



K.R. MANGALAM UNIVERSITY
THE COMPLETE WORLD OF EDUCATION

SCHOOL OF MANAGEMENT & COMMERCE

(SOMC)

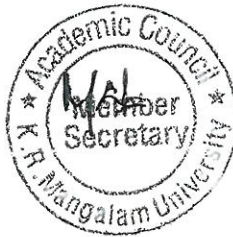
Bachelor of Business Administration

BBA

Programme Code: 08

2019-22

(Approved in the 20th Meeting of Academic Council Held on 16 July 2019)



Registrar
K.R. Mangalam University
Sohna Road, Gurugram, (Haryana)



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TABLE OF CONTENTS

1.	Introduction.....	1-1
2.	About School of Management & Commerce (SOMC).....	1-2
3.	Programmes Offered.....	2-2
3.1	BBA.....	2-2
4.	Career Options.....	3-3
5.	Programme Duration.....	3-3
6.	Class Timings	3-3
7.	Syllabi.....	3-147

1. Introduction

The K.R. Mangalam Group has made a name for itself in the field of education. Over a period of time, the various educational entities of the group have converged into a fully functional corporate academy. Resources at KRM have been continuously upgraded to optimize opportunities for the students. Our students are groomed in a truly inter-disciplinary environment wherein they develop integrative skills through interaction with students from engineering, social sciences, management and other study streams.

The K.R. Mangalam story goes back to the chain of schools that offered an alternative option of world-class education, pitching itself against the established elite schools, which had enjoyed a position of monopoly till then. Having blazed a new trail in school education the focus of the group was aimed at higher education. With the mushrooming of institutions of Higher Education in the National Capital Region, the university considered it very important that students take informed decisions and pursue career objectives in an institution, where the concept of education has evolved as a natural process.

K.R. Mangalam University is established under the Haryana Private University Act 2006, received the approval of Haryana Legislature vide Amendment Act # 36 of 2013 and consent of the Hon'ble Governor of Haryana on 11th April 2013, which was published in the Gazette notification vide Leg. No.10/2013, dated 3rd May 2013.

KRM University is unique because of its

- Enduring legacy of providing quality education and thereby creating achievers who demonstrate leadership in diverse fields.
- Protecting and nurturing environment for teaching, research, creativity, scholarship, social and economic justice.

Objectives

- i. To impart undergraduate, post graduate and doctoral education in identified areas of higher education.
- ii. To undertake research programmes with industrial interface.
- iii. To integrate its growth with the global needs and expectations of the major stake holders through teaching, research, exchange & collaborative programmes with Foreign, Indian Universities/Institutions and MNCs.
- iv. To act as a nodal centre for transfer of technology to the industry. v. To provide job oriented professional education to the students.

2. About School of Management & Commerce

The School of Management & Commerce takes pride in its professional and highly-qualify faculty, modern infrastructure, technology and resources in the fields of General Management, Human Resource, Finance, Operations, Marketing, Information Technology, Economics and International Business. This step towards development of professionals who are committed for its excellence in their personal and professional endeavors and also to match the industry practices through research, training and consultancy programmes. Hence, the school makes a meaningful contribution to the socio-economic development of its students and further to

nation. The approach to pedagogy combines fieldwork, case studies and instrumented feedback with a strong emphasis on concepts and theory.

VISION

To create a School that is truly distinctive in its multidisciplinary and integrated approach, which harnesses talent, provides enabling environment for resources to be converted into competitive capabilities and one which “celebrates and rewards” both success and failure as it marches ahead in its relentless pursuit of providing an enriching educational platform connecting students and organization to deliver social and economic impact.

MISSION

SOMC is committed to:

M 1: Foster employability and entrepreneurship through futuristic curriculum and progressive pedagogy with cutting-edge technology.

M 2: Install notion of lifelong learning through stimulating research, Outcomes-based education and innovative thinking.

M 3: Integrate global needs and expectations through collaborative programs with premier universities, research centres, industries and professional bodies.

M 4: Enhance leadership qualities among the youth having understanding of ethical values and environmental realities.

3. Programmes Offered

3.1 Bachelor of Business Administration (BBA) Programme

This programme aims at developing a student’s intellectual ability, executive personality and managerial skills through an appropriate blending of business and general education. The programme helps the student in understanding and developing unique leadership qualities required for successfully managing business functions or an enterprise.

Duration: - 3 Years (6 Semesters)

Eligibility Criteria: He/She should have passed the 10+2 examination conducted by Central Board of Secondary Education or equivalent examination from a recognized board with an overall aggregate of 50%.

Course Outline: Principles of Management/Financial Accounting/Economics/Organizational Behavior/Business Statistics/Research Methodology/Business Law/ Strategic Management. Specialization is also facilitated in field of Human Resource, Marketing and Finance.

4. Career Options

In BBA several options are there like in the field of Commerce and Business, Marketing Research, Research Analysis, Banking & Finance, Insurance, Marketing, Travel & Tourism, Advertising, HR, Civil Services.

5. Programme Duration

BBA, 3 years (6 semesters)

6. Class Timings:

The classes will be held from Monday to Friday, from 9.10 am to 4:00 pm.

7. Syllabi:

The syllabi of all courses for three years for all the programmes offered by SOMC are given in the following pages. For each course, the first line contains; Course Code, Title and credits of the course. This is followed by the course objectives, syllabus (Unit I to IV), Text book and reference books.

Bachelor of Business Administration (BBA)

Scheme of Studies as per Choice-Based Credit System

SEMESTER- I

S.N.	Course Code	Nature of Course	Course Title	C
1	SMMC121A	Core Course	Management Thoughts and Applications	3
2	SMMC123A	Core Course	Business Applications of Economics	3
3	SMEL101A	Core Course	Communications Skills	5
4	SMCS102A	Core Course	Information Technology Fundamentals	4
5	SMMC115A	Core Course	Financial Reporting and Analysis	4
6		Open Elective	Open Elective-I	6
7		Foreign Language	Foreign Language-I	2
TOTAL				27

SEMESTER- II

S.N.	Course Code	Nature of Course	Course Title	C
1	SMMC319A	Core Course	Business Environment in India	4
2	SMMC124A	Core Course	Macro-Economic Dynamics	3
3	SMMA109A	Core Course	Mathematical Analysis of Business Situations	4
4	SMCH125A	Core Course	Environmental Studies	3
5	SMMC224A	Core Course	Financial Decision Making	4
6	SMMC314A	Core Course	Business and Indian Economy	4
7		Open Elective	Open Elective-II	6
8		Foreign Language	Foreign Language-II	2
TOTAL				30

SEMESTER- III

S.N.	Course Code	Nature of Course	Course Title	C
1	SMMC211A	Core Course	Human Capital Management	4
2	SMMC303A	Core Course	Production and Operations Management	4
3	SMAW217A	Core Course	Laws Governing Business in India	4
4	SMEL217A	Core Course	Personality Development and Communication Skills	3
5	SMMA120A	Core Course	Business Statistics	4
6	SMMC116A	Core Course	Marketing for Contemporary Business	4
TOTAL				23

SEMESTER- IV

S.N.	Course Code	Nature of Course	Course Title	C
1	SMCS212A	Core Course	E-Commerce	3
2	SMAW218A	Core Course	Laws Governing Companies in India	4
3	SMMC310A	Core Course	Chasing The Rainbow: The Entrepreneurial Streak	4
4	SMMC501 A	Core Course	Analyzing Cost for Managerial Decision Making	5
5	SMMC218A	Core Course	Research Methodology for Business	4
6	SMMC118A	Core Course	Human Behaviour at Work	4
7	UCDM301A	Core Course	Disaster Management**	3
TOTAL				27

SEMESTER-V

S.N.	Course Code	Nature of Course	Course Title	C
1	SMMC312A	Core Course	Summer Training Project Report	4
2	SMMC315A	Core Course	Taxation for Managers	4
3	SMCS313A	Core Course	Management Information System	3
4	SMMC220A	Core Course	Ethics ,Values & Corporate Social Responsibility	4
5	SMMC317A	Core Course	Management of Financial Institutions and Services	4
6		VAC	Value Added Course*	—
7		Elective	Departmental Elective	3
TOTAL				22

SEMESTER-VI

S.N.	Course Code	Nature of Course	Course Title	C
1	SMMC306A	Core Course	Comprehensive Viva-Voce	4
2	SMMC302A	Core Course	Strategic Orientation for Business	4
3	SMMC324A	Core Course	Global Business Operations	4
4	SMMC304A	Core Course	Project Planning and Evaluation	4
5	SMMC325A	Core Course	Banking and Insurance Management	4
6	SMMC464A	Core Course	Micro, Small, Medium Enterprises	2
7		Elective	Departmental Elective	3
TOTAL				25
			Total Credits [C] =	154

Value Added Course

S. No.	Course Code	Value Added Course	Credits
1	SMMC651A	Leadership Development	-
2	SMCS652A	Cyber Security	-
3	SMMC653A	SPSS & its Research Applications	-
4	SMEL654A	Soft Skill Development	-
5	SMMC656A	Value Management	-
6	SMMC657A	Green Marketing	-
7	SMMC658A	Yoga Lessons	-

S.NO.	Foreign Language	Course Title
	French	
a	SMHA151A	French I
b	SMHA152A	French II
	Spanish	
a	SMHA161A	Spanish I
b	SMHA162A	Spanish II
	German	
a	SMHA171A	German I
b	SMHA172A	German II

Open Elective

S.NO.	Course Code	Course Title	Credit
1	SMMC 466A	Stress Management	6
2	SMMC 468A	Self-management	6
3	IIT105A	Digital Film Making	6
4	IIT101A	Harnessing the Power of Web as a Knowledge Device	6
5	IIT 104A	Understanding The Power of Data	6

SEMESTER I

SMMC121A	MANAGEMENT THOUGHTS AND APPLICATIONS	C
		3

Overview:

This course introduