSO 5.4: To demonstrate the methods of analyzing variances in respect of Direct Material Variance. (A) CSO 5.5: To demonstrate the methods of analyzing variances in respect of Direct Material Variance. (A) CSO 5.6: To demonstrate the methods of analyzing variances in respect of Direct Labour Variance. (A) CSO 5.7: To demonstrate the methods of analyzing variances in respect of Overhead Variance. (A) CSO 5.8: To demonstrate the methods of analyzing variances in respect of Sales Variance. (A) CSO 5.9: To introduce the concepts of Target Costing, Life Cycle Costing, Quality Costing and Activity Based Costing. (K)	12	20	
			60	100	

Suggested Readings:

- Jain and Narang. (1995, Cost Accounting (13th Revised Edition), Kalyani
- S.P Jain and K.L Narang. (2000), Cost Accounting, Principles and Practice (16th edition), Kalyani
- M.Y Khan and PK Jain. (2013), Management Accounting: Text Problems and Cases (6th edition), McGraw Hill Education (India) Pvt Ltd
- SN Maheshwari and SN Mittal. (2015), Cost Accounting: Theory and Problems, Shree Mahavir Book Depot
- MN Arora. (2021), A Textbook of Cost and Management Accounting, Vikas Publishing House Pvt Ltd.
- CT Horngren, Gary L. Sundem, Jeff O.Schatzberg, and Dave Burgstahler. (2013), Introduction to Management Accounting, Pearson.

4. MINOR COURSE (IDM):

NAME OF THE PAPER (CODE): MARKETING MANAGEMENT (BAM 4)

Credit Points: 4

Number Of Hours Of Lecture: 60

COURSE OBJECTIVES (COs)

The following are the Course Objectives (COs) for the paper Marketing Management:

CO 1:	To make students understand the basic concepts of marketing with suitable examples.
CO 2:	To make students gets familiarized with segmentation, targeting and positioning in marketing.
CO 3:	To help students understand about product and pricing decisions and its various determinants.
CO 4:	To get students equipped with the understanding of the Marketing Mix and different types of intermediaries.
CO 5:	To make students understand about recent trends in marketing.

COURSE SPECIFIC OBJECTIVES (CSOs)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 1 Basic Marketing Concepts	Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept. Marketing Environment: Demographic, economic, political, legal, socio cultural, technological environment (Indian context). Portfolio approach – Boston Consultative Group (BCG) matrix.	CSO 1.1: To discuss and explain marketing, its nature, scope and importance in today's business world. (K,U, A) CSO 1.2: TO explain different marketing concepts with the help of suitable examples and cases. (U, A) CSO 1.3: To define, discuss and explain the components of marketing environment and its impact with suitable examples.(K, U, A) CSO 1.4: To define, discuss and explain Portfolio approach with reference to BCG matrix and to explain its importance and significance. (K, U, A)	12	20	
UNIT 2 Segmentation ,Targeting and Positioning	Importance and Significance. Levels of Market Segmentation. Basis for Segmenting Consumer Markets. Difference between Segmentation, Targeting and Positioning.	CSO 2.1: To define, discuss and explain the terms segmentation, targeting and positioning and its importance. (K, U, A) CSO 2.2: To discuss and explain the different levels of Market Segmentation with suitable examples.(U, A) CSO 2.3: To explain the basis for segmenting consumer markets. (U) CSO 2.4: To discuss and explain the differences between Segmentation, Targeting and Positioning. (U,A)	12	20	
UNIT 3 Product & Pricing Decisions	Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labelling, New Product Development. Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment), Adapting Price (Geographical	CSO 3.1: To define, discuss and explain the concept of PLC and PLC marketing strategies. (K, U, A) CSO 3.2: To define, discuss and explain product classification, product line decision, product mix decision and branding decisions. (K, U, A) CSO 3.3: To discuss and explain Packing & Labelling and new product development. (U, A) CSO 3.4: To discuss and explain pricing	11	20	

	Pricing, Promotional Pricing and Differential Pricing).	decisions, determinants of price, pricing methods and adapting price. (K, U, A)			
4. NAME OF THE PAPER (CODE): MARKETING MANAGEMENT (BAM 4)					
Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 4 Promotion Mix and Types of Intermediaries	Factors determining promotion mix, Promotional Tools – basics of Advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling; Place (Marketing Channels): Channel functions, Channel Levels. Types of Retailers, Types of Wholesalers. Marketing of Services - Unique Characteristics of Services, Marketing strategies for service firms – 7Ps.	CSO 4.1: To explain different determining factors of promotion mix. (U) CSO 4.2: To discuss and explain different elements of promotion/promotional tools.(U, A) CSO 4.3: To explain and make students understand of Marketing Channels, its functions and channel levels.(K, U, A) CSO 4.4: To define, discuss and explain types of Intermediaries, types of retailers and wholesalers. (K, U, A) CSO 4.5: To define, discuss and explain Marketing of services. Its unique characteristics and marketing strategies of services. (K, U, A)	13	20	
UNIT 5 Recent Trends in Marketing	Introduction, E-commerce, E-marketing, E-Retailing, Relationship marketing, Mobile marketing, Green marketing.	CSO 5.1: To define, discuss and explain the recent trends in Marketing such as E-commerce, E-marketing and E-retailing. (K, U, A) CSO 5.2: To discuss about relationship marketing and its importance. (U, A) CSO 5.3: To define discuss and explain about mobile marketing and its significance. (K, U, A) CSO5.4: To define, discuss about green marketing and its importance and significance in present world. (K, U, A)	12	20	
			60	100	

Suggested Readings:

- 1.Kotler, P. & Keller, K. L.: 2016, Marketing Management, Pearson, 15th Edition, ISBN-9780133856460.
2. Kotler, P., Armstrong, G., Agnihotri, P. Y., & Ul Haq, E.: 2017, Principles of Marketing: A South Asian Perspective, Pearson, 13th Edition, ASIN : B0734SH5D
3. Ramaswamy, V.S. & Namakumari, S.: 2010, Marketing Management: Global Perspective-Indian Context, Macmillan Publishers India Limited, 4th Edition, ISBN- 0230637299
4. Zikmund, W.G. & D' Amico, M.:2011, Marketing, Ohio: South-Western College Publishing, 13th Edition, ISBN- 0471631094

5. ABILITY ENHANCEMENT COURSE (AEC):

NAME OF THE PAPER (CODE): POETRY, PROSE AND SHORT STORIES (AEC 3)

Credit Points: 2

Number of Hours of Lecture: 30

(Common Syllabus will be prepared by the Department of English, SJC (A), Jakhama)

6. SKILL ENHANCEMENT COURSE (SEC):

NAME OF THE PAPER (CODE): TOURISM MANAGEMENT (BAS 4)

Credit Points: 2

Number of Hours of Lecture: 30

COURSE OBJECTIVES (COs)

The following are the Course Objectives (COs) for the paper Tourism Management:

CO 1:	To help the students understand the concept of tourism, tourism products and importance of tourism.
CO 2:	To impart the critical role of planning and marketing in tourism management to the students.
CO 3:	To educate the students on various operational aspects of travel agency, managing and guiding tourists.

COURSE SPECIFIC OBJECTIVES (CSOs)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 1 Introduction	Tourism: Meaning/Definition, objectives, types of tourism, forms of tourism, Tourism products: Introduction, Components of tourism, Types of tourism products, Characteristics of tourism products, Modern tourism products, Eco-tourism products. Elements of tourism. Importance of tourism.	CSO 1.1: To define the term tourism. (K) CSO 1.2: To explain the objectives, types and forms of tourism.(U) CSO 1.3: To identify, relate and explain tourism products and its components.(K,U,A) CSO 1.4: To explain the types and characteristics of tourism products. (U) CSO 1.5: To discuss/identify the modern tourism products. (U,A) CSO 1.6: To discuss the concept of eco-tourism products. (U) CSO 1.7: To explain the elements of tourism and importance of tourism. (U)	10	16	
UNIT 2 Tourism Planning	<i>Planning for tourism, co-ordination in planning, the planning process, tourist demand and supply, importance of tourism planning. Marketing for tourism: Concept of marketing, marketing in travel and tourism, Market segmentation, marketing functions, tourist marketing mix. Marketing communications: Advertising, planning the advertising, advertising campaign, Media mix, Sales support, Tourist publicity</i>	CSO 2.1: To explain the concept of tourism planning and development.(U) CSO 2.2: To explain/relate the concept of planning for tourism, importance of tourism, understanding demand and supply in the context of tourism.(U,A) CSO 2.3: To explain the planning process in the context of tourism. (U) CSO 2.4: To explain the concept of marketing in travel and tourism, market segmentation, marketing functions, tourist marketing mix.(U) CSO 2.5: To identify and relate market segmentation and marketing mix in the context of tourism. (A) CSO 2.6: To explain the concept of marketing communications.(U)	10	18	

UNIT 3 Tourism Management	Tourist accommodation: <i>Concept, brief history, Hotels:- Emergence of hotel, definition of hotel, types of hotels, supplementary accommodation.</i> Time-share and Resort Condominiums. Classification and Grading systems.	CSO 3.1: To explain the concept of tourist accommodation and give a brief history of tourist accommodation. (U) CSO 3.2: To define hotels.(K) CSO 3.3: To highlight the emergence of hotel.(K) CSO 3.4: To explain the types of hotels and supplementary accommodation.(U) CSO 3.5: To explain the concept of time-share and resort condominiums, classification and grading systems.(U)	10	16	
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6. NAME OF THE PAPER (CODE): TOURISM MANAGEMENT (BAS 4)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 3 Tourism Management	The role of the travel agent: <i>Concept, Thomas Cook and the Organisation of travel. The American Express Company.</i> The modern travel agency, functions of travel agency, source of income, setting up of travel agency, organisation of travel, The tour operator, Group inclusive tour (GIT).	CSO 3.6: To explain/relate the role of the travel agent.(U,A) CSO 3.7: To cite the history of Thomas Cook and explain the organisation of travel. (K,U) CSO 3.8: To explain the concept of modern travel agency, functions of travel agency, source of income, setting up of travel agency, organisation of travel, the tour operator and GIT. (U) CSO 3.9: To determine the sources of income for travel agencies. (A)	10	16	
			30	50	
	Relevant practical activities will be organised to enhance knowledge and skills.				

Suggested Readings:

1. Robinet Jacob, Sindhu Joseph & Anoop Philip (2008). Indian Tourism Products, Abhijeet Publications.
2. A.K. Bhatia (2020). Tourism Development: Principles & Practices (4th ed.). Sterling Publishers Private Limited.
3. Sudhir Andrews (2007). Introduction to Tourism & Hospitality Industry. TMH
4. Sampad Kumar Swain (2011). Tourism: Principles and Practices. Oxford University Press
5. M.R Dileep (2020). Tourism: Concepts, Theory and Practice, Dreamtech Press

7. VALUE ADDED COURSE (VAC): (Common Syllabus For All Disciplines)

NAME OF THE PAPER (CODE): WORK ETHICS (VAC 3)

Credit Points: 2

Number of Hours of Lecture: 30

COURSE OBJECTIVES (COs)

The following are the Course Objectives (COs) for the paper Work Ethics:

CO 1:	To impart the importance of ethical systems in workplace and to understand the need of ethics in shaping their profession.
CO 2:	To equip the students with an understanding of moral, professional and personal values.
CO 3:	To understand how to practice teamwork effectively.
	To equip the students with a better understanding of themselves and the society they live in and the responsibilities they shoulder

COURSE SPECIFIC OBJECTIVES (CSOs)

Unit & Title	Course Content	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 1 Work place ethics	<i>Meaning, Characteristics, importance and benefits of good work ethics. Ethics at individual level: Basic attributes of ethical workers, core values; Work dilemma and solution to work dilemma.</i>	CSO1.1: To define the term work ethics. (K) CSO1.2: To characterize the good work ethics. (U) CSO1.4: To discuss the importance and benefits of good work ethics. (U) CSO1.5: To outline the ethics at individual level. (K) CSO1.6: To explain the Basic attributes of ethical workers and core values. (U) CSO1.7: To examine Work dilemma and solution to work dilemma. (A)	11	17	

7. NAME OF THE PAPER (CODE): WORK ETHICS (VAC 3)

Unit & Title	Course Content	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 2 Professionalism at workplace	<i>Meaning and indicators of professionalism; Ethical and professional behavior at workplace; Unethical conduct at workplace; factors leading to the unethical behaviors; Measures to control unethical behaviors; Rewarding ethical behavior.</i>	CSO 2.1: To explain the meaning of professionalism at work place. (U) CSO 2.2: To identify the indicators of professionalism. (K) CSO 2.3: To discuss the Ethical and Professional behavior at workplace. (U) CSO 2.4: To explain the unethical conduct at workplace; factors leading to the unethical behaviors. (U) CSO 2.5: To examine the measures to control unethical behavior and rewards for ethical behavior. (A)	11	17	
UNIT 3 Teamwork in the Workplace	<i>Meaning and importance; types of team; team activities; elements of teamwork; Stages of team development; team meetings; team Rules; effective teamwork; problem affecting team work; Managing team conflict.</i>	CSO 3.1: To explain the meaning of team. (U) CSO 3.2: To discuss the importance of team work. (U) CSO 3.3: To explain the types of team and team activities.(U) CSO 3.4: To state the elements of teamwork. (K) CSO 3.5: To outline the stage of team development. (K) CSO 3.6: To discuss the team meetings and team rule. (U) CSO 3.7: To explain the concept of effective teamwork. (U) CSO 3.8: To examine the problem affecting team work and managing team conflict. (A)	8	16	
			30	50	

Suggested Readings:

1. Roth, William F., *Ethics in Workplace: System Perspective*, Pearson, 2014.
2. Johnson, Caig E., *Ethics in the Workplace: Tools and Tactics for Organizational Transformation*, SAGE Publication, 2007.
3. Denhardt, K. G., *The Ethics of Public Service: Resolving Moral Dilemmas in Public Organizations*, Greenwood, Westport, Conn, 1988.
4. Cherrington, D. J., *The Work Ethics: Working Values and Values that work*, AMACOM, New York.
5. French, W.L., Bell, C. H., & Vohra, V. (2006) *Organisational Development*. 6th Ed. New Delhi. Dorling Kindersley (India) Pvt. Ltd.

6. Greenberg, J., & Baron, R, A. (2003). *Behaviour in Organisations*. 8th Ed. Delhi, Pearson Education, Inc.

7. Nair, S. R. (2004). *Organisational Behaviour: Texts and Cases*. Mumbai. Himalaya Publishing House

YEAR 3: SEMESTER V

1. MAJOR /CORE COURSE (DSC):

NAME OF THE PAPER (CODE): MARKETING MANAGEMENT (BAC 5.1)

Credit Points: 4

Number Of Hours Of Lecture: 60

COURSE OBJECTIVES (COs)

The following are the Course Objectives (COs) for the paper Marketing Management:

CO 1:	To make students understand the basic concepts of marketing with suitable examples.
CO 2:	To make students gets familiarized with segmentation, targeting and positioning in marketing.
CO 3:	To help students understand about product and pricing decisions and its various determinants.
CO 4:	To get students equipped with the understanding of the Marketing Mix and different types of intermediaries.
CO 5:	To make students understand about recent trends in marketing.

COURSE SPECIFIC OBJECTIVES (CSOs)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 1 Basic Marketing Concepts	Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept. Marketing Environment: Demographic, economic, political, legal, socio cultural, technological environment (Indian context). Portfolio approach – Boston Consultative Group (BCG) matrix.	CSO 1.1: To discuss and explain marketing, its nature, scope and importance in today's business world. (K,U, A) CSO 1.2: To explain different marketing concepts with the help of suitable examples and cases. (U, A) CSO 1.3: To define, discuss and explain the components of marketing environment and its impact with suitable examples.(K, U, A) CSO 1.4: To define, discuss and explain Portfolio approach with reference to BCG matrix and to explain its importance and significance. (K, U, A)	12	20	
UNIT 2 Segmentation ,Targeting and Positioning	Importance and Significance. Levels of Market Segmentation. Basis for Segmenting Consumer Markets. Difference between Segmentation, Targeting and Positioning.	CSO 2.1: To define, discuss and explain the terms segmentation, targeting and positioning and its importance. (K, U, A) CSO 2.2: To discuss and explain the different levels of Market Segmentation with suitable examples.(U, A) CSO 2.3: To explain the basis for segmenting consumer markets. (U) CSO 2.4: To discuss and explain the differences between Segmentation, Targeting and Positioning. (U,A)	12	20	
UNIT 3 Product & Pricing Decisions	Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labelling, New Product Development.	CSO 3.1: To define, discuss and explain the concept of PLC and PLC marketing strategies. (K, U, A) CSO 3.2: To define, discuss and explain product classification, product line decision, product mix decision and branding decisions. (K, U, A)	11	20	

	Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment), Adapting Price (Geographical Pricing, Promotional Pricing and Differential Pricing).	CSO 3.3: To discuss and explain Packing & Labelling and new product development. (U, A) CSO 3.4: To discuss and explain pricing decisions, determinants of price, pricing methods and adapting price. (K, U, A)			
1. NAME OF THE PAPER (CODE): MARKETING MANAGEMENT (BAC 5.1)					
Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 4 Promotion Mix and Types of Intermediaries	Factors determining promotion mix, Promotional Tools – basics of Advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling; Place (Marketing Channels): Channel functions, Channel Levels. Types of Retailers, Types of Wholesalers. Marketing of Services - Unique Characteristics of Services, Marketing strategies for service firms – 7Ps.	CSO 4.1: To explain different determining factors of promotion mix. (U) CSO 4.2: To discuss and explain different elements of promotion/promotional tools.(U, A) CSO 4.3: To explain and make students understand of Marketing Channels, its functions and channel levels.(K, U, A) CSO 4.4: To define, discuss and explain types of Intermediaries, types of retailers and wholesalers. (K, U, A) CSO 4.5: To define, discuss and explain Marketing of services. Its unique characteristics and marketing strategies of services. (K, U, A)	13	20	
UNIT 5 Recent Trends in Marketing	Introduction, E-commerce, E-marketing, E-Retailing, Relationship marketing, Mobile marketing, Green marketing.	CSO 5.1: To define, discuss and explain the recent trends in Marketing such as E-commerce, E-marketing and E-retailing. (K, U, A) CSO 5.2: To discuss about relationship marketing and its importance. (U, A) CSO 5.3: To define discuss and explain about mobile marketing and its significance. (K, U, A) CSO5.4: To define, discuss about green marketing and its importance and significance in present world. (K, U, A)	12	20	
			60	100	

Suggested Readings:

- 1.Kotler, P. & Keller, K. L.: 2016, Marketing Management, Pearson, 15th Edition, ISBN-9780133856460.
2. Kotler, P., Armstrong, G., Agnihotri, P. Y., & Ul Haq, E.: 2017, Principles of Marketing: A South Asian Perspective, Pearson, 13th Edition, ASIN: B0734SH5D
3. Ramaswamy, V.S. & Namakumari, S.: 2010, Marketing Management: Global Perspective-Indian Context, Macmillan Publishers India Limited, 4th Edition, ISBN- 0230637299
4. Zikmund, W.G. & D' Amico, M.:2011, Marketing, Ohio: South-Western College Publishing, 13th Edition, ISBN- 0471631094

2. MAJOR /CORE COURSE (DSC):

NAME OF THE PAPER (CODE): PRODUCTION AND OPERATION MANAGEMENT (BAC 5.2)

Credit Points: 4

Number of Hours of Lecture: 60

COURSE OBJECTIVES (COs)

The following are the Course Objectives (COs) for the paper Production and Operation Management:

CO 1:	To familiarize the students with the concept of Production and Operations management and introduce the concepts of operation strategy, maintenance management and lean production in Production Management.
CO 2:	To create an understanding among the students the concept of forecasting and operation scheduling and help them determine the forecasted demands and sequence jobs using different approaches and methods.
CO 3:	To make the students understand different types of processes under different situations and also choose appropriate layout from the different types of layout.
CO 4:	To help the students understand the different methods of location models and make proper location decisions.
CO 5:	To familiarize students with the concept of aggregate planning and equip them with the techniques of statistical quality control tools and make decisions using control charts, introduce and demonstrate the queuing theory wrt Poisson Exponential Single Server Model with Infinite Population.

COURSE SPECIFIC OBJECTIVES (CSOs)

Unit & Title	Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 1 Introduction to Production & Operations Management	Production & Operation - Definition, need, responsibilities, key decisions of OM, goods vs. services. Operations as a key functional area in an organisation. Operation Strategies - Definition, relevance, strategy formulation process, order qualifying and order winning attribute Maintenance Management - Need of maintenance management, equipment life cycle (Bathtub curve), measures for maintenance performance (MTBF, MTTR and availability). Lean production - Definition of lean production, JIT and lean Demand Pull logic, waste in operations, elements that address elimination of waste, 2 card Kanban Production Control system.	CSO 1.1: To define Production Management and explain the meaning of production. (K) CSO 1.2: To differentiate operation and production, and to compare and contrast goods and services. (U) CSO 1.3: To describe the need, responsibilities of a production manager and key decisions of Operations Management. (K) CSO 1.4: To explain the classification of a production system and state the benefits of production management. (K,U) CSO 1.5: To explain the meaning of the term strategy and define operation strategy. (K) CSO 1.6: To explain the steps in strategic management. (U) CSO 1.7: To explain the process of strategy formulation (U) CSO 1.8: To explain the concept of order winners and order qualifiers. (U) CSO 1.9: To describe the elements of production or operation strategy. (K) CSO 1.10: To define Maintenance Management and explain its scope (K,U) CSO 1.11: To explain the impact of poor maintenance and objectives of maintenance management. (U) CSO 1.12: To examine the four phases of equipment life cycle and the bathtub curve. (A) CSO 1.13: To explain the measures of maintenance performance. (U) CSO 1.14: To define lean production, JIT and explain the concept of Lean Demand Pull logic.	12	20	

		(K,U,A) CSO 1.15: To explain the concept of waste in operation, elements of wastes and 2 card Kanban Production Control System. (U,A)			
2. NAME OF THE PAPER (CODE): PRODUCTION AND OPERATION MANAGEMENT (BAC 5.2)					
Unit & Title	Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 2 Demand Forecasting and Scheduling	Forecasting -Definition, types, qualitative (Grass Roots, Market Research and Delphi Method) and quantitative approach (simple moving average method, weighted moving average and single exponential smoothing method), Monitoring and Controlling Forecasts - forecast error, MAD. Scheduling: Operation scheduling, goals of short-term scheduling, forward scheduling and backward scheduling, job sequencing - FCFS, LCFS, SPT, EDD, LPT, CR& Johnson's rule on two machines, Gantt charts.	CSO 2.1: To define demand forecasting. (K) CSO 2.2: To explain the types of forecasting according to qualitative and quantitative approach. (U) CSO 2.3: To determine demand forecast using various methods of quantitative approach with numerical problems and examples. (A) CSO 2.4: To describe the process of monitoring and controlling forecasts. (K) CSO 2.5: To explain the meaning of scheduling and operation scheduling. (K) CSO 2.6: To explain the goals of short-term scheduling as well as forward scheduling and backward scheduling. (U) CSO 2.7: To apply using the different methods of job sequencing in terms of FCFS, LCFS, SPT, EDD, LPT, CR & Johnson's rule on two machines. (A) CSO 2.8: To explain the meaning and use of Gantt Charts. (U)	14	24	
UNIT 3 Process Selection and Layout Decisions	Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety), type of processes- job shop, batch, mass and continuous, product-process design Matrix and Services design matrix, technology issues in process design, flexible manufacturing systems (FMS), Computer Integrated Manufacturing (CIM). Layout Decision: Layout planning – Benefits of good layout, importance, different types of layouts (Process, Product, Group technology and Fixed position layout). Assembly line balancing by using LOT rule	CSO 3.1: To define the term process selection.(K) CSO 3.2: To explain the characteristics that influences the choice of alternative processes establishing volume and variety.(U) CSO 3.3: To explain the different types of processes (U) CSO 3.4: To examine the concept of Product-Process Matrix and Services Design Matrix. (A) CSO 3.5: To explain the various technology issues in process design. (U) CSO 3.6: To explain the meaning plant layout and state its objectives. (K,U) CSO 3.7: To explain the different factors influencing facility layout. (U) CSO 3.8: To examine the different types of layout.(A)	10	16	
UNIT 4 Location Decisions and Capacity Planning	Location Decisions & Models: Facility Location – Objective, factors that influence location decision, location evaluation methods- factor rating method, Point Rating Method, Break-Even Analysis and Qualitative	CSO 4.1: To explain the concept of Location Decisions. (K,U) CSO 4.2: To explain the need for Location Selection. (K,U) CSO 4.3: To explain the steps in location selection.(U) CSO 4.4: To apply the various location	10	16	

	Factor Analysis.	models wrt factor rating method, Point Rating Method, Break-Even Analysis and Qualitative Factor Analysis. (A)			
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2. NAME OF THE PAPER (CODE): PRODUCTION AND OPERATION MANAGEMENT (BAC 5.2)					
Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 4 Location Decisions and Capacity Planning	Capacity Planning: Definition, measures of capacity (input and output), types of planning over time horizon. Decision trees analysis.	CSO 4.5: To define the term of Capacity Planning. (K) CSO 4.6: To explain the measures of capacity. (U) CSO 4.7: To explain the need for capacity planning (U) CSO 4.8: To explain the different types of planning over time horizon. (U) CSO 4.9: To explain the concept of Decision Tree Analysis. (U)			
UNIT 5 Aggregate Planning, Statistical Quality Control and Queuing Theory	Aggregate Planning: Definition, nature, objectives, capacity and demand in aggregate planning, strategies of aggregate planning, methods of aggregate planning (level plan, chase plan and mixed plan, keeping in mind demand, workforce and average inventory), Statistical Quality control: Variations in process (common & assignable causes), Control charts: Variable measures (mean and range chart), Attribute measures (proportion of defects and no. of defects) using control tables. Elementary Queuing Theory: Parameters of a Queue, Poisson-Exponential Single Server Model with Infinite Population; M/M/1.	CSO 5.1: To define the term aggregate planning.(K) CSO 5.2: To explain the concept of aggregation.(U) CSO 5.3: To explain objectives of aggregate planning. (U) CSO 5.4: To explain the concept of capacity and demand in aggregate planning. (U) CSO 5.5: To explain aggregate planning strategies wrt chase and level strategies. (A) CSO 5.6: To explain the steps in aggregate planning. (U) CSO 5.7: To explain the meaning of quality and quality control and define statistical quality control. (K,U) CSO 5.8: To explain the causes of variations in process. (U) CSO 5.9: To explain the concept of control charts and classification of control charts. (U) CSO 5.10: To examine the variable measures and attribute measures using control tables. (A) CSO 5.11: To explain the meaning of queuing theory.(K) CSO 5.12: To state the characteristics and parameters of a Queue. (K) CSO 5.13: To explain the concept Poisson-Exponential single server model with Infinite population. (U) CSO 5.14: To demonstrate the Measurement of effectiveness of M/M/1 queuing system. (A)	14	24	
			60	100	

Suggested Readings:

1. KanishkaBedi (2013), Production and Operations Management (Third Edition), Oxford university Press
2. K. Aswathappa and K. Shridhara Bhat (2015), Production and Operations Management, Himalaya Publishing House
3. Mahadevan B (2015), Operations Management Theory & Practice, Pearson Education

4. Heizer Jay and Render Barry (2017), Production & Operations Management, Pearson Education
5. Adam and Ebert (1992), Production & operations Management, Prentice Hall of India, New Delhi
6. S.N. Chary (2004), Production & operations management – Tata McGraw Hill, New Delhi
7. Buffa E S, & Sarin R K (2020), Modern Production / Operations Management (8th edition) John Wiley, 1994
8. P. K. Gupta, Man Mohan, KantiSwarup (2019), Operations Research, Sultan Chand & Sons
9. V. K. Kapoor (2012), Operations Research, Sultan Chand & Sons

3. MAJOR /CORE COURSE (DSC):

NAME OF THE PAPER (CODE): QUANTITATIVE TECHNIQUES FOR MANAGEMENT (BAC 5.3)

Credit Points: 4

Number of Hours of Lecture: 60

COURSE OBJECTIVES (COs)

The following are the Course Objectives (COs) for the paper Quantitative Techniques for Management:

CO 1:	To help students identify, formulate and solve linear programming problems graphically, mathematically and by using excel solver.
CO 2:	To make students understand the basic concepts of elementary transportation problems.
CO 3:	To help students understand elementary assignment problems and develop critical thinking and use PERT and CPM techniques.
CO 4:	To make students understand different types of decision theories and choose appropriate decision making approaches for each.
CO 5:	To make students understand the concepts of game theory with suitable examples

COURSE SPECIFIC OBJECTIVES (CSOs)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 1: Linear Programming	Meaning, Importance and Significance. Formulation of L.P. Problems. Graphical Solutions (Special cases: Multiple optimal solution, infeasibility, unbounded solution); Simplex Methods (Special cases: Multiple optimal solution, infeasibility, degeneracy, unbounded solution). Big-M method and Two-phase method.	CSO 1.1: To define, discuss, explain Linear Programming, its meaning, importance and significance with suitable examples. (K, U, A) CSO 1.2: To explain and illustrate how to formulate L.P Problems. (U, A) CSO1.3: To discuss and solve L.P Problems using Simplex and Graphical methods. (U, A) CSO 1.4: To define, discuss and explain Big-M method and Two-Phase method. (K, U, A)	12	20	
UNIT 2: Elementary Transportation	Formulation of Transport Problem, Solution by N.W. Corner Rule, Least Cost method, Vogel's Approximation Method (VAM), Modified Distribution Method. (Special cases: Multiple Solutions, Maximization case, unbalanced case, prohibited routes).	CSO 2.1: To define, discuss and explain Elementary Transportation Problem, its meaning, importance and significances. (U, K, A) CSO 2.2: To explain, discuss and solve Transportation Problem using different methods. (U, A) CSO 2.3: To define, explain and understand which methods of Transportation problem is more beneficial with practical problems. (K, U, A)	12	20	
UNIT 3: Elementary Assignment	Hungarian Method, (Special cases: Multiple Solutions, Maximization case, unbalanced case, Restrictions on assignment). Network Analysis:	CSO 3.1: To define, discuss and explain elementary assignment, its importance and significance. (K, U, A) CSO 3.2: To define, discuss and explain Hungarian Method using practical problems and understand its importance. (K, U, A)	13	20	

	Construction of the Network diagram, Critical Path- float and slack analysis (Total float, free float, independent float). PERT, CPM, Project Time/Crashing.	CSO 3.3: To define, discuss, explain Network Analysis, construction of Network diagram, critical path-float and slack analysis. (K, U, A) CSO 3.4: To define, discuss and explain PERT, CPM, Project Time/Crashing with practical problems. (K, U, A)			
3. NAME OF THE PAPER (CODE): QUANTITATIVE TECHNIQUES FOR MANAGEMENT (BAC 5.3)					
Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	L Os
UNIT 4: Decision Theory	Pay off Table, Opportunity Loss Table, Expected Monetary Value, Expected Opportunity Loss, Expected Value of Perfect Information and Sample Information Markov Chains. Predicting Future Market Shares, Equilibrium Conditions (Questions based on Markov analysis). Limiting probabilities, Chapman Kolmogrov equation.	CSO 4.1: To define, discuss and explain Decision Theory and its important elements with practical examples. (K, U, A) CSO 4.2: To explain on how to predict future market shares, equilibrium conditions based on Markov analysis. (U, A) CSO 4.3: To define, discuss and explain Limiting probabilities, Chapman Kolmogrov equation with practical problems. (K, U, A)	11	20	
UNIT 5: Game Theory	Pay off Matrix- Two person Zero-Sum game. Pure strategy, Saddle point; Dominance Rule, Mixed strategy. Reduction of m x n game and solution of 2x2, 2 x s, and r x 2 cases by Graphical and Algebraic methods. Introduction to Simulation: Monte Carlo Simulation.	CSO 5.1: To define, discuss and explain Game Theory: Pay off Matrix- Two person Zero-sum game with suitable examples. (K, U, A) CSO 5.2: To define, explain pure strategy, saddle point, dominance rule and mixed strategy. (K, U) CSO 5.3: To discuss and explain reduction of m x n game and solution of 2x2, 2 x s, and r x 2 cases by Graphical and Algebraic methods. (U, A) CSO 5.4: To discuss and explain Monte Carlo Simulation with suitable examples. (U, A)	12	20	
			60	100	

Suggested Readings:

1. Vohra N.D.: 2017, Quantitative Management, Tata McGraw Hill, 5th Edition, ISBN- 9789352606269
2. Kapoor V.K.: 2019, Operations Research, Sultan Chand & Sons, 13th Edition, ISBN- 978-9351611011.
3. Sharma J.K.: 2012, Operations Research Theory & Applications, Macmillan India Limited, 5th Edition, ISBN- 978-935059336.

4. MINOR COURSE (IDM):

NAME OF THE PAPER (CODE): HUMAN RESOURCE MANAGEMENT (BAM 5)

Credit Points: 4

Number of Hours of Lecture: 60

COURSE OBJECTIVES (COs)

The following are the Course Objectives (COs) for the paper Human Resource Management:

CO 1:	To help the students understand the basic concept HRM.
CO 2:	To make the students learn the application of HRP, job analysis and policies and activities related to hiring decisions practiced by business organisations.
CO 3:	To impart knowledge on training and development and performance appraisal in business organisation to the students.
CO 4:	To educate the students on compensation planning and management.
CO 5:	To stimulate the students to explore and understand the significance of industrial relations for maintaining tranquillity and growth.

COURSE SPECIFIC OBJECTIVES (CSOs)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 1 Introduction	HRM: <i>definition, characteristics, objectives, functions, scope, importance, factors influencing HRM function.</i> HRM: <i>line and staff aspects. HR manager's proficiencies and qualifications.</i>	CSO1.1: To define HRM. (K) CSO1.2: To discuss the characteristics and objectives of HRM. (U) CSO1.3: To identify and explain the functions, scope and importance of HRM. (K,U) CSO1.4: To find and explain the factors influencing HRM. (U,A) CSO1.5: To discuss the line and staff aspects of HRM. (U) CSO 1.6: To identify and discuss the manager's proficiencies and qualifications. (K,U)	8	17	
UNIT 2 HRP, Job Analysis, Hiring Decisions	Job analysis – <i>Definition, basics of job analysis, uses of job analysis information, methods for collecting job analysis information, process of job analysis, Job description & Job specifications.</i> Human Resource Planning: <i>Definition, process.</i> Human Resource Information System (HRIS)- <i>Concept. Recruitment: definition, purposes, sources, methods, preparation and advertisement of job vacancies.</i> Selection: <i>definition, purposes, process.</i>	CSO 2.1: To define job analysis. (K) CSO 2.2: To discuss the uses of job analysis information. (U) CSO 2.3: To identify and explain the methods of collecting job analysis information. (K,U) CSO 2.4: To discuss the process of job analysis, job description and job specification. (U) CSO 2.5: To define HRP. (K) CSO 2.6: To discuss the process of HRP. (U) CSO 2.7: To discuss the concept of HRIS. (U) CSO 2.8: To discuss the concept of succession planning. (U) CSO 2.9: To define recruitment. (K) CSO 2.10: To explain its purposes, sources and methods of recruitment. (U) CSO 2.11: To demonstrate and teach how to prepare and advertise job vacancies. (A) CSO 2.12: To define selection. (K) CSO 2.13: To explain the purposes and process of selection. (U)	13	21	
UNIT 3 Training, Development And Performance Appraisal	Training: <i>Definition, Need for training, and methods of training:- on-the-job-meaning and types and off-the-job-meaning and types;</i> Management development: <i>definition, managerial on-the-</i>	CSO 3.1: To define training. (K) CSO 3.2: To discuss the need for training. (U) CSO 3.3: To explain and relate the training methods. (U , A) CSO 3.4: To define management development. (K) CSO 3.5: To identify and discuss the	12	20	

	<i>job and off-the-job training and development techniques.</i>	managerial on-the-job and off-the-job training and development techniques. (K,U)			
4. NAME OF THE PAPER (CODE): HUMAN RESOURCE MANAGEMENT (BAM 5)					
Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 3 Training, Development and Performance Appraisal	Performance appraisal: <i>definition, reasons for appraising performance. Personnel responsible for appraising performance. Steps in appraising performance, uses of performance appraisal, problems in appraising performance and solutions, The appraisal interview-meaning, types, guidelines.</i>	CSO 3.6: To define performance appraisal. (K) CSO 3.7: To discuss the reasons for performance appraisal and the personnel responsible for appraising. (U) CSO 3.8: To identify, explain and relate the steps in appraising performance. (K,U,A) CSO 3.9: To find and explain the uses of performance appraisal. (K,U) CSO 3.10: To discuss the problems in appraising performance. (U) CSO 3.11: To identify and analyse possible solutions to problems in appraising performance. (A)			
UNIT 4 Compensation Planning	Establishing strategic pay plans: Compensation:- <i>Definition, steps in determining compensation, components of pay structure, factors influencing compensation levels.</i> Pricing managerial and professional jobs:- <i>concept, compensating executives and managers, compensating professional employees.</i> Competency-based pay:- <i>Introduction, meaning and definition, reasons for using competency-based pay.</i> Pay for performance and financial incentives: <i>Performance and pay, motivation and incentives, individual employee incentive and recognition program, team/group incentive plans, reasons for incentive plans failure, guidelines to implement effective incentive plans</i>	CSO 4.1: To define compensation. (K) CSO 4.2: To identify and explain the steps in determining compensation. (K,U) CSO 4.3: To explain the components of pay structure and explain the factors influencing compensation levels. (U) CSO 4.4: To explain/relate the concept of pricing managerial and professional jobs-compensating executives and managers, compensating professional employees. (U, A) CSO 4.5: To explain the concept of competency-based pay and the reasons for using competency-based pay. (U,A) CSO 4.6: To explain/relate the concept of performance and pay, motivation, incentives and recognition program. (U,A) CSO 4.7: To explain/analyse the reasons for incentive plans failure and guidelines to implement effective incentive plans. (U,A)	13	21	

4. NAME OF THE PAPER (CODE): HUMAN RESOURCE MANAGEMENT (BAM 5)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 5 Industrial Relations	<p>Labour Relations And Collective Bargaining:- A brief history of Indian labour unions, definition of trade union, why do workers organize? What do unions want? The union drive and election, <i>functions</i>. Collective bargaining: definition, <i>negotiating team, bargaining items, bargaining stage</i>. Industrial dispute: <i>definition, causes of industrial dispute, effects of industrial dispute, settlement of disputes</i>. Strikes:- Definition and types. Grievance: definition, <i>sources, grievance procedure, guidelines for handling grievances</i>.</p>	<p>CSO 5.1: To explain the history of Indian labour unions. (U) CSO5.2: To define trade union.(K) CSO5.3: To highlight the reasons for organising unions and the expectations and wants of unions.(K) CSO5.4: To explain union drive, election and functions.(U) CSO5.5: To define collective bargaining.(K) CSO 5.6: To explain the term negotiating team, bargaining items, bargaining stage.(U) CSO 5.7: To define industrial disputes.(K) CSO 5.8: To identify/explain/analyse the causes of industrial dispute, effects of industrial dispute and settlement of disputes.(K,U,A) CSO 5.9: To define strikes.(K) CSO 5.10: To explain the types of strikes.(U) CSO 5.11: To define grievance.(K) CSO 5.12: To explain the sources of grievance, grievance procedure and guidelines for handling grievances.(U)</p>	14	21	
			60	100	

Suggested Readings:

1. Gary Dessler & Biju Varkkey (2017). Human Resource Management (15th ed.). Pearson.
2. De Cenzo, D.A. & Robbins (2004). Fundamentals of Human Resource Management (8th ed.). John Wiley & Sons.
3. Arun Monappa & Mirza S Saiyadain (2001). Personnel Management (2nd ed.). Tata McGraw Hill.
4. V.S.P. Rao (2006). Human Resource Management: Text and Cases. Excel Books.
5. R. Wayne Mondy, Robert M. Noe & Shane R. Premeaux (1998), Human Resource Management (7th ed.). Pearson.

5. ABILITY ENHANCEMENT COURSE (AEC):

NAME OF THE PAPER (CODE): NOVEL AND DRAMA (AEC 4)

Credit Points: 2

Number of hours of Lecture: 30

(Common Syllabus will be prepared by the Department of English, SJC (A), Jakhama)

6. INTERNSHIP/ APPRENTICESHIP/PROJECT/COMMUNITY OUTREACH COURSE (IAPC):

NAME OF THE PAPER (CODE): SUMMER INTERNSHIP (BAS 5)

Credit Points: 2

Duration: 1 Month

Course Description: The summer internship duration is for **one month**. Along with it the students will be required to prepare and write a report on the summer internship as per the summer internship report writing guidelines in consultation with the faculty guide. The summer internship will be complemented by report writing.

COURSE OBJECTIVES (COs)

The following are the Course Objectives (COs) for the paper Summer Internship:

CO 1:	To enable the students to learn and apply work related behaviour, skills, competencies and ability.
CO 2:	To facilitate the students to learn the importance of data collection, correct way of writing and presenting report.
CO 3:	To test the factual recalling ability of the students and help them improve their communication skills
CO 4:	To help the students understand the broader aspects of business management and its environment.
CO 5:	To help the students learn the practical aspects/application of management concepts, principles, approaches and practices.
CO 6:	To help the students learn and acquire relevant skills in certain areas.
CO 7:	To help the students understand the needs and requirements of the business and its challenges.

COURSE SPECIFIC OBJECTIVES (CSOs)

Format, criteria, CSOs and mark distribution for Summer Internship report writing:

Unit & Title	Unit Contents/Criteria	Course Specific Objectives (CSOs)	Marks	LOs
UNIT 1 Intern Performance	Intern performance during the internship will be assessed by the organisational supervisor and institutional faculty guide based on the following criteria: <ol style="list-style-type: none">1. Attendance2. Punctuality3. Productivity4. Quality of Work5. Initiative6. Attitude7. Enthusiasm8. Interpersonal Relation,9. Ability to learn,10. Applies education to practical work11. Work pressure handling skills	CSO 1.1. To enable the intern to learn and relate the work culture, punctuality, discipline, commitment, determination and professionalism in the relevant areas.(K,U,A)	15	

	12. Cooperative 13. Dress code 14. Communication skills 15. Professionalism Intern performance format will be given to both the supervisor and guide and average mark will be taken into consideration.			
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6. NAME OF THE PAPER (CODE): SUMMER INTERNSHIP (BAS 5)				
Unit & Title	Unit Contents/Criteria	Course Specific Objectives (CSOs)	Marks	LOs
UNIT 2 Report Writing	Format to be followed: <ul style="list-style-type: none"> • <i>Cover page</i> • <i>Table of contents</i> • <i>Acknowledgement</i> • <i>Declaration</i> • <i>Institutional acceptance certificate</i> • <i>Organisational internship completion certificate</i> <ol style="list-style-type: none"> i. About the organisation. ii. Area of assignment throughout the internship period. iii. Contribution towards the organisation. iv. First hand learning experience and exposure. v. Personal observations and lessons/skills learned. vi. SWOC analysis of the organisation. vii. Recommendation and suggestion to the organisation based on the SWOC analysis. viii. Future thrust of the organisation. ix. Conclusion. x. Bibliography/Webliography. (Kindly use photos with Geo tag for authentication) 	CSO 2.1: To help the students learn how to structure, write and present a professional report.(K,U,A) CSO 2.2: To make the students learn the process and techniques of documenting important facts and data for business. (K,U,A) CSO 2.3: To facilitate students to learn and apply knowledge and synthesize information.(U,A)	25	
UNIT 3 Viva-Voce	VIVA-VOCE (Based on the Summer Internship Report Writing)	CSO 3.1: To help the students improve their factual recalling ability.(K,U) CSO 3.2: To help the students to improve their communication skills.(A)	10	
TOTAL			50	

7. VALUE ADDED COURSE (VAC):

NAME OF THE PAPER (CODE): INDIA THROUGH THE AGES (VAC 4)

Course Code: VAC 4

Credit Points: 2

Number of Hours of Lecture: 30

(Common Syllabus will be prepared and provided by college)

YEAR 3: SEMESTER VI

1. MAJOR/CORE COURSE (DSC):

NAME OF THE PAPER (CODE): STRATEGIC MANAGEMENT (BAC 6.1)

Credit Points: 4

Number Of Hours Of Lecture: 60

COURSE OBJECTIVES (COs)

The following are the Course Objectives (COs) for the paper Strategic Management:

CO 1:	To help the students understand the basic concept of strategic management.
CO 2:	To enable the students to learn how external environment impact organisation's strategies.
CO 3:	To provide and assist the students in exploring various possibilities in formulation of strategies.
CO 4:	To help the students understand and apply the tools and techniques for strategic analysis by relating to real business situations.
CO 5:	To help the students comprehend the various aspects of strategic implementation, evaluation and control.

COURSE SPECIFIC OBJECTIVES (CSOs)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 1 Introduction to strategic management	<i>Definition of strategy, definition of strategic management, features of strategic management, model of strategic management process, elements in strategic management process; Different levels of strategy:- corporate, business & functional. Strategic intent, vision, the process of envisioning. Mission: Definition, need for a mission statement, how mission statements are formulated and communicated? Objectives:- Meaning, role of objectives, characteristics of objectives. Setting of objectives.</i>	CSO 1.1: To define strategy and strategic management. (K) CSO 1.2: To explain the features of SM, explain the model of SM process. (U) CSO 1.3: To identify and relate the elements in SM process. (A) CSO 1.4: To explain and relate the different levels of strategies. (U,A) CSO 1.5: To explain the concept of strategic intent: vision and mission. (U) CSO 1.6: To define strategic intent, vision and mission. (K) CSO 1.7: To explain the need for mission statement and how mission statements are formulated and communicated. (U) CSO 1.8: To compose vision and mission statements and objectives. (A) CSO 1.9: To explain the concept of objective. (U)	9	19	
UNIT 2 Environmental Appraisal	Concept of environment, Characteristics of environment, Internal and external environment. Environmental sectors:- Economic environment, Market environment, Political environment, regulatory environment, socio-cultural environment, technological environment, supplier	CSO 2.1: To explain the concept of environment and characteristics of environment. (U) CSO 2.2: To explain and analyse the internal and external environment. (U,A) CSO 2.3: To explain the different environmental sectors. (U) CSO 2.4 To define environmental scanning. (K)	13	21	

	environment. Environmental scanning: Definition, factors to be considered for environmental scanning, Approaches to environmental scanning, sources of information for environmental scanning, pitfalls in environmental scanning. Appraising the environment: factors affecting environmental appraisal.	<p>CSO 2.5: To explain and relate the factors to be considered for environmental scanning. (U,A)</p> <p>CSO 2.6: To explain the approaches to environmental scanning. (U)</p> <p>CSO 2.7: To identify and relate the sources of information for environmental scanning and pitfalls in environmental scanning. (A)</p> <p>CSO 2.8: To explain/appraise the factors affecting environmental appraisal. (U,A)</p>			
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1. NAME OF THE PAPER (CODE): STRATEGIC MANAGEMENT (BAC 6.1)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 2 Environmental Appraisal	Organisational appraisal: Concept, framework for the development of strategic advantage by an organisation, considerations in organisational appraisal, factors affecting organisational appraisal, sources of information for organisational appraisal, Methods and techniques used for internal analysis.	<p>CSO 2.9: To explain the concept of organisational appraisal, and framework for the development of strategic advantage by an organisation. (U)</p> <p>CSO 2.10: To identify and describe the considerations in organisational appraisal, factors affecting organisational appraisal, sources of information for organisational appraisal. (K)</p> <p>CSO 2.11: To explain the methods and techniques used for internal analysis. (U)</p>			
UNIT 3 Formulation of competitive strategies	<i>Corporate-level strategies:- Concept of corporate level strategies, stability strategies, expansion strategies, retrenchment strategies.</i> Concentration strategies, Integration strategies, Diversification strategies, Retrenchment Strategies. Business-level strategies: Concept, Generic business Strategies. Tactics for business strategies- Timing tactics, market location tactics. Business strategies for different industry conditions.	<p>CSO 3.1: To explain corporate-level strategies. (U)</p> <p>CSO 3.2: To discuss the various corporate-strategies viz. concentration strategies, integration strategies, diversification strategies and retrenchment strategies. (U)</p> <p>CSO 3.3: To explain and relate business-level strategies and generic business strategies. (U,A)</p> <p>CSO 3.4: To explain the tactics for business strategies. (U)</p> <p>CSO 3.5: To identify and confirm business strategies for different industry conditions. (A)</p>	12	20	
UNIT 4 Strategic Analysis and Choice	Process of strategic choice:- concept of strategic decision making, Steps in the process of strategic choice. Strategic analysis: Definition. Tools and techniques for strategic analysis:- Corporate portfolio analysis- BCG matrix, GE Nine-cell Matrix; SWOT Analysis; Life cycle Analysis; Industry Analysis. Strategic plan:- Definition, concept, communicating the strategic plan.	<p>CSO 4.1: To discuss the concept of strategic decision making. (U)</p> <p>CSO 4.2: To explain the steps in the process of strategic choice. (U)</p> <p>CSO 4.3: To define strategic analysis. (K)</p> <p>CSO 4.4: To analyse the tools and techniques for strategic analysis. (A)</p> <p>CSO 4.5: To define strategic plan.(K)</p> <p>CSO 4.6: To explain the concept of strategic plan and the ways of communicating the strategic plan.(U)</p>	13	20	
UNIT 5 Strategy implementation and control	Strategy Implementation- Meaning, Nature, barriers to strategy implementation, Inter-relationship of formulation and implementation.	<p>CSO 5.1: To explain the nature and meaning of strategy implementation. (U)</p> <p>CSO 5.2: To discuss the barriers to strategy implementation. To explain</p>	13	20	

	Model of strategy implementation. Structural implementation. Behavioural implementation. Functional implementation. Strategic evaluation and control: Nature of Strategic evaluation and control, importance of strategic evaluation, participants in strategic evaluation, barriers to evaluation, requirements for effective evaluation.	inter-relationship of formulation and implementation. (U) CSO 5.3: To explain the model of strategy implementation. (U) CSO 5.4: To explain/relate structural, behavioural and functional implementation. (U,A) CSO 5.5: To describe the nature of strategic evaluation and control. (K) CSO 5.6: To explain the importance of strategic evaluation, participants in strategic evaluation. (U)			
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1. NAME OF THE PAPER (CODE): STRATEGIC MANAGEMENT (BAC 6.1)					
Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 5 Strategy implementation and control	Role of organisational systems in evaluation. Strategic control: concept, types of strategic control,	CSO 5.7: To identify and analyse the barriers to evaluation and requirements for effective evaluation. (A) CSO 5.8: To explain the role of organisational systems in evaluation. (U) CSO 5.9: To explain the concept of strategic control and types of strategic control. (U)			
			60	100	

Suggested Reading:

1. Azhar Kazmi and Adela Kazmi (2020). Strategic Management (5th ed.).Mc Graw Hill.
2. John A Pearce II, Richard B Robinson and Amit Mital (2017). Strategic Management: Formulation, implementation and control (12th ed.). Mc Graw Hill.
3. Fred R. David (2011). Strategic Management: Concepts and Cases (13th ed.). PHI.
4. LM Prasad (2018). Strategic Management (7th ed.). Sultan Chand & Sons.

2. MAJOR/CORE COURSE (DSC):

NAME OF THE PAPER (CODE): ENTREPRENEURSHIP DEVELOPMENT (BAC 6.2)

Credit Points: 4

Number of hours of Lecture: 60

COURSE OBJECTIVES (COs)

The following are the Course Objectives (COs) for the paper Entrepreneurship Development:

CO 1:	To help the students comprehend on the concept of entrepreneurship.
CO 2:	To teach the students to learn the importance and role of creativity and innovation in creation of new business, enable them to learn the various aspects to consider for identification and selection of business opportunities.
CO 3:	To help the students learn the contents of business plan and help in formulation of business plan.
CO 4:	To give awareness to students about the various aspects of family business.
CO 5:	To help the students understand the concept of entrepreneurial support and functioning of EDPs

COURSE SPECIFIC OBJECTIVES (CSOs)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 1 Introduction	Entrepreneurship concept: <i>Meaning, nature and development of entrepreneurship, the myths of entrepreneurship, reasons for growth of entrepreneurship.</i> The schools of entrepreneurial thought:- <i>Macro view and the Micro View.</i> Importance of entrepreneurship. Process of entrepreneurship. The Entrepreneur: <i>Meaning, characteristics, need for entrepreneurs, functions of entrepreneurs. The entrepreneurial mindset. The entrepreneurial decision process. The entrepreneurial ego. Reasons for starting a business- advantages and disadvantages.</i> Types of entrepreneurs.	CSO 1.1: To define entrepreneurship and entrepreneur. (K) CSO 1.2: To explain the concept of entrepreneurship.(U) CSO 1.3: To discuss the myths of entrepreneurship and reasons for growth of entrepreneurship. (U) CSO 1.4: To explain the schools of entrepreneurial thought, importance and process of entrepreneurship. (U) CSO 1.5: To explain the term entrepreneur. (U) CSO 1.6: To explain the need for entrepreneurs and functions of entrepreneurs. (U) CSO 1.7: To explain the term and concept of entrepreneurial mindset, entrepreneurial ego. (U) CSO 1.8: To explain the entrepreneurial decision making. (U) CSO 1.9: To identify and analyse the reasons for starting a business. (A) CSO 1.10: To explain the types of entrepreneurs. (U)	12	20	
UNIT 2 Creativity, Innovation, Opportunity Identification and Selection	Creativity and business idea: Trends, sources of new ideas, methods of generating ideas, creative problem solving- meaning and methods, creativity process. Innovation:- Definition, types of innovation. Classification of new products:- from a consumer's viewpoint and from a firm's viewpoint. Opportunity identification and selection:- need for opportunity identification and selection, impact of environmental dynamics on change for business enterprise, Identification and selection of business opportunity.	CSO 2.1: To explain the concept of trends, sources of new ideas and methods of generating ideas. (U) CSO 2.2: To explain the term creative problem solving, methods and creativity process.(U) CSO 2.3: To define innovation. (K) CSO 2.4: To explain the types of innovation. (U) CSO 2.5: To explain the classification of new products. (U) CSO 2.6: To explain the concept of opportunity identification and selection. (U)	14	22	

2. NAME OF THE PAPER (CODE): ENTREPRENEURSHIP DEVELOPMENT (BAC 6.2)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
<p align="center">UNIT 3 creating and starting the venture</p>	<p>The business plan: Creating and starting the venture. Meaning of business plan. Significance of business plan. Writing the business plan:-Contents of business plan. Common errors in business plan formulation. Uses of business plan. Presenting the business plan. Using and implementing the business plan, Measuring business plan progress. Updating the business plan. Contingency planning. Reasons for failure of business plan. Sources of financing the business venture. Starting the business venture. Managing and strategies for growth of the business venture. Exit strategies for the business venture.</p>	<p>CSO 3.1: To explain the term business plan. (U) CSO 3.2: To explain the significance of business plan. (U) CSO 3.3: To explain the contents of business plan and to discuss how to formulate business plan. (U) CSO 3.4: To explain the uses of business plan, presenting and implementing business plan. (U) CSO 3.5: To demonstrate how to formulate a business plan. (A) CSO 3.6: To identify the common errors in business plan formulation and reason for failure of business plan. (K) CSO 3.7: To explain the sources of financing, starting the business venture, managing and strategies for growth of the business venture. (U) CSO 3.8: To explain the exit strategies. (U)</p>	<p>14</p>	<p>22</p>	
<p align="center">UNIT 4 Family Business</p>	<p>Family business: Introduction, Family business in India-brief history, Types of family business, The three circle model of family business, Structure of family business, Family constitution. Concept on:-The founder. The Next generation. Entry of family members. Role of family members. Compensation of family members. Succession planning. Conflict in family business. Best practices in family business.</p>	<p>CSO 4.1: To give introduction on family business and brief history of family business in India. (U) CSO 4.2: To explain the types of family business.(U) CSO 4.3: To explain the three circle model of family business and structure of family business.(U) CSO 4.4: To explain the concept and content of family constitution.(U) CSO 4.5: To explain and relate the concept of founder, the next generation, entry of family members, role of family members, compensation of family members, succession planning.(U,A) CSO 4.6: To identify and relate the best practices in family business.(A)</p>	<p>10</p>	<p>18</p>	
<p align="center">UNIT 5 Entrepreneurial Support</p>	<p>Entrepreneurial support: Introduction, Policies:- types of policies. Business incubation. Business clusters. Entrepreneurship Development programmes (EDPs): Meaning and definition, need for EDPs, objectives of EDP, EDPs in India- brief history, course contents and curriculum of EDPs, phases of EDP, evaluation of EDPs, problems of EDPs</p>	<p>CSO 5.1: To give introduction on entrepreneurial support. (U) CSO 5.2: To explain the types of policies, concept of incubation and business clusters. (U) CSO 5.3: To define EDP.(K) CSO 5.4: To explain the need for EDP.(U) CSO 5.5: To explain the brief history of EDP in India, course contents and curriculum of EDPs.(U) CSO 5.6: To explain the phases of EDP. (U)</p>	<p>10</p>	<p>18</p>	

		CSO 5.7: To analyse the problems of EDPs. (A)			
		CSO 5.8: To evaluate EDPs. (A)			
			60	100	

2. MAJOR/CORE COURSE (DSC):

NAME OF THE PAPER (CODE): ENTREPRENEURSHIP DEVELOPMENT (BAC 6.2)

Credit Points: 4

Number of hours of Lecture: 60

Suggested Readings:

1. S.S Khanka (2007). Entrepreneurial Development (2011th ed.). S.Chand.
2. Robert D Hisrich, Michael P Peters, Dean A Shepherd & Sabyasachi Sinha (2020). Entrepreneurship (11th ed.). Mc Graw Hill.
3. Donald F. Kuratko (2013). Introduction to Entrepreneurship (9th ed.). South-Western College Publishing.
4. Rajeev Roy(2011). Entrepreneurship (2nd ed.). Oxford University Press.
5. David H. Holt (2010). Entrepreneurship: New Venture Creation. PHI.

3. MAJOR/CORE COURSE (DSC):

NAME OF THE PAPER (CODE): DISTRIBUTION AND SUPPLY CHAIN MANAGEMENT (BAC 6.3)

Credit Points: 4

Number of hours of Lecture: 60

COURSE OBJECTIVES (COs)

The following are the Course Objectives (COs) for the paper Distribution and Supply Chain Management:

CO 1:	To help the students comprehend on the concept of entrepreneurship.
CO 2:	To teach the students to learn the importance and role of creativity and innovation in creation of new business, enable them to learn the various aspects to consider for identification and selection of business opportunities.
CO 3:	To help the students learn the contents of business plan and help in formulation of business plan.
CO 4:	To give awareness to students about the various aspects of family business.
CO 5:	To help the students understand the concept of entrepreneurial support and functioning of EDPs

COURSE SPECIFIC OBJECTIVES (CSOs)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 1 The Channel System	Channel and Marketing Channel: meaning and definition of the word channel and marketing channel, channel flow and channel structures. Channel Members/Participants: Manufacturers and Producers, wholesalers – merchant wholesalers, agents, producer’s branch offices, retailers. The Channel System and Functions: Vertical, Horizontal and Multiple Channel System, Channel Functions. Channel Conflict: Types, Causes, Consequences and Channel Conflict Management. Marketing Channel Structure and considerations in channel selection: Direct and Indirect Channels, merits and demerits, strategic considerations in channel selection – Product, Market,	CSO 1.1: To explain and define the meaning of channel and marketing channel. (K,U) CSO 1.2: To explain the flow of channel and channel structures and state the participants/members of a channel.(K,U) CSO 1.3: To explain the various types of a channel system (U) CSO 1.4: To explain the functions of a channel (U) CSO 1.5: To explain and examine the different types of channel conflicts, its causes and consequences, and how to manage channel conflicts. (A) CSO 1.6: To explain and investigate the marketing channel structure wrt direct and indirect channels. (U,A) CSO 1.7: To explain the merits and demerits of each type of channels. (U) CSO 1.8: To explain the various points of	12	20	

	<p>objectives, middlemen, company and environmental considerations.</p> <p>Channel Environment: Economic, Competitive, Sociocultural, Technological and legal environment.</p>	<p>consideration while selecting a channel. (U)</p> <p>CSO 1.9: To explain and examine the major channel environment with economic, competitive, sociocultural, technological and legal environment, (U,A)</p>			
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3. NAME OF THE PAPER (CODE): DISTRIBUTION AND SUPPLY CHAIN MANAGEMENT (BAC 6.3)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
<p>UNIT 2 Distribution</p>	<p>Distribution: Introduction, Basic concept, Physical Distribution vs Distribution Channel, Objectives and Importance of Distribution,</p> <p>Transportations: meaning, role and functions, Modes of Transportation - Air, Water, Surface, Package Carrier, Intermodal, Merits and Demerits of each modes, decision in transportation management.</p> <p>Warehousing: Meaning and definition, functions, facilities/services offered by a warehouse, Types of Warehouses, characteristics of an ideal warehouse, warehouse decisions.</p> <p>Inventory: Meaning, objectives of holding inventory, Inventory management- objectives, process, mechanic of inventory control – when to order, how much to order, EOQ. Methods of Inventory Management-an introduction.</p> <p>Managing logistics: Meaning and definition of logistics and logistics management, genesis of modern logistics, importance and functions of logistics, concept of Inbound and Outbound Logistics and reverse logistics.</p>	<p>CSO 2.1: To explain the meaning and basic concept of distribution. (K)</p> <p>CSO 2.2: To differentiate between distribution with distribution channel. (U)</p> <p>CSO 2.3: To explain the objectives and importance of distribution. (U)</p> <p>CSO 2.4: To state the meaning, role and functions of transportation. (K)</p> <p>CSO 2.5: To appraise the different modes of transportation .(A)</p> <p>CSO 2.6: To explain how to make proper decisions in transportation management.(U,A)</p> <p>CSO 2.7: To define and explain the meaning of warehousing and its types and introduce the services offered by a warehouse. (K, U)</p> <p>CSO 2.8: To explain and examine the process of decision making in warehouse set up. (U,A)</p> <p>CSO 2.9: To explain the meaning, objectives and process of Inventory and Inventory management. (K)</p> <p>CSO 2.10: To explain and examine the mechanic of inventory control and introduce various methods of inventory management. (U,A)</p> <p>CSO 2.11: To define and explain the meaning of logistics and logistics management, its functions and importance. (K,U)</p> <p>CSO 2.12: To explain the root of modern logistics.(U)</p> <p>CSO 2.13: To explain the concept of inbound, outbound and reverse logistics.(U)</p>	<p>14</p>	<p>24</p>	
<p>UNIT 3 Supply Chain</p>	<p>Supply Chain: Concepts and importance of a Supply Chain (SC) and Supply Chain Management (SCM), Evolution of Supply Chain Management, Logistics vs SCM, the three flows in SCM. Key Components/ Stages in SCM: Plan, Develop, Make, Deliver, Return. Challenges of SCM.</p> <p>Supply Chain Drivers:</p>	<p>CSO 3.1: To explain the concepts of supply chain and supply chain management and its importance. (K,U)</p> <p>CSO 3.2: To explain how the term supply chain evolved over time. (U)</p> <p>CSO 3.3: To differentiate between logistics and SCM. (U,A)</p> <p>CSO 3.4: To state the three flows in Supply Chain Management. (K)</p> <p>CSO 3.5: To explain the key components in Supply Chain Management (U)</p>	<p>12</p>	<p>20</p>	

	Customer service initiatives, monetary value, and Knowledge transaction and risk elements. Competitive and SC strategies, Achieving strategic fit: meaning of strategic fit, steps in achieving strategic fit – zone of strategic fit.	CSO 3.6: To explain the various Challenges faced in SCM. (U) CSO 3.7: To explain and examine each of the drivers of supply chain. (A) CSO 3.8: To explain the competitive and SC strategies and the concept of achieving strategic fit. (U) CSO 3.9: To demonstrate the steps in achieving strategic fit. (A)			
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3. NAME OF THE PAPER (CODE): DISTRIBUTION AND SUPPLY CHAIN MANAGEMENT (BAC 6.3)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 4 Supply Chain Integration and Forecasting	Supply Chain Integration: Meaning and definition, benefits, stages, Push-based, Pull-based and Push-Pull based supply chain. The Bullwhip effect. Demand forecasting in a Supply Chain: meaning of forecasting, steps in forecasting process, importance of forecasting in Supply Chain, Forecasting Approaches – Qualitative, and Quantitative approaches.	CSO 4.1: To explain the concept of Supply chain integration, its meaning and definitions. (K,U) CSO 4.2: To explain the benefits/ significance and the various stages of integration in supply chain. (U) CSO 4.3: To explain and examine the concept of push based, pull based and push-pull based integration in supply chain. (U,A) CSO 4.4: To introduce the concept of the Bullwhip Effect in a supply chain. (K) CSO 4.5: To explain the meaning of forecasting and demand forecasting in supply chain.(K,U) CSO 4.6: To explain the various steps in forecasting process and the importance of forecasting in supply chain.(U) CSO 4.7: To explain and demonstrate the different methods of forecasting with respect to qualitative and quantitative approaches. (A) CSO 4.8: To appraise each type of forecasting. (A) CSO 4.9: To determine the forecast using quantitative approaches by solving some practical examples. (A)	11	18	
UNIT 5 Strategic Alliances and use of best practices	Strategic Alliances: Introduction, when to go for strategic alliance, introduction to different types of logistics providers, types of strategic alliances; third party vs fourth party logistics- services offered, advantages and disadvantages of 3PL and 4PL, choosing between 3PL and 4PL, Retailer- Supplier partnerships (RSP); types, issues in RSP Implementation, Advantages and Disadvantages, Steps in RSP Implementation. Supplier evaluation and selection/ Sourcing strategy: Sourcing process, steps	CSO 5.1: To Introduce the concept of strategic alliance and the reasons to go for strategic alliances. (K) CSO 5.2: To introduce the different types of logistics providers. (K) CSO 5.3: To explain each of the different types of strategic alliances. (U) CSO 5.4: To critique on the concepts of 3PL and 4PL and the distinguish between 3PL and 4PL. (A) CSO 5.5: To explain the concept of Retailer-Supplier Partnership, its types and examine the issues in RSP implementation. (U,A) CSO 5.6: To appraise RSP and demonstrate the various steps in RSP Implementation. (A) CSO 5.7: To explain the process of sourcing and demonstrate the steps involved in supplier evaluation and selection. (U,A) CSO 5.8: To explain the different criteria to assess potential suppliers. (U)	11	18	

	involved in the supplier evaluation and selection, criteria to assess potential suppliers, supplier selection scorecards, types of sourcing. Use of best practices and Information Technology (IT) in Supply Chain Management.	CSO 5.9: To illustrate the concept of supplier selection scorecards and different types of sourcing. (A) CSO 5.10: To discuss the use of best practices and Information Technology in Supply Chain Management. (U)			
			60	100	

3. MAJOR/CORE COURSE (DSC):

NAME OF THE PAPER (CODE): DISTRIBUTION AND SUPPLY CHAIN MANAGEMENT (BAC 6.3)

Credit Points: 4

Number of hours of Lecture: 60

Suggested Readings:

1. Ayers, J. B. (2006). Handbook of supply chain management (2nd ed.). Auerbach Publication.
2. Ballou, R. H., & Srivastava, S. K. (2008). Business logistics/ supply chain management (5th ed.). Pearson Education.
3. Chopra, S., & Meindl, P. (2007). Supply chain management: Strategy, planning and operation (3rd ed.). Pearson Education.
4. Coyle, J. J., Bardi, L. J., & Langley, C. J. (2008). The management of business logistics (7th ed.). South-Western.
5. Dornier, P. P., Ernst, R., Fender, M., & Kouvelis, P. (1998). Global Operations Management and Logistics: Text and Cases. John Wiley & Sons.
6. Mentzer, J. T. (2001). Supply chain management. Sage Publications.
7. Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Petterson, J. L. (2009). Purchasing and supply chain management (4th ed.). Cengage Learning.
8. Raghuram, G., & Rangaraj, N. (2000). Logistics and supply chain management: cases and concepts. Macmillan.
9. Shah, J. (2009). Supply chain management: Text and cases. Pearson Education.
10. Simchi-Levi, D., Kaminsky, P, Simchi-Levi, E., & Shankar, R. (2008). Designing and managing the supply chain (3rd ed.). Tata McGraw Hill.
11. Coughlan, Anderson, Stern (2005). Marketing Channels. Prentice Hall.

4. MAJOR/CORE COURSE (DSC):

NAME OF THE PAPER (CODE): FINANCIAL MANAGEMENT (BAC 6.4)

Credit Points: 4

Number of hours of Lecture: 60

COURSE OBJECTIVES (COs)

The following are the Course Objectives (COs) for the paper Financial Management:

CO 1:	To understand the overall concepts of fundamental Financial Management especially the three finance decisions and TVM.
CO 2:	To impart deeper understanding in long term investment decisions to enable the students to evaluate the capital budgets through capital budgeting techniques.
CO 3:	To enable the students to evaluate the finance plans on the basis of cost of capital.
CO 4:	To equip the students to construct an optimal capital structure through the conceptual knowledge on capital structure theories.
CO 5:	To introduce dividend policy decision to the students and to acquaint a deeper knowledge of leverages.

COURSE SPECIFIC OBJECTIVES (CSOs)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
Unit 1 Introduction to Financial Management	<i>Nature of Financial Management: Finance and related disciplines; Scope of Financial Management; Profit Maximization, Wealth Maximization - Traditional and Modern Approach; Functions of finance – Finance Decision, Investment Decision, Dividend Decision; Objectives of Financial Management; Concept of Time Value of Money, present value, future value, and annuity; Risk & Return: Historical return, expected return, absolute return, holding period return, annualized return, arithmetic & geometric return; Risk - Systematic & unsystematic risk – their sources and measures.</i>	CSO 1.1: To define the term Financial Management. (K) CSO 1.2: To explain the nature of financial management. (U) CSO 1.3: To discuss the finance and related disciplines. (U) CSO 1.4: To Understand the scope of financial management. (U) CSO 1.5: To differentiate between profit maximization and wealth maximization. (A) CSO 1.6: To explain the traditional and modern approach of Financial Management. (U) CSO 1.7: To critically analyze the three functions of finance. (A) CSO 1.8: To explain the objectives of financial management. (U) CSO 1.9: To understand the concept of TVM (U) CSO 1.10: To calculate the present value, future value and annuity. (A) CSO 1.11: To discuss the meaning and types of risk and return. (U) CSO 1.12: To identify the sources of risks. (A) CSO 1.13: To measures the different types of risk. (A)	8	19	
UNIT 2 Long -term investment decisions	<i>Capital Budgeting - Principles and Techniques; Nature and meaning of capital budgeting; Evaluation techniques - Accounting Rate of Return, Net Present Value, Internal Rate of Return Net Terminal Value, Profitability Index Method.</i>	CSO 2.1: To explain the principles of long term investment decisions. (U) CSO 2.2: To examine the techniques of long term investment decisions. (A) CSO 2.3: To define the term of capital budgeting. (K) CSO 2.4: To explain the nature of capital budgeting. (U) CSO 2.5: To calculate and evaluate the different techniques of capital budgeting, i.e Payback period, Accounting Rate of Return, Net Present Value, Internal Rate of Return Net Terminal	13	21	

		Value, and Profitability Index Method. (A)			
4. NAME OF THE PAPER (CODE): FINANCIAL MANAGEMENT (BAC 6.4)					
Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 3 Cost of Capital	<i>Concept and Measurement of Cost of Capital: Explicit and Implicit costs; Measurement of cost of capital; Cost of debt; Cost of perpetual debt; Cost of Equity Share; Cost of Preference Share; Cost of Retained Earning; Computation of over-all cost of capital based on Historical and Market weights.</i>	CSO 3.1: To describe the meaning of Cost of Capital. (K) CSO 3.2: To explain the basic concept of cost of capital.(U) CSO 3.3: To state the measure the cost of capital. (K) CSO 3.4: To explain the meaning of explicit and implicit costs. (K) CSO 3.5: To differentiate the explicit and implicit costs. (A) CSO 3.6: To compute and measure the cost of equity share, cost of preference share, cost of retained earnings and over-all cost of capital based on Historical and Market weights.(A)	12	20	
UNIT 4 Capital Structures	<i>Approaches to Capital Structure Theories - Net Income approach, Net Operating Income approach, Modigliani-Miller (MM) approach, Traditional approach, Capital Structure and Financial Distress.</i>	CSO 4.1: To define the term capital structure. (K) CSO 4.2: To describe the basic concept of capital structure. (K) CSO 4.3: To discuss the different approaches to capital structure theories. (U) CSO 4.4: To determine the relationship between debt and equity sources of fund through different approaches to capital structure theories (NI, NOI, MM &TA). (A) CSO 4.5: To state the meaning of financial distress. (K) CSO 4.6: To explain the relation between capital structure and financial distress. (U) CSO 4.7: To identify the internal and external factors of financial distress. (A)	13	20	
UNIT 5 Dividend Policy Decision	<i>Dividend and Capital; The irrelevance of dividends: General, MM hypothesis; Relevance of dividends: Walter's model, Gordon's model; Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; Combined leverage.</i>	CSO 5.1: To describe the meaning of dividend.(K) CSO 5.2: To explain the dividend policy decision. (U) CSO 5.3: To critically evaluate and compute the irrelevance of dividends base on General, MM hypothesis. (A) CSO 5.4: To critically evaluate and compute the relevance of dividends base on Walter's model on Gordon's model.(A) CSO 5.5: To state the meaning of leverage and leverage analysis. (K) CSO 5.6: To compute Operating, Financial Leverage, EBIT -EPS analysis and Combined leverage.(A)	13	20	
			60	100	

Suggested Readings:

1. M.Y. Khan & P.K. Jain: Financial Management Text Problem and Cases, Tata McGraw Hill PUBLISHING Co. Ltd.
2. R. P. Rustogi: Financial Management: Theory Concepts and Practices, Taxmann Publication.
3. I.M. Pandey: Financial Management: Theory and Practices, Vikas Publishing House
4. R.A. Brealey, S.C. Myers, F. Allen & P. Mohanty: Principles of Corporate Finance, McGraw Hill Higher Education
5. J.V. Horne & J.M. Wachowicz: Fundamentals of Financial Management Prentice

5. MINOR COURSE (IDM):

NAME OF THE PAPER (CODE): PRODUCTION AND OPERATION MANAGEMENT (BAM 6)

Credit Points: 4

Number of hours of Lecture: 60

COURSE OBJECTIVES (COs)

The following are the Course Objectives (COs) for the paper Production and Operation Management:

CO 1:	To familiarize the students with the concept of Production and Operations management and introduce the concepts of operation strategy, maintenance management and lean production in Production Management.
CO 2:	To create an understanding among the students the concept of forecasting and operation scheduling and help them determine the forecasted demands and sequence jobs using different approaches and methods.
CO 3:	To make the students understand different types of processes under different situations and also choose appropriate layout from the different types of layout.
CO 4:	To help the students understand the different methods of location models and make proper location decisions.
CO 5:	To familiarize students with the concept of aggregate planning and equip them with the techniques of statistical quality control tools and make decisions using control charts, introduce and demonstrate the queuing theory wrt Poisson Exponential Single Server Model with Infinite Population.

COURSE SPECIFIC OBJECTIVES (CSOs)

Unit & Title	Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 1 Introduction to Production & Operations Management	<p>Production & Operation - Definition, need, responsibilities, key decisions of OM, goods vs. services. Operations as a key functional area in an organisation.</p> <p>Operation Strategies- Definition, relevance, strategy formulation process, order qualifying and order winning attribute</p> <p>Maintenance Management - Need of maintenance management, equipment life cycle (Bathtub curve), measures for maintenance performance (MTBF, MTTR and availability).</p> <p>Lean production - Definition of lean production, JIT and lean Demand Pull logic, waste in operations, elements that address elimination of waste, 2 card Kanban Production Control system.</p>	<p>CSO 1.1: To define Production Management and explain the meaning of production. (K)</p> <p>CSO 1.2: To differentiate operation and production, and to compare and contrast goods and services (U)</p> <p>CSO 1.3: To describe the need, responsibilities of a production manager and key decisions of Operations Management. (K)</p> <p>CSO 1.4: To explain the classification of a production system and state the benefits of production management (K,U)</p> <p>CSO 1.5: To explain the meaning of the term strategy and define operation strategy(K)</p> <p>CSO 1.6: To explain the steps in strategic management (U)</p> <p>CSO 1.7: To explain the process of strategy formulation(U)</p> <p>CSO 1.8: To explain the concept of order winners and order qualifiers (U)</p> <p>CSO 1.9: To describe the elements of production or operation strategy. (K)</p> <p>CSO 1.10: To define Maintenance Management and explain its scope (K,U)</p> <p>CSO 1.11: To explain the impact of poor maintenance and objectives of maintenance management. (U)</p> <p>CSO 1.12: To examine the four phases of equipment life cycle and the bathtub curve. (A)</p> <p>CSO 1.13: To explain the measures of maintenance performance. (U)</p> <p>CSO 1.14: To define lean production, JIT and explain the concept of Lean Demand Pull logic. (K,U,A)</p> <p>CSO 1.15:To explain the concept of waste in operation, elements of wastes and 2 card Kanban</p>	12	20	

5. NAME OF THE PAPER (CODE): PRODUCTION AND OPERATION MANAGEMENT (BAM 6)

Unit & Title	Contents	Course Specific Objectives (CSOs)			Lecture Hours	Marks	LOs
UNIT 2 Demand Forecasting and Scheduling	Forecasting -Definition, types, qualitative (Grass Roots, Market Research and Delphi Method) and quantitative approach (simple moving average method, weighted moving average and single exponential smoothing method), Monitoring and Controlling Forecasts - forecast error, MAD. Scheduling: Operation scheduling, goals of short term scheduling, forward scheduling and backward scheduling, job sequencing - FCFS, LCFS, SPT, EDD, LPT, CR& Johnson's rule on two machines, Gantt charts.	CSO 2.1: To define demand forecasting. (K) CSO 2.2: To explain the types of forecasting according to qualitative and quantitative approach. (U) CSO 2.3: To determine demand forecast using various methods of quantitative approach with numerical problems and examples. (A) CSO 2.4: To describe the process of monitoring and controlling forecasts. (K) CSO 2.5: To explain the meaning of scheduling and operation scheduling. (K) CSO 2.6: To explain the goals of short term scheduling as well as forward scheduling and backward scheduling. (U) CSO 2.7: To apply using the different methods of job sequencing in terms of FCFS, LCFS, SPT, EDD, LPT, CR & Johnson's rule on two machines. (A) CSO 2.8: To explain the meaning and use of Gantt Charts. (U)			14	24	
UNIT 3 Process Selection and Layout Decisions	Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety), type of processes- job shop, batch, mass and continuous, product-process design Matrix and Services design matrix, technology issues in process design, flexible manufacturing systems (FMS), Computer Integrated Manufacturing (CIM). Layout Decision: Layout planning – Benefits of good layout, importance, different types of layouts (Process, Product, Group technology and Fixed position layout). Assembly line balancing by using LOT rule	CSO 3.1: To define the term process selection.(K) CSO 3.2: To explain the characteristics that influences the choice of alternative processes establishing volume and variety.(U) CSO 3.3: To explain the different types of processes (U) CSO 3.4: To examine the concept of Product-Process Matrix and Services Design Matrix. (A) CSO 3.5: To explain the various technology issues in process design. (U) CSO 3.6: To explain the meaning plant layout and state its objectives. (K,U) CSO 3.7: To explain the different factors influencing facility layout. (U) CSO 3.8: To examine the different types of layout. (A)			10	16	
UNIT 4 Location Decisions and Capacity Planning	Location Decisions & Models: Facility Location – Objective, factors that influence location decision, location evaluation methods- factor rating method, Point Rating Method, Break-Even Analysis and Qualitative Factor Analysis.	10	16				

5. NAME OF THE PAPER (CODE): PRODUCTION AND OPERATION MANAGEMENT (BAM 6)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 4 Location Decisions and Capacity Planning	Capacity Planning: Definition, measures of capacity (input and output), types of planning over time horizon. Decision trees analysis.	CSO 4.5: To define the term of Capacity Planning. (K) CSO 4.6: To explain the measures of capacity. (U) CSO 4.7: To explain the need for capacity planning (U) CSO 4.8: To explain the different types of planning over time horizon. (U) CSO 4.9: To explain the concept of Decision Tree Analysis. (U)			
UNIT 5 Aggregate Planning, Statistical Quality Control and Queuing Theory	Aggregate Planning: Definition, nature, objectives, capacity and demand in aggregate planning, strategies of aggregate planning, methods of aggregate planning (level plan, chase plan and mixed plan, keeping in mind demand, workforce and average inventory), Statistical Quality control: Variations in process (common & assignable causes), Control charts: Variable measures (mean and range chart), Attribute measures (proportion of defects and no. of defects) using control tables. Elementary Queuing Theory: Parameters of a Queue, Poisson-Exponential Single Server Model with Infinite Population; M/M/1.	CSO 5.1: To define the term aggregate planning. (K) CSO 5.2: To explain the concept of aggregation. (U) CSO 5.3: To explain objectives of aggregate planning. (U) CSO 5.4: To explain the concept of capacity and demand in aggregate planning. (U) CSO 5.5: To explain aggregate planning strategies wrt chase and level strategies. (A) CSO 5.6: To explain the steps in aggregate planning. (U) CSO 5.7: To explain the meaning of quality and quality control and define statistical quality control. (K,U) CSO 5.8: To explain the causes of variations in process. (U) CSO 5.9: To explain the concept of control charts and classification of control charts. (U) CSO 5.10: To examine the variable measures and attribute measures using control tables. (A) CSO 5.11: To explain the meaning of queuing theory. (K) CSO 5.12: To state the characteristics and parameters of a Queue. (K) CSO 5.13: To explain the concept Poisson-Exponential single server model with Infinite population. (U) CSO 5.14: To demonstrate the Measurement of effectiveness of M/M/1 queuing system. (A)	14	24	
			60	100	

Suggested Readings:

1. Kanishka Bedi (2013), Production and Operations Management (Third Edition), Oxford university Press
2. K. Aswathappa and K. Shridhara Bhat (2015), Production and Operations Management, Himalaya Publishing House
3. Mahadevan B (2015), Operations Management Theory & Practice, Pearson Education
4. Heizer Jay and Render Barry (2017), Production & Operations Management, Pearson Education
5. Adam and Ebert (1992), Production & operations Management, Prentice Hall of India, New Delhi
6. S.N. Chary (2004), Production & operations management – Tata McGraw Hill, New Delhi
7. Buffa E S, & Sarin R K (2020), Modern Production / Operations Management (8th edition) John Wiley, 1994
8. P. K. Gupta, Man Mohan, Kanti Swarup (2019), Operations Research, Sultan Chand & Sons
9. V. K. Kapoor (2012), Operations Research, Sultan Chand & Sons

6. SKILL ENHANCEMENT COURSE (SEC):

Name of the Paper (Code): SOCIAL MEDIA MARKETING (BAS 6)

Credit Points: 2

Number of hours of Lecture: 30

COURSE OBJECTIVES (COs)

The following are the Course Objectives (COs) for the paper Social Media Marketing:

CO 1:	To help the students have understanding on the concepts of social media and social media marketing
CO 2:	To impart knowledge on the various social media platform and social network sites to the students.
CO 3:	To facilitate students to learn the various ways of social media marketing platforms and strategies.

COURSE SPECIFIC OBJECTIVES (CSOs)

Unit & Title	Unit Contents	Course Specific Objectives	Lecture Hours	Marks	LOs
UNIT 1 Introduction to social media	The Role of Social Media Marketing, Goals and Strategies, Identifying Target Audiences, Rules of Engagement for SMM, Online Reputation Management, Influencer Marketing, Social media management.	CSO1.1: To discuss the concept of social media.(U) CSO1.2: To explain the role, goals and strategies of social media marketing(U) CSO1.3: To demonstrate how to identify the target audience.(A) CSO1.4: To assess the rule of engagement for SMM, reputation management, influencer marketing and social media management.(A)	10	15	
UNIT 2 Social Media Platforms and Social Network Sites	Microblogging, Content Creation and Sharing: Blogging, Streaming Video, Podcasts, and Webinars. Social Media Channels and their utility, Facebook Marketing, YouTube Marketing, Twitter Marketing, LinkedIn Marketing, Instagram Marketing, Pinterest Marketing, Google+ Marketing, Other Social Media Marketing channels	CSO 2.1: To discuss the various social media platforms, networking sites (U) CSO 2:2 To discuss other social media marketing channels (U)	10	20	
UNIT 3 Social media marketing strategies	Video Marketing, Marketing with Photos Sharing Sites, Discussion, News, Social Bookmarking, and Q&A Sites, Content Marketing: Publishing Articles, White Papers, and eBooks, Mobile Marketing on Social Networks	CSO 3.1: To discuss video marketing photos sharing sites, discussions, news and social bookmarking, Q&A sites and content marketing(U) CSO 3:2 To explain content marketing (U)	10	15	
			30	50	

Suggested readings:

1. Tracy L. Tuten, Michael R. Solomon & Bikramjit Rishi (2023). Social Media Marketing. SAGE Publications Pvt. Ltd
2. Puneet Singh Bhatia (2019). Social Media & Mobile Marketing: Includes Online Worksheets. Wiley.
3. Ankit Srivastava (2018). Social Media Marketing & Branding The Micro MBA. BPB Publications

1. MAJOR/CORE COURSE (DSC):

NAME OF THE PAPER (CODE): TOTAL QUALITY MANAGEMENT (BAC 7.1)

Credit Points: 4

Number of hours of Lecture: 60

COURSE OBJECTIVES (COs)

The following are the Course Objectives (COs) for the paper Total Quality Management:

CO 1:	To help the students understand and outline the evolution of the TQM philosophy.
CO 2:	To facilitate the students in evaluate, defining, and documenting a process with the aid of control charting and statistics.
CO 3:	To make the students learn by demonstrating the seven traditional tools of quality.
CO 4:	To make the students understand the quality circles of TQM
CO 5:	To help the students understand the different series of ISO standards, its benefits and requirements for ISO registration

COURSE SPECIFIC OBJECTIVES (CSOs)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 1 Introduction	Need for quality - Evolution of quality - Definitions of quality - Dimensions of product and service quality - Basic concepts of TQM - TQM Framework - Contributions of Deming, Juran and Crosby - Barriers to TQM - Customer focus - Customer orientation, Customer satisfaction, Customer complaints, Customer retention.	CSO 1:1 To discuss the concept of quality, the need for quality, dimension and service quality.(U) CSO 1:2 To discuss the TQM framework.(U) CSO 1:3 To investigate the contributions of Deming, Juran and Crosby.(A) CSO 1:4 To discuss the barriers to TQM.(U) CSO 1:5 To discuss the concept of customer orientation, customer satisfaction, customer complaints and Customer retention.(U)	10	20	
UNIT 2 Leadership	Quality Statements, Strategic quality planning, Quality Councils - Employee involvement - Motivation, Empowerment, Team and Teamwork, Recognition and Reward, Performance appraisal - Continuous process improvement - PDCA cycle, 5S, Kaizen - Supplier partnership - Partnering, Supplier selection, Supplier Rating.	CSO 2:1 To discuss the concept of Leadership, Quality Statements, Strategic quality planning, Quality Councils - Employee involvement - Motivation, Empowerment, Team and Teamwork, Recognition and Reward, Performance appraisal.(U) CSO 2:2 To examine the continuous process improvement.(A)	15	20	
UNIT 3 Tools in TQM	The seven traditional tools of quality – New management tools – Six sigma: Concepts, Methodology, applications to manufacturing, service sector including IT – Bench marking – Reason to bench mark, Bench marking process – FMEA – Stages, Types.	CSO 3:1 To discuss the seven traditional tools of quality.(U) CSO 3:2 To examine the New Management tools.(A) CSO 3:3 To examine the concept of Six Sigma.(A) CSO 3:4 To discuss benchmarking concept of TQM.(U)	15	20	

1. NAME OF THE PAPER (CODE): TOTAL QUALITY MANAGEMENT (BAC 7.1)					
Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 4 Quality Circles	Cost of Quality - Quality Function Deployment (QFD) - Taguchi quality loss function - TPM - Concepts, improvement needs - Performance measures	CSO 4:1 To examine the concept of Quality Circles.(A) CSO 4:2 To discuss the Cost of Quality.(U) CSO 4:3 To examine the Quality Function Deployment (QFD) and Taguchi quality loss function. (A) CSO 4:4 To describe TPM, its Concepts, improvement needs - Performance measures.(K)	10	20	
UNIT 5 Quality certification	Introduction—Benefits of ISO Registration—ISO 9000 Series of Standards—Sector-Specific Standards—AS 9100, TS16949 and TL 9000—ISO 9001 Requirements— Implementation— Documentation—Internal Audits—Registration— ENVIRONMENTAL MANAGEMENT SYSTEM: Introduction—ISO 14000 Series Standards—Concepts of ISO 14001—Requirements of ISO 14001— Benefits of EMS.	CSO 5:1 To discuss the benefits of ISO registration and the Sector-Specific Standards. (U) CSO 5:2 To explain the requirement of ISO registration.(U) CSO 5:3 To discuss Environmental Management System(U) CSO 5:4: to discuss ISO 14000 Series, ISO 14001 and Benefits of EMS.(U)	10	20	
			60	100	

Suggested Readings:

1. Mukherjee (2006). Total Quality Management. Prentice Hall India Learning Private Limited.
2. Poornima M Charantimath (2022). Total Quality Management (4th ed.). Pearson Education.
3. Besterfield (2015). Total Quality Management (4th ed.). Pearson Education India.

2. MAJOR/CORE COURSE (DSC):

NAME OF THE PAPER (CODE): ADVERTISING AND BRAND MANAGEMENT (BAC 7.2)

Credit Points: 4

Number of hours of Lecture: 60

COURSE OBJECTIVES (COs)

The following are the Course Objectives (COs) for the paper Advertising and Brand Management:

CO 1:	To make the students understand the advertising needs and its importance in today's business world with the help of suitable and practical examples.
CO 2:	To help students understand about the Positioning strategies and how to develop a brand.
CO 3:	To help the students have a general understanding of Media and its role in advertising and brand management.
CO 4:	To help the students learn on how to manage sales using suitable promotional techniques.
CO 5:	To help students understand, identify and establish brand positioning and values.

COURSE SPECIFIC OBJECTIVES (CSOs)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 1: Advertising need & importance	Definition & growth of modern advertising, advertising & the marketing mix, types & classification of advertisement. Advertising spiral, Social & economic aspects of advertising. Marketing communication models: AIDA and DAGMAR.	CSO 1.1: To discuss and explain Advertising need and its importance. (K, U) CSO 1.2: To explain definition and growth of modern advertising, advertising and marketing mix, types and classification of advertising. (K, U, A) CSO 1.3: To define and explain Advertising Spiral. (K, U) CSO 1.4: To define, explain and discuss AIDA and DAGMAR models in Advertising with examples. (K, U, A)	12	20	
UNIT 2 Positioning strategies	Associating feelings with a brand. Developing brand personality. Creating copy strategies: Rational & emotional approaches, creative strategy & style- brand image, USP, message design strategy. Different types of copy; Art & layout of an advertisement: Principles of design, layout stages. Difference in designing of television, audio & print advertisement.	CSO 2.1: To explain positioning strategies.(K, U) CSO 2.2: To discuss and explain on how to develop a brand personality with suitable examples. (K, U, A) CSO 2.3: To define, explain and discuss on how to create copy strategies and its types. (K, U, A) CSO 2.4: To define, explain brand image, USP and message design strategy. (K, U, A) CSO 2.5: To define, explain and discuss different types of Advertising copy, its designs and layout stages. (K, U, A) CSO 2.6: To explain and discuss differences in designing of television, audio & print advertisement. (U, A)	12	20	
UNIT 3: Media planning & scheduling	Introduction to broadcast & non - broadcast media. Budgeting decision rule: percentage of sales method, objective to task method, competitive parity, & all you can afford. Key factors influencing media planning. Media decisions: media class, media vehicle & media option. Scheduling: flighting, pulsing, & continuous.	CSO 3.1: To explain the steps of Media planning & scheduling and to introduce broadcast & non-broadcast media. (K, U, A) CSO 3.2: To explain budgeting decision rule and its different types. (K, U, A) CSO 3.3: To explain and discuss the key factors influencing media planning. (U, A) CSO 3.4: To define, explain and discuss different media class, media vehicle & media option. (K, U, A) CSO 3.5: To discuss and explain the different types of scheduling. (U, A)	12	20	

2. NAME OF THE PAPER (CODE): ADVERTISING AND BRAND MANAGEMENT (BAC 7.2)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 4 Management of sales promotion	Importance & need for sales promotion. Planning for consumer schemes & contests, different types of consumer schemes. Introduction to brands and brand management. Concept of a brand, brand evolution, branding challenges	CSO 4.1: To explain management of sales promotion, its importance and needs. (K, U, A) CSO 4.2: To explain consumer schemes & contests and its different types. (K, U, A) CSO 4.3: To discuss and explain about brand and brand management. (U, A) CSO 4.4: To explain about brand	11	20	

	and opportunities. Strategic brand management process.	evolution, branding challenges and opportunities, (K, U) CSO 4.5: To discuss and explain on strategic brand management process. (U, A)			
UNIT 5 Identifying and establishing brand positioning and values	Brand building, brand positioning and values brand repositioning. Designing and implementing brand strategies. Brand extension. Brand hierarchy, brand equity, brand personality, brand image, managing brands overtime. Integrating advertising and brand management	CSO 5.1: To discuss and identify brand positioning and values with suitable examples. (K, U, A) CSO 5.2: To explain brand building, brand positioning and brand repositioning with suitable examples. (K, U, A) CSO 5.3: To explain designing and implementing brand strategies. (U, K, A) CSO 5.4: To discuss and explain brand extension, brand hierarchy, brand equity, brand personality, brand image and managing brands overtime with suitable examples. (U, K, K) CSO 5.5: To discuss and explain on how to integrate advertising and brand management. (U, A)	13	20	
			60	100	

Suggested Readings:

1. Aaker, Myers & Batra: 2017, Advertising Management, Prentice Hall, 12th Edition, ISBN- 978-8177588507.
2. Wells, Moriarity & Burnett: 2021 Advertising Principles & Practices, Prentice Hall, 9th Edition, ISBN- 0131465600
3. W. Ronald Lane, Kane Whitehill King and J. Thomas Russell: 2001, Kleppner's Advertising Procedure, Pearson Education, 15th Edition, ISBN- 0130328774

3. MAJOR/CORE COURSE (DSC):

NAME OF THE PAPER (CODE): RESEARCH METHODOLOGY (RM)

Credit Points: 4

Number of hours of Lecture: 60

COURSE OBJECTIVES (COs)

The following are the Course Objectives (COs) for the paper Research Methodology:

CO 1:	To enable the students to understand basics introduction to research
CO 2:	To understand the research problem, importance of literature review, primary and secondary sources.
CO 3:	To understand the research design process and the various type of data analysis tools, measurement and scaling techniques.
CO 4:	To understand the various data collection sources and tools of research.
CO 5:	To demonstrate the various illustration and reporting style.

COURSE SPECIFIC OBJECTIVES (CSOs)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 1 Introduction	Meaning, Objectives and Characteristics of research - Research methods Vs Methodology - Types of research - Descriptive Vs. Analytical, Applied Vs. Fundamental, Quantitative Vs. Qualitative, Conceptual Vs. Empirical - Research process - Criteria of good research - Developing a research plan.	CSO 1.1: To discuss the meaning and objectives of research.(U) CSO 1.2: To explain the various types of research.(U) CSO 1.3: To elaborate the criteria of good research. (U) CSO 1.4: To illustrate how to make a research plan.(A)	10	20	
UNIT 2 Research Problem, literature review	Defining the research problem - Selecting the problem - Necessity of defining the problem - Techniques involved in defining the problem - Importance of literature review in defining a problem - Survey of literature - Primary and secondary sources - Reviews, treatise, monographs patents - web as a source - searching the web - Identifying gap areas from literature review - Development of working hypothesis.	CSO2:1 To demonstrate how to define a research problem. (A) CSO2:2 To discuss the techniques in defining the problem.(U) CSO2:3 To explore the importance of literature review.(A) CSO2:4 To illustrate how to identify research gap and develop a hypothesis.(A)	15	20	
UNIT 3 Sampling design	Steps in sampling design - Characteristics of a good sample design - Types of sample designs, determination of sample size; Data Analysis, Measurement and scaling techniques.	CSO 3.1: To demonstrate how to do sample designing.(A) CSO 3.2: To discuss the different types of sample design, determination of sample size.(U) CSO 3.3: To demonstrate how to perform data analysis, measurement and scaling techniques.(A)	15	20	

3. NAME OF THE PAPER (CODE): RESEARCH METHODOLOGY (RM)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 4 Sources of Data Collection	Primary and Secondary: Primary Data Collection: Survey Vs. Observations. Comparison of self-administered, telephone, mail, emails techniques. Qualitative Research Tools: Depth Interviews focus groups and projective techniques; Measurement & Scaling: Primary scales of Measurement-Nominal, Ordinal, Interval & Ratio. Scaling techniques paired comparison, rank order, constant sum, semantic differential, itemized ratings,	CSO 4.1: To discuss the sources of data collection.(U) CSO 4.2: To assess survey vs observations.(A) CSO 4.3: To discuss the various research tools.(U) CSO 4.4: To explain the various measurement and scaling techniques.(U) CSO 4.5: To demonstrate the forms and design of questionnaire.(A)	10	20	

	Likert Scale; Questionnaire-form & design				
UNIT 5 Interpretation and report writing	Techniques of interpretation - Structure and components of scientific reports - Different steps in the preparation- Layout, structure and language of the report - Illustrations and tables - Types of report - Technical reports and thesis	CSO 5.1: To discuss the ways of interpretation and report writing.(U) CSO 5.2: To illustrate the various layout, structure and language of report (A) CSO 5.3: To discuss the various illustrations and tables in report writing.(U)	10	20	
			60	100	

Suggested Readings:

1. C.R. Kothari, Gaurav Garg (2019). Research Methodology (4th ed.). New Age International Publishers.
2. Bajpai Naval (2017). Business Research Methods (2nd ed.). Pearson Education.
3. Roger Bougie, Uma Sekaran, & Mala Srivastava (2021). Research Methods of Business: A Skill-Building Approach, An Indian Adaptation, (8th ed.). Wiley.

4. MINOR COURSE (IDM):

NAME OF THE PAPER (CODE): DISTRIBUTION AND SUPPLY CHAIN MANAGEMENT (BAM 7)

Credit Points: 4

Number Of Hours Of Lecture: 60

COURSE OBJECTIVES (COs)

The following are the Course Objectives (COs) for the paper Distribution and Supply Chain Management:

CO 1:	To help the students comprehend on the concept of entrepreneurship.
CO 2:	To teach the students to learn the importance and role of creativity and innovation in creation of new business, enable them to learn the various aspects to consider for identification and selection of business opportunities.
CO 3:	To help the students learn the contents of business plan and help in formulation of business plan.
CO 4:	To give awareness to students about the various aspects of family business.
CO 5:	To help the students understand the concept of entrepreneurial support and functioning of EDPs

COURSE SPECIFIC OBJECTIVES (CSOs)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 1 The Channel System	Channel and Marketing Channel: meaning and definition of the word channel and marketing channel, channel flow and channel structures. Channel Members/Participants: Manufacturers and Producers, wholesalers – merchant wholesalers, agents, producer's branch offices, retailers. The Channel System and Functions: Vertical, Horizontal and Multiple Channel System, Channel Functions. Channel Conflict: Types, Causes, Consequences and Channel Conflict Management.	CSO 1.1: To explain and define the meaning of channel and marketing channel. (K,U) CSO 1.2: To explain the flow of channel and channel structures and state the participants/members of a channel.(K,U) CSO 1.3: To explain the various types of a channel system (U) CSO 1.4: To explain the functions of a channel (U) CSO 1.5: To explain and examine the different types of channel conflicts, its causes and consequences, and how to manage channel conflicts. (A)	12	20	

	Marketing Channel Structure and considerations in channel selection: Direct and Indirect Channels, merits and demerits, strategic considerations in channel selection – Product, Market, objectives, middlemen, company and environmental considerations. Channel Environment: Economic, Competitive, Sociocultural, Technological and legal environment.	CSO 1.6: To explain and investigate the marketing channel structure wrt direct and indirect channels. (U,A) CSO 1.7: To explain the merits and demerits of each type of channels. (U) CSO 1.8: To explain the various points of consideration while selecting a channel. (U) CSO 1.9: To explain and examine the major channel environment wrt economic, competitive, sociocultural, technological and legal environment, (U,A)			
UNIT 2 Distribution	Distribution: Introduction, Basic concept, Physical Distribution vs Distribution Channel, Objectives and Importance of Distribution, Transportations: meaning, role and functions, Modes of Transportation - Air, Water, Surface, Package Carrier, Intermodal, Merits and Demerits of each modes, decision in transportation management. Warehousing: Meaning and definition, functions, facilities/services offered by a warehouse, Types of Warehouses, characteristics of an ideal warehouse, warehouse decisions.	CSO 2.1: To explain the meaning and basic concept of distribution. (K) CSO 2.2: To differentiate between distribution with distribution channel. (U) CSO 2.3: To explain the objectives and importance of distribution. (U) CSO 2.4: To state the meaning, role and functions of transportation. (K) CSO 2.5: To appraise the different modes of transportation (A) CSO 2.6: To explain how to make proper decisions in transportation management.(U,A) CSO 2.7: To define and explain the meaning of warehousing and its types and introduce the services offered by a warehouse (K, U)	14	24	

4. NAME OF THE PAPER (CODE): DISTRIBUTION AND SUPPLY CHAIN MANAGEMENT (BAM 7)					
Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 2 Distribution	Inventory: Meaning, objectives of holding inventory, Inventory management- objectives, process, mechanic of inventory control – when to order, how much to order, EOQ. Methods of Inventory Management-an introduction. Managing logistics: Meaning and definition of logistics and logistics management, genesis of modern logistics, importance and functions of logistics, concept of Inbound and Outbound Logistics and reverse logistics.	CSO 2.8: To explain and examine the process of decision making in warehouse set up. (U,A) CSO 2.9: To explain the meaning, objectives and process of Inventory and Inventory management. (K) CSO 2.10: To explain and examine the mechanic of inventory control and introduce various methods of inventory management. (U,A) CSO 2.11: To define and explain the meaning of logistics and logistics management, its functions and importance. (K,U) CSO 2.12: To explain the root of modern logistics.(U) CSO 2.13: To explain the concept of inbound, outbound and reverse logistics. (U)			
UNIT 3 Supply Chain	Supply Chain: Concepts and importance of a Supply Chain (SC) and Supply Chain Management (SCM), Evolution of Supply Chain Management, Logistics vs SCM, the three flows in SCM. Key Components/	CSO 3.1: To explain the concepts of supply chain and supply chain management and its importance. (K,U) CSO 3.2: To explain how the term supply chain evolved over time. (U) CSO 3.3: To differentiate between logistics and SCM. (U,A)	12	20	

	<p>Stages in SCM: Plan, Develop, Make, Deliver, Return. Challenges of SCM. Supply Chain Drivers: Customer service initiatives, monetary value, and Knowledge transaction and risk elements. Competitive and SC strategies, Achieving strategic fit: meaning of strategic fit, steps in achieving strategic fit – zone of strategic fit.</p>	<p>CSO 3.4: To state the three flows in Supply Chain Management. (K) CSO 3.5: To explain the key components in Supply Chain Management (U) CSO 3.6: To explain the various Challenges faced in SCM. (U) CSO 3.7: To explain and examine each of the drivers of supply chain. (A) CSO 3.8: To explain the competitive and SC strategies and the concept of achieving strategic fit. (U) CSO 3.9: To demonstrate the steps in achieving strategic fit. (A)</p>			
<p>UNIT 4 Supply Chain Integration and Forecasting</p>	<p>Supply Chain Integration: Meaning and definition, benefits, stages, Push-based, Pull-based and Push-Pull based supply chain. The Bullwhip effect. Demand forecasting in a Supply Chain: meaning of forecasting, steps in forecasting process,</p>	<p>CSO 4.1: To explain the concept of Supply chain integration, its meaning and definitions. (K,U) CSO 4.2: To explain the benefits/ significance and the various stages of integration in supply chain. (U) CSO 4.3: To explain and examine the concept of push based, pull based and push-pull based integration in supply chain. (U,A) CSO 4.4: To introduce the concept of the Bullwhip Effect in a supply chain. (K) CSO 4.5: To explain the meaning of forecasting and demand forecasting in supply chain.(K,U) CSO 4.6: To explain the various steps in forecasting process and the importance of forecasting in supply chain.(U)</p>	11	18	

4. NAME OF THE PAPER (CODE): DISTRIBUTION AND SUPPLY CHAIN MANAGEMENT (BAM 7)					
Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
<p>UNIT 4 Supply Chain Integration and Forecasting</p>	<p>importance of forecasting in Supply Chain, Forecasting Approaches – Qualitative, and Quantitative approaches.</p>	<p>CSO 4.7: To explain and demonstrate the different methods of forecasting with respect to qualitative and quantitative approaches. (A) CSO 4.8: To appraise each type of forecasting. (A) CSO 4.9: To determine the forecast using quantitative approaches by solving some practical examples. (A)</p>			
<p>UNIT 5 Strategic Alliances and use of best practices</p>	<p>Strategic Alliances: Introduction, when to go for strategic alliance, introduction to different types of logistics providers, types of strategic alliances; third party vs fourth party logistics- services offered, advantages and disadvantages of 3PL and 4PL, choosing between 3PL and 4PL, Retailer- Supplier partnerships (RSP); types, issues in RSP Implementation, Advantages and Disadvantages,</p>	<p>CSO 5.1: To Introduce the concept of strategic alliance and the reasons to go for strategic alliances. (K) CSO 5.2: To introduce the different types of logistics providers. (K) CSO 5.3: To explain each of the different types of strategic alliances. (U) CSO 5.4: To critique on the concepts of 3PL and 4PL and the distinguish between 3PL and 4PL. (A) CSO 5.5: To explain the concept of Retailer-Supplier Partnership, its types and examine the issues in RSP implementation. (U,A)</p>	11	18	

	<p>Steps in RSP Implementation. Supplier evaluation and selection/ Sourcing strategy: Sourcing process, steps involved in the supplier evaluation and selection, criteria to assess potential suppliers, supplier selection scorecards, types of sourcing. Use of best practices and Information Technology (IT) in Supply Chain Management.</p>	<p>CSO 5.6: To appraise RSP and demonstrate the various steps in RSP Implementation. (A) CSO 5.7: To explain the process of sourcing and demonstrate the steps involved in supplier evaluation and selection. (U,A) CSO 5.8: To explain the different criteria to assess potential suppliers. (U) CSO 5.9: To illustrate the concept of supplier selection scorecards and different types of sourcing. (A) CSO 5.10: To discuss the use of best practices and Information Technology in Supply Chain Management. (U)</p>			
			60	100	

Suggested Readings:

1. Ayers, J. B. (2006). Handbook of supply chain management (2nd ed.). Auerbach Publication.
2. Ballou, R. H., & Srivastava, S. K. (2008). Business logistics/ supply chain management (5th ed.). Pearson Education.
3. Chopra, S., & Meindl, P. (2007). Supply chain management: Strategy, planning and operation (3rd ed.). Pearson Education.
4. Coyle, J. J., Bardi, L. J., & Langley, C. J. (2008). The management of business logistics (7th ed.). South-Western.
5. Dornier, P. P., Ernst, R., Fender, M., & Kouvelis, P. (1998). Global Operations Management and Logistics: Text and Cases. John Wiley & Sons.
6. Mentzer, J. T. (2001). Supply chain management. Sage Publications.
7. Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Petterson, J. L. (2009). Purchasing and supply chain management (4th ed.). Cengage Learning.
8. Raghuram, G., & Rangaraj, N. (2000). Logistics and supply chain management: cases and concepts. Macmillan.
9. Shah, J. (2009). Supply chain management: Text and cases. Pearson Education.
10. Simchi-Levi, D., Kaminsky, P, Simchi-Levi, E., & Shankar, R. (2008). Designing and managing the supply chain (3rd ed.). Tata McGraw Hill.
11. Coughlan, Anderson, Stern (2005). Marketing Channels. Prentice Hall.

5. MINOR COURSE (IDM):

NAME OF THE PAPER (CODE): MANAGEMENT AND COST ACCOUNTING (BAM 8)

Credit Points: 4

Number of Hours of Lecture: 60

COURSE OBJECTIVES (COs)

The following are the Course Objectives (COs) for the paper Management And Cost Accounting:

CO 1:	To introduce the basic concepts of Management and Cost Accounting and the different elements of costs to the students.
CO 2:	To help students in understanding the concepts of cost with respect to its components, terms and classifications and introduce the concept of overhead allocation, apportionment and absorption.
CO 3:	To aid the students in using the different elements of Cost Volume Profit Analysis and identify relevant costs and irrelevant costs in decision making.
CO 4:	To create an understanding among students about Budget and Budgetary Control, Responsibility Accounting and Measurement of divisional performances with respect to financial measures.
CO 5:	To assist the students in understanding the methods of Variance Analysis using Standard Cost.

COURSE SPECIFIC OBJECTIVES (CSOs)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 1 Introduction to Management and Cost Accounting	Management Accounting: Meaning, Definition, Nature, Scope and Limitations of Management Accounting. Cost Accounting: Meaning, Scope, Objectives, Importance and Limitation of Cost Accounting Comparison of Management Accounting with Cost Accounting and Financial Accounting. Elements of Cost: Material, Labour and Overheads –Production and Works, Administration, Selling, Distribution, Research and Development.	CSO 1.1: To define the term Management accounting. (K) CSO 1.2: To explain the meaning, nature, scope and limitations of Management Accounting. (U) CSO 1.3: To define the term Cost Accounting. (K) CSO 1.4: To explain the meaning, scope, objectives, importance and limitations of Cost Accounting. (K) CSO 1.5: To Compare and Contrast Management Accounting with Cost Accounting. (U) CSO 1.6: To Compare and Contrast Management Accounting with Financial Accounting. (U) CSO 1.7: To identify and explain the different elements of Costs wrt Materials, Labour and Overhead Expenses. (A)	5	10	
UNIT 2 Cost Concepts	Components of Total Cost: Prime Cost, Works Cost, Cost of Production, Cost of Sales. Cost Sheet or Statement of Cost. Expenses excluded from costs. Concept of the terms under cost-Costing, Expenses, Cost Unit, Cost Centre, Difference between cost unit and Cost Centre. Classification of Costs: by Nature /Elements, Function, Degree of Traceability to the product, Changes in Activity/volume, Controllability, Normality, Relationship with Accounting Period, Time, According to Planning and Control, By Association with the Product, For Managerial Decisions.	CSO 2.1: To explain the various components of the total costs. (K) CSO 2.2: To explain how each of these components is calculated to find the Total cost. (U/A) CSO 2.3: To explain how profit/loss is calculated from the total cost. (A) CSO 2.4: To explain the meaning of Cost Sheet/Statement of Cost.(K) CSO 2.5: To give a specimen of a cost sheet and preparation of statement of costs. (K) CSO 2.6: To introduce and explain the different terms under costs (U) CSO 2.7: To explain the different basis of classification of costs. (A) CSO 2.8: To stress and give importance to classification of cost for managerial decision.(A)	9	16	

5. NAME OF THE PAPER (CODE): MANAGEMENT AND COST ACCOUNTING (BAM 8)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 2 Cost Concepts	Introduction to Overhead Allocation, Overhead Apportionment and Overhead Absorption.	CSO 2.9: To introduce and explain the concept of overhead allocation, apportionment and absorption.(K)			
UNIT 3 Marginal Costing and Cost-Volume-Profit Analysis	Meaning of Marginal Cost and Marginal Costing, Advantages and limitation. Cost-Volume-Profit Analysis: Meaning, Objectives, Assumptions underlying CVP Analysis. Elements of CVP Analysis:	CSO 3.1: To define the term Marginal Cost and Marginal Costing (K) CSO 3.2: To understand the advantages and limitations of marginal costing (U) CSO 3.3: To explain the meaning and objectives of Cost-Volume-Profit Analysis. (K) CSO 3.4: To indicate the assumptions underlying	18	28	

	Marginal Cost Equation, Contribution, Profit/Volume Ratio, Break-Even Analysis and Margin of Safety. Relevant Costs and Decision Making: Meaning & Definition of Relevant Cost, Irrelevant Costs, Types of Relevant and Irrelevant Costs. Relevant Cost concept for decision making. Application of Relevant costs in decision making: Pricing, Product Mix decision, Make or Buy, Exploring New Markets, Export Order, Sell or Process Further, Shut down vs Continue.	CVP Analysis (K) CSO 3.5: To discuss the elements of Cost Volume Profit Analysis. (U) CSO 3.6: To examine how each of the elements of CVP is calculated. (A) CSO 3.7: To define the term Relevant Cost (K) CSO 3.8: To explain the meaning of Relevant cost and Irrelevant Cost. (K) CSO 3.9: To differentiate relevant cost and irrelevant costs and identify the two costs. (U) CSO 3.10: To explain the concept of using relevant cost in making various decisions. (A) CSO 3.11: To explain the areas of application of relevant cost in decision making. (A)			
UNIT 4 Budgets and Budgetary Control	Meaning and definition of Budget, Budgeting and Budgetary Control. Budget, Budgeting and Budgetary Control-Difference. Budget, Estimate and Forecasts. Objectives of Budgeting and Budgetary Control. Essentials of an Effective Budgetary Control System. Steps in Budgetary Control. Organisation for Budget Control, Budget Manual, Budget Period, Classification of Budgets: Functional and Master, Fixed and Flexible, Basic and Current, Long term and Short term Budgets. Cash Budget, Zero Base Budgeting, Performance Budgeting. Responsibility Accounting: Concept, Significance, Responsibility Centres. Divisional Performance Measurement – Financial Measures: Return on Investment, Residual Income and Economic Added Value. Introduction to Transfer Pricing.	CSO 4.1: To define the term budget, budgeting and budgetary control. (K) CSO 4.2: To differentiate Budget with estimates and forecasts. (U) CSO 4.3: To explain the essentials of an effective budgetary control system. (K) CSO 4.4: To explain the steps in budgetary control and the main terms used in budgetary control. (U) CSO 4.5: To explain the different types of budgets through classification of budget. (U) CSO 4.6: To Demonstrate preparation of cash budget. (A) CSO 4.7: To introduce the concept of Zero Base Budgeting and Performance Budgeting. (K) CSO 4.8: To explain the concept of Responsibility Accounting, its significance and the different responsibility centres. (U) CSO 4.9: To explain the concept of measuring the performances of the divisions in terms of its financial performance. (A) CSO 4.10: To introduce the concept of Transfer Pricing. (K)	16	26	

5. NAME OF THE PAPER (CODE): MANAGEMENT AND COST ACCOUNTING (BAM 8)					
Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 5 Standard Costing	Meaning of Standard Cost and Standard Costing, Objectives, Advantages, Limitations and Applications. Standard Costing Vs	CSO 5.1: To define the meaning of Standard Cost and Standard Costing. (K) CSO 5.2: To explain the objectives, advantages, limitations and application of			

and Variance Analysis	Budgetary Control. Variance Analysis: Direct Material Variances, Direct Labour Variances, Overhead Variances and Sales Variances. Introduction to Target Costing, Life Cycle Costing, Quality Costing and Activity Based Costing.	standard costing. (U) CSO 5.3: To compare and contrast Standard Costing with Budgetary Control. (U) CSO 5.4: To demonstrate the methods of analyzing variances in respect of Direct Material Variance. (A) CSO 5.5: To demonstrate the methods of analyzing variances in respect of Direct Material Variance. (A) CSO 5.6: To demonstrate the methods of analyzing variances in respect of Direct Labour Variance. (A) CSO 5.7: To demonstrate the methods of analyzing variances in respect of Overhead Variance. (A) CSO 5.8: To demonstrate the methods of analyzing variances in respect of Sales Variance. (A) CSO 5.9: To introduce the concepts of Target Costing, Life Cycle Costing, Quality Costing and Activity Based Costing. (K)	12	20	
			60	100	

Suggested Readings:

- a. Jain and Narang. (1995, Cost Accounting (13th Revised Edition), Kalyani
- b. S.P Jain and K.L Narang. (2000), Cost Accounting, Principles and Practice (16th edition), Kalyani
- c. M.Y Khan and PK Jain. (2013), Management Accounting: Text Problems and Cases (6th edition), McGraw Hill Education (India) Pvt Ltd
- d. SN Maheshwari and SN Mittal. (2015), Cost Accounting: Theory and Problems, Shree Mahavir Book Depot
- e. MN Arora. (2021), A Textbook of Cost and Management Accounting, Vikas Publishing House Pvt Ltd.
- f. CT Horngren, Gary L. Sundem, Jeff O.Schatzberg, and Dave Burgstahler. (2013), Introduction to Management Accounting, Pearson.

YEAR 4: SEMESTER VIII

1. MAJOR/CORE COURSE (DSC):

NAME OF THE PAPER (CODE): FINANCIAL INSTITUTIONS AND MARKETS (BAC 8.1)

Credit Points: 4

Number of Hours of Lecture: 60

COURSE OBJECTIVES (COs)

The following are the Course Objectives (COs) for the paper Financial Institutions And Markets:

CO 1:	To familiarize the students with the generic idea of the Financial System and the Indian Financial System in particular, and make them aware of the Financial Sector Reforms, the Banking Regulation Act and RBI Act.
CO 2:	To make the students aware about Banking and Non-Banking Institutions, their products and the concepts of UBs and CBS.
CO 3:	To aid the students in understanding the Indian Financial Markets, make them appreciate the importance of Financial Markets in the economic development and make them aware of the different methods of issuing corporate securities in the primary market.
CO 4:	To create an understanding about the working of the stock market and trading in the stock market which

	will help them take wise investment decisions.
CO 5:	To familiarize the students with different types of Money Market and the mechanism of trading such instruments as well as Debt instruments in the secondary market.

COURSE SPECIFIC OBJECTIVES (CSOs)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 1 The Indian Financial System	Financial System: Meaning and definition of the Financial System, functions of financial system, role of financial system in economic development. Structure of Indian Financial System. An overview of the Indian financial system. Financial sector reforms: Context, need and objectives; major reforms in the last decade; competition; deregulation; capital requirements. Issues in financial reforms and restructuring. Future agenda of reforms. Regulation of Banks, NBFCs & FIs: Salient provisions of banking regulation act and RBI Act, Role of RBI as a central banker.	CSO 1.1: To define and explain the meaning of financial system. (K,U) CSO 1.2: To explain the functions of financial system and its importance in economic development. (U) CSO 1.3: To explain the structure of the Indian Financial System.(K) CSO 1.4: To give an overview of the Indian Financial System. (K) CSO 1.5: To explore the various reformations that took place in the Indian Financial system.(A) CSO 1.6: To examine the Issues relating to financial reforms and future agendas.(A) CSO 1.7: To explain the salient provisions of the Banking Regulation Act. (U) CSO 1.8: To explain the salient provisions of the RBI Act. (U) CSO 1.9: To explain the role of RBI as a Central Banker. (U)	12	20	
UNIT 2 Banking and Non- Banking Institutions	Introduction to Commercial Banks and Cooperative Banks Products offered by Banks and FIs: Retail banking and corporate banking products. Universal Banking: meaning, need, importance, trends and RBI guidelines, Merits and demerits. Core banking solution (CBS); concept, application areas, need and advantages.	CSO 2.1: To explain the meaning of Banking and Non- Banking institutions. (K) CSO 2.2: To introduce commercial banks and cooperative banks and their features (K) CSO 2.3: To explain the different types of products offered by banks and financial institutions. (U) CSO 2.4: To explain the meaning, need and importance of Universal Banking. (K) CSO 2.5: To explain the UB trends and RBI guidelines and to explain its Merits and Demerits. (U) CSO 2.6: To explain the concept of Core Banking Solution. (U)	11	18	

1. NAME OF THE PAPER (CODE): FINANCIAL INSTITUTIONS AND MARKETS (BAC 8.1)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 2 Banking and Non- Banking Institutions	Internet Banking; RTGS,NEFT and IMPS NBFCs and its types; comparison between Banks and NBFCs	CSO 2.7: To appraise the use and features of Internet Banking and types of funds transfer using net banking. (A) CSO 2.8: To explain the meaning and concept of NBFCs and its types. (U) CSO 2.9: To compare and contrast Banks with NBFCs. (A)			
UNIT 3 The Indian Financial Markets	Introduction: Meaning of the Financial Market, Functions, Role and Importance of Financial Markets, Factors affecting Financial	CSO 3.1: To define and explain the meaning of the term Financial Markets. (K) CSO 3.2: To explain the role and importance of Financial Markets and factors affecting	12	20	

	<p>Markets.</p> <p>Structure of Financial Markets: Money Market vs Capital Market;</p> <p>Linkage and Integration: Linkages between Economy and Financial Markets, Integration of Indian Financial Markets with Global Markets.</p> <p>Different types of Markets: Primary & secondary market, Currency Market, Debt Market- role and functions of these markets.</p> <p>Primary Market for Corporate Securities in India: Issue of Corporate Securities: Public Issue through Prospectus, Green shoe option, Offer for sale, Private Placement, Rights Issue, On-Line IPO, Book Building of Shares, Disinvestment of PSU, Employees Stock Options, Preferential Issue of Shares, Venture Capital, Private Equity,</p> <p>Corporate Listings: Listing and Delisting of Corporate Stocks.</p>	<p>financial markets.(U)</p> <p>CSO 3.3: To explain the structure/classification of Financial Markets. (U)</p> <p>CSO 3.4:To compare and contrast Money Market and Capital Market. (A)</p> <p>CSO 3.5: To explain linkages between economy and financial market and Integration of Indian Financial Market with the Global Market. (U)</p> <p>CSO 3.6: To explain the concepts, role and functions of Primary and secondary markets, Currency Market and debt market. (U)</p> <p>CSO 3.7:To differentiate Primary Market and Secondary Market. (A)</p> <p>CSO 3.8: To explain the Primary Market for issue of corporate securities in India .(U)</p> <p>CSO 3.9: To Illustrate the various steps and methods of issuing corporate securities. (A)</p> <p>CSO 3.10: To explain the concept of Corporate listings and delisting. (U)</p> <p>CSO 3.11: To describe the listing procedure to be followed as given by SEBI. (K)</p>			
UNIT 4 Secondary Markets in India	<p>Introduction to Stock Markets: Regional and Modern Stock Exchanges, causes of decline in RSE, International Stock Exchanges. Comparison between NSE and BSE. Demutualization of exchanges,</p> <p>Raising of funds in International Markets: ADRs and GDRs, FCCB and Euro Issues; International sources of funds.</p> <p>Introduction to Indian Stock Indices: construction, maintenance, adjustment for corporate actions (rights, bonus and stock split;) on index with numerical, free float vs. full float methodology, Classification of Securities to be included in the Index,</p>	<p>CSO 4.1:To define the term stock market and secondary market. (K)</p> <p>CSO 4.2:To describe Regional and Modern Stock Exchanges and International stock exchanges. (K)</p> <p>CSO 4.3:To explain the concept of demutualization of stock exchanges. (U)</p> <p>CSO 4.4:To compare and Contrast NSE with BSE.(A)</p> <p>CSO 4.5:To explain the concept of raising funds in international market wrt ADR, GDR, FCCB and Euro issues. (U)</p> <p>CSO 4.6: To explain the concept of stock indices and types of Indian stock indices. (U)</p> <p>CSO 4.7: To illustrate the methods of constructing stock indices and their adjustments. (A)</p>	14	24	

1. NAME OF THE PAPER (CODE): FINANCIAL INSTITUTIONS AND MARKETS (BAC 8.1)

Unit & Title	Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 4 Secondary Markets in India	<p>Issues relating to stock market: Bulls and Bears, Factors influencing the movement of stock markets, indicators of maturity of stock markets, Major Instruments traded in stock markets (Equity Shares, Debentures), Myths attached to Investing in Stock Markets.</p> <p>Trading of securities on a stock</p>	<p>CSO 4.8: To explain the major issues relating to stock markets wrt concept of Bulls and Bears, factors affecting the movement of stock prices, indicators of maturity of stock market, identify and state major instruments traded in stock markets and state some myths attached to investing in stock markets.(U)</p> <p>CSO 4.9: To explain the process of trading securities on a stock market. (U)</p> <p>CSO 4.10:To examine and illustrate the steps</p>			

	exchange; Selection of broker, capital and margin requirements of a broker, MTM and VAR Margins, kinds of brokers, opening of an account to trade in securities, DEMAT System, placing an order for purchase/sale of shares, margin trading and margin adjustment, contract note and settlement of contracts, Algorithmic trading, Settlement mechanism at BSE & NSE.	involved in screen based trading of securities(A) CSO 4.11: To explain the working of the Demat system. (U) CSO 4.12: To explain the settlement mechanisms of the stock exchanges. (U) CSO 4.13: To explain the concept of stock brokers and its types. (U) CSO 4.14: To define and explain Margin Trading, Margin requirement and adjustments. (K,U) CSO 4.15: To define Algorithmic Trading. (K)			
UNIT 5 Indian Money Market & Debt Markets	Money Market: Meaning, functions and participants in money markets, Indian Money Market: Structure and composition- Organized and Unorganized sector; Call Money Markets, Repos and reverse Repo concepts, Treasury Bill Markets, Market for Commercial Paper, Commercial Bills and Certificate of Deposit. STCI and DFHI: Meaning and Role of STCI and DFHI in money market, Debt Market: Introduction and meaning, Secondary Market for Government/Debt Securities in India, Over subscription and devolvement of Government Securities, Government securities issued by State Governments: Municipal Bonds, Corporate Bonds vs. Government Bonds	CSO 5.1: To define and explain the terms Money Market and Debt Market (K) CSO 5.2: To state the role and participants in money market (K) CSO 5.3: To state and explain the structure and composition of money market (K,U) CSO 5.4: To explain the concepts of different types of Money Market (U) CSO 5.5: To explain the meaning and role of STCI and DFHI in money Market (U) CSO 5.6: To introduce the concept of debt market in India (K) CSO 5.7: To explain the different types of debt markets in India (U) CSO 5.8: To appraise the secondary market for govt/debt securities (A) CSO 5.9: To explain the concept of over subscription and devolvement of government securities (U) CSO 5.10: To give an introduction on securities issued by state government and municipals.(K) CSO 5.11: To compare and contrast corporate bonds with government bonds (A)	11	18	
			60	100	

Suggested Readings:

1. Saunders, Anthony & Cornett, Marcia Millon (2007). Financial Markets and Institutions (3rd ed.). Tata McGraw Hill.
2. Khan, M Y. (2010). Financial Services (5th ed.). McGraw Hill Higher Education.
3. Shahani, Rakesh (2011). Financial Markets in India: A Research Initiative. Anamica Publications.
4. Goel, Sandeep (2012). Financial services. PHI.
5. Gurusamy, S. (2010). Financial Services. TMH.
6. LM Bhole and Jitendra Mahakud (2009). Financial institutions and Markets (5th ed.). McGraw Hill.
7. LM Bhole and Jitendra Mahakud (2017). Financial institutions and Markets (6th ed.). McGraw Hill.

2. MINOR COURSE (IDM):

NAME OF THE PAPER (CODE): TOTAL QUALITY MANAGEMENT (BAM 9)

Credit Points: 4

Number Of Hours Of Lecture: 60

COURSE OBJECTIVES (COs)

The following are the Course Objectives (COs) for the paper Total Quality Management:

CO 1:	To help the students understand and outline the evolution of the TQM philosophy.
CO 2:	To facilitate the students in evaluate, defining, and documenting a process with the aid of control charting and statistics.

CO 3:	To make the students learn by demonstrating the seven traditional tools of quality.
CO 4:	To make the students understand the quality circles of TQM
CO 5:	To help the students understand the different series of ISO standards, its benefits and requirements for ISO registration

COURSE SPECIFIC OBJECTIVES (CSOs)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 1 Introduction	Need for quality - Evolution of quality - Definitions of quality - Dimensions of product and service quality - Basic concepts of TQM - TQM Framework - Contributions of Deming, Juran and Crosby - Barriers to TQM - Customer focus - Customer orientation, Customer satisfaction, Customer complaints, Customer retention.	CSO 1.1: To discuss the concept of quality, the need for quality, dimension and service quality.(U) CSO 1.2: To discuss the TQM framework.(U) CSO 1.3: To investigate the contributions of Deming, Juran and Crosby.(A) CSO 1.4: To discuss the barriers to TQM.(U) CSO 1.5: To discuss the concept of customer orientation, customer satisfaction, customer complaints and Customer retention.(U)	10	20	
UNIT 2 Leadership	Quality Statements, Strategic quality planning, Quality Councils - Employee involvement - Motivation, Empowerment, Team and Teamwork, Recognition and Reward, Performance appraisal - Continuous process improvement - PDCA cycle, 5S, Kaizen - Supplier partnership - Partnering, Supplier selection, Supplier Rating.	CSO 2.1: To discuss the concept of Leadership, Quality Statements, Strategic quality planning, Quality Councils - Employee involvement - Motivation, Empowerment, Team and Teamwork, Recognition and Reward, Performance appraisal.(U) CSO 2.2: To examine the continuous process improvement.(A)	15	20	
UNIT 3 Tools in TQM	The seven traditional tools of quality – New management tools – Six sigma: Concepts, Methodology, applications to manufacturing, service sector including IT – Bench marking – Reason to bench mark, Bench marking process – FMEA – Stages, Types.	CSO 3.1: To discuss the seven traditional tools of quality.(U) CSO 3.2: To examine the New Management tools.(A) CSO 3.3: To examine the concept of Six Sigma.(A) CSO 3.4: To discuss benchmarking concept of TQM.(U)	15	20	

2. NAME OF THE PAPER (CODE): TOTAL QUALITY MANAGEMENT (BAM 9)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 4 Quality Circles	Cost of Quality - Quality Function Deployment (QFD) - Taguchi quality loss function - TPM - Concepts, improvement	CSO 4.1: To examine the concept of Quality Circles.(A) CSO 4.2: To discuss the Cost of Quality.(U)	10	20	

	needs - Performance measures	CSO 4.3: To examine the Quality Function Deployment (QFD) and Taguchi quality loss function. (A) CSO 4.4: To describe TPM, its Concepts, improvement needs - Performance measures.(K)			
UNIT 5 Quality certification	Introduction—Benefits of ISO Registration—ISO 9000 Series of Standards—Sector-Specific Standards—AS 9100, TS16949 and TL 9000—ISO 9001 Requirements— Implementation— Documentation—Internal Audits—Registration— ENVIRONMENTAL MANAGEMENT SYSTEM: Introduction—ISO 14000 Series Standards—Concepts of ISO 14001—Requirements of ISO 14001— Benefits of EMS.	CSO 5.1: To discuss the benefits of ISO registration and the Sector-Specific Standards. (U) CSO 5.2: To explain the requirement of ISO registration.(U) CSO 5.3: To discuss Environmental Management System(U) CSO 5.4: to discuss ISO 14000 Series, ISO 14001 and Benefits of EMS.(U)	10	20	
			60	100	

Suggested Readings:

1. Mukherjee (2006). Total Quality Management. Prentice Hall India Learning Private Limited.
2. Poornima M Charantimath (2022). Total Quality Management (4th ed.). Pearson Education.
3. Besterfield (2015). Total Quality Management (4th ed.). Pearson Education India.

3. IAPC:

NAME OF THE PAPER (CODE): DISSERTATION ON MAJOR (BAD 1)

Credit Points: 12

(Common Guidelines will be prepared and provided by college)

4. IAPC (IN-LIEU of DISSERTATION):

NAME OF THE PAPER (CODE): INDIAN ECONOMY (BAD 2)

Credit Points: 4

Number Of Hours of Lecture: 60

COURSE OBJECTIVES (COs)

The following are the Course Objectives (COs) for the paper Indian Economy:

CO 1:	To help the students understand the basic structure of Indian economy, the concept of economic growth.
CO 2:	To make the students understand the planning and economic development of India and the problems in the Indian economy.
CO 3:	To help the students understand the Indian public finance system.
CO 4:	To impart knowledge on the status of Indian Agriculture to the students.
CO 5:	To facilitate students to explore and understand the various aspects on foreign trade.

COURSE SPECIFIC OBJECTIVES (CSOs)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 1 Structure of Indian Economy	Concept of Economic Growth, Economic Development, Basic Characteristics of Indian Economy, Structure of Indian Economy: Primary Sector, Secondary Sector & Tertiary Sector, Trends in National Income, Occupational Distribution, Work Force Participation and Changes in Occupational Structure, GDP & GNP	CSO 1.1: To discuss the structure of the Indian economy.(U) CSO 1.2: To explain the concepts of economic growth, economic development, the characteristics of Indian economy, structure off the Indian economy.(U)	10	20	
UNIT 2 Planning and Economic Development	Problems in Indian Economy, Objective of Economic Planning in India, Five Year Plans, Industrial Policy, Twelfth Five Year Plan: Objectives and Resource Allocations, Niti Ayog, Disinvestments of Public Enterprises, Economic Problems: Poverty, Inequality, Parallel Economy, Unemployment, Concentration of Economic Power, Balanced Regional Development, BIFR & Sick Unit. Theories of Population	CSO 2.1: To discuss the planning process in India.(U) CSO 2.2: To critique the Five-year Plans. (A) CSO 2.3: To discuss the industrial policy, Niti Ayog, Disinvestment and the Economic problems.(U)	15	20	
UNIT 3 Indian Public Finance	Sources of Public Revenue-Tax and Non-tax Revenue; Public Expenditure-Development and Non development; Revenue and Capital Expenditure; Causes for Growing Public Expenditure; Public Debt- Meaning, Importance, Sources, Budget – Meaning and Types; Fiscal Policy-Meaning, Objectives and Tools.	CSO 3.1: To discuss the Indian Public Finance sources.(U) CSO 3.2: To discuss the Indian Public Expenditure.(U) CSO 3.3: To elaborate the concept of public debt.(U) CSO 3.4: To explain what is Budget and fiscal policy.(U)	15	20	

4. NAME OF THE PAPER (CODE): INDIAN ECONOMY (BAD 2)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 4 Agriculture of India	Introduction, Importance of Agriculture in Indian economy, Agriculture Labour and its Problems, Agricultural Marketing – Defects & Measures, meaning of agricultural productivity causes of its low productivity and measures to promote its productivity	CSO 4.1: To explain Agriculture in the Indian context. (U) CSO 4.2: To discuss the problems in agriculture sector. (U) CSO 4.3: To discuss the meaning of agricultural productivity and ways to promote productivity and causes for low productivity.(U)	10	20	
UNIT 5 Foreign	Features, Volume, Composition and Direction of India's Foreign	CSO 5.1: To explain the features of foreign trade, its volume, composition	10	20	

Trade of India	Trade; Recent Position of India's Balance of Payment; New Foreign Trade Policy of India - India and World Trade Organization (WTO)	and direction of foreign trade.(U) CSO 5.2: To discuss the BOP position of India.(U) CSO 5.3: To explain the New Foreign Trade policy of India. (U) CSO 5.4: To discuss the relationship between India and WTO.(U)			
			60	100	

Suggested Readings:

1. Gaurav Agrawal (2023). Indian Economy. Pearson education.
2. Gaurav Datt & Biswajit Nag (2024). Indian Economy (73rd ed.). S Chand.
3. Sanjev Verma, revised & updated Pavneet Singh (2023). The Indian Economy (12th ed.). Gereric.

5. IAPC (IN-LIEU of DISSERTATION):

NAME OF THE PAPER (CODE): PROJECT MANAGEMENT (BAD 3)

Credit Points: 4

Number Of Hours of Lecture: 60

COURSE OBJECTIVES (COs)

The following are the Course Objectives (COs) for the paper Project Management:

CO 1:	To familiarize the students with the concept of project management and create, make them aware of the process of generating project ideas and aid in identifying potential projects.
CO 2:	To aid the students in analysing and appraising the key factors of a project such as Market and Demand, Technical and Financial Analysis.
CO 3:	To make the students understand the various factors of consideration while selecting a project to make proper selection decision.
CO 4:	To assist the students in the understanding of the different types and methods of raising project capital and the functions of the various financial institutions providing such capital.
CO 5:	To aid the students in the understanding of the process of implementation of a project and the use of various tools and techniques for project control, and also make them aware of the emerging trends, issues and appreciate the role of IT in project management.

COURSE SPECIFIC OBJECTIVES (CSOs)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 1 Introduction Project Management	Introduction to Project and Project Management: Meaning and definition of projects and project management, Characteristics and types of projects, importance of project management, Role and Responsibilities of Project Manager, Determinants of Project Success. Project Life Cycle and its Phases. Generation and Screening of Project Ideas, scouting for project ideas, preliminary	CSO 1.1: To define and explain the meaning of projects and project management. (K,U) CSO 1.2: To explain the characteristics and types of projects and the importance of project management. (U) CSO 1.3: To state the roles and responsibilities of a Project Manager. (K) CSO 1.4: To explain and examine the different phases of a Project Life Cycle. (A) CSO 1.5: To explain the determinants of a project success. (U) CSO 1.6: To explain and illustrate the process of generating project ideas and also screening the ideas. (U, A) CSO 1.7: To demonstrate the concept of using	12	20	

	screening, Project Rating Index. Importance of project identification. Project Management constraints: Time, Cost and Scope, and project management activities.	Project Rating Index. (A) CSO 1.8: To explain the importance of identifying a project. (U) CSO 1.9: To explain the concept of time, cost and scope constraints in project management. (U) CSO 1.10: To state the activities of project management. (K)			
UNIT 2 Analysis and Appraisal	Facets of Project Analysis: Market and Demand Analysis, Technical Analysis, Financial Analysis, Economic analysis, Ecological analysis. Market Analysis: Key steps in Market and Demand Analysis. Technical Analysis: Important issues in technical Analysis. Financial Estimates and Projections: project cost estimates, Means of Finance, estimation of project capital costs and operating costs.	CSO 2.1: To explain and introduce the main issues of Project Analysis. (K,U) CSO 2.2: To explain and identify the key steps involved in Market and Demand Analysis. (U,A) CSO 2.3: To explain the important issues in the technical analysis of the project. (U) CSO 2.4: To examine the various methods involved in the estimation of finance. (A) CSO 2.5: To introduce and explain the major sources of finance. (K,U)	14	24	

5. NAME OF THE PAPER (CODE): PROJECT MANAGEMENT (BAD 3)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 2 Analysis and Appraisal	Estimates of Sales & Production, Cost of Production, Working Capital Requirement & Financing, Profitability Projection, Balance sheet and cash flow with multi-year projections, Consideration of alternative sources of finance.	CSO 2.6: To explain the requirement of working capital and its sources. (U) CSO 2.7: To explain and demonstrate the concept of profitability, balance sheet and cash flow projections. (U,A) CSO 2.8: To explain the methods of considering alternative sources of finance. (U)			
UNIT 3 Selection	Introduction to Time value of money, Net Present Value, Internal Rate of Return, Payback Period, the cost of capital, Project Risk analysis and Project Rate of Return. Social Cost Benefit Analysis (SCBA): Meaning of Cost Benefit Analysis, social costs, social benefits, Meaning and definition of SCBA, objectives of SCBA, Indicators of social desirability of a project, Rationale for SCBA. Introduction to SCBA Approaches Judgmental, Behavioural, strategic and organisational consideration: Managerial Intuition and Judgment; Mission, goals, strategy and capital budgeting, group process, impact on earnings, organisational consideration.	CSO 3.1: To give a brief theoretical introduction to the concept of Time Value of Money, Net Present Value, Internal Rate of Return, Payback Period, Cost of Capital, Project Risk Analysis and Project Rate of Return. (K,U) CSO 3.2: To define and explain the meaning of Cost Benefit Analysis, Social Cost and Social Benefits. (K,U) CSO 3.3: To define the term Social Cost Benefit Analysis and explain its objectives (K,U) CSO 3.4: To introduce the indicators of social desirability of a project and explain the Rationale for SCBA. (U) CSO 3.5: To demonstrate the approaches of Social Cost Benefit Analysis. (A) CSO 3.6: To explain the concept of judgemental and behavioural consideration in selecting a project.(U) CSO 3.7: To explain the concept of strategic	12	20	

		and organisational considerations in selecting a project.(U)			
UNIT 4 Financing of Projects	Capital Structure: Equity and Debt. Internal Accruals, Equity, Preference Capital, Debentures/Bonds, Methods of offerings, Term Loans, Working Capital Advances, Miscellaneous sources, Raising Venture Capital, Raising Capital in International Markets. Financial Institutions: IFCI, ICICI, IDBI, IRBI, SIDBI, SFCS, SIDCS, LIC, GIC, EXIM. Information sought and Appraisal of project by Financial Institutions, Credit Risk Rating.	CSO 4.1: To introduce the structures of capital with respect to equity and debt. (K) CSO 4.2: To explain the means of financing the project internally. (U) CSO 4.3: To explain and illustrate the concepts of equity, preference capital, debenture, working capital advances and term loans in raising capital. (U,A) CSO 4.4: To examine the different methods of offerings while issuing capital. (A) CSO 4.5: To explain the concept of raising Venture Capital, and raising capital in International Markets. (U) CSO 4.6: To introduce some major financial institutions and their services for financing projects. (K) CSO 4.7: To explain the common information sought by financial institutions and the process of appraising projects by financial institutions. (U) CSO 4.8: To introduce the term Credit Risk Rating by Financial Institutions. (K)	11	18	

5. NAME OF THE PAPER (CODE): PROJECT MANAGEMENT (BAD 3)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 5 Implementation and Control	Implementation: Forms of project organization, Human aspects of project management, Prerequisites for a successful project implementation Control: Project control & control charts, project diary, performance control, schedule control and cost control Introduction to Network Techniques for project management- CPM, PERT. Emerging Concept and issues in Project Management: Role of IT in Project Management, Future of Project Management.	CSO 5.1: To explain the process of implementation of a project. (K,U) CSO 5.2: To explain the different factors during implementation process. (U) CSO 5.3: To explain and identify the prerequisites for a successful implementation. (U) CSO 5.4: To explain and examine the methods of controlling the project. (U,A) CSO 5.5: To explain and demonstrate the use of various control tools such as control charts, project diary and schedules for project control. (A) CSO 5.6: To introduce the Network techniques of project management. (K) CSO 5.7: To explain the role of IT in Project Management. (U) CSO 5.8: To introduce the emerging concepts and the future of project management. (K)	11	18	
			60	100	

Suggested Readings:

1. Prasanna Chandra (2009). Projects: Planning, Analysis, Selection, Financing, Implementation and Review (7th ed.). McGraw Hill.
2. Prasanna Chandra (2023). Projects: Planning, Analysis, Selection, Financing, Implementation and Review (10th ed.). McGraw Hill.
3. Rosy Joshi (2023). Project Planning and Control. Kalyani Publishers.
4. Harmeet Kaur & Chopra Seema (2016). Project Management. Kalyani Publishers.

6. IAPC (IN-LIEU of DISSERTATION):

NAME OF THE PAPER (CODE): BANKING AND INSURANCE (BAD 4)

Credit Points: 4

Number Of Hours of Lecture: 60

COURSE OBJECTIVES (COs)

The following are the Course Objectives (COs) for the paper Banking And Insurance:

CO 1:	To help the students understand the basic principles and development of banking in India.
CO 2:	To help the students acquire fundamental knowledge of Cheques and Paying Banker.
CO 3:	To help the students learn the knowledge relating to bank lending.
CO 4:	To help the students acquire knowledge relating to commonly used technologies in banking.
CO 5:	To help the students understand the risk management in insurance and insurance mechanism.

COURSE SPECIFIC OBJECTIVES (CSOs)

Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 1 Introduction to banking system	<i>Origin of banking: definition, banker and customer relationship, general and special types of customers, types of deposits, Origin and growth of commercial banks in India. Financial Services special offered by banks, changing role of commercial banks, types of banks</i>	CSO 1.1: To discuss the origin of banking in India.(U) CSO 1.2: To define the terms banker and customer. CSO 1.3: To explain the relationship between banker and customer. (U) CSO 1.4: To explain the types of customers and deposits.(U) CSO 1.5: To discuss the development and changing role of commercial banks in India. (U) CSO 1.6: To explain the type of bank and financial services provided by bank.(U)	13	21	
UNIT 2 Cheques and Paying Banker	<i>Crossing and endorsement - meaning, definitions, types and rules of crossing. Duties, Statutory protection in due course, collecting bankers: duties, statutory protection for holder in due course, Concept of negligence.</i>	CSO 2.1: To define and explain the meaning of crossing and endorsement. (K,U) CSO 2.2 To discuss the types and rules of crossing. (U) CSO 2.3: To explain the duties, statutory protection in due course and for holder in due course. (U) CSO 2.4: to explain the concept of collecting bankers and negligence. (U)	12	20	

UNIT 3 Banking Lending	<i>Principles of sound lending, Secured vs. unsecured advances, Types of advances, Advances against various securities.</i>	CSO 3.1: To discuss the principles of sound lending. (U) CSO 3.2: To differentiate between Secured vs. unsecured advances.(A) CSO 3.3: To explain the Types of advances.(U) CSO 3.4 To discuss advances against various securities.(U)	11	19	
6. NAME OF THE PAPER (CODE): BANKING AND INSURANCE (BAD 4)					
Unit & Title	Unit Contents	Course Specific Objectives (CSOs)	Lecture Hours	Marks	LOs
UNIT 4 Internet Banking	<i>Meaning, Benefits, Home banking, Mobile banking, Virtual banking, E-payments, ATM Card/Biometric card, Debit/Credit card, Smart card, NEFT, RTGS, ECS (credit/debit), E-money, Electronic purse, Digital cash.</i>	CSO 4.1: To explain the meaning and benefits of internet banking. (U) CSO 4.2: To bring out the meaning and differences of Types of advances. (K, A) CSO 4.3: To explain meaning of ATM Card/Biometric card, Debit/Credit card, Smart card. (U) CSO 4.4: To discuss the NEFT, RTGS, ECS (credit/debit), E-money, Electronic purse, Digital cash. (U)	11	19	
UNIT 5 Insurance	<i>Basic concept of risk, Types of business risk, Assessment and transfer, Basic principles of utmost good faith, Indemnity, Economic function, Proximate cause, Subrogation and contribution, Types of insurance: Life and Non-life, Re-insurance, Risk and return relationship, Need for coordination. Power, functions and Role of IRDA, Online Insurance</i>	CSO 5.1: To discuss the basic concepts of risk in insurance. (U) CSO 5.2: To explain the different types of business risk. (U) CSO 5.3: To examine the risk assessment and transfer in insurance. (A) CSO 5.4: To explain the basic principles of utmost good faith, Indemnity, Economic function, Proximate cause, Subrogation and contribution. (U) CSO 5.5: To discuss the two types of Insurance i.e. Life and Non-life, Re-insurance and bring out the differences. (U) CSO 5.6: To explain the concept of re-insurance. (U) CSO 5.7: To explain the risk and return relationship and need for coordination. (U) CSO 5.8: To describe Power, functions and Role of IRDA. (K) CSO 5.9: To explain the concept of online insurance. (U)	13	21	

Suggested Readings:

1. Agarwal, O.P.(2022). Banking and insurance. Mumbai. Himalaya Publishing House Pvt. Ltd.
2. Satyadevi, C. (2014). Financial Services: Banking and Insurance. S. Chand.
3. Suneja, H.R. (1990). Practical and Law of Banking. Himalaya Publishing House.
4. Saxena, G. S. (2005). Legal Aspects of Banking Operations. Macmillan India Limited.
5. Jyotsna Sethi and Nishwan Bhatia. (2023). Elements of Banking and Insurance. (3rd Ed.). New Delhi. PHI Learning Pvt. Ltd.
6. Gupta, Sant et al. (2015). Insurance Management. New Delhi. Himalaya Publishing House Pvt. Ltd.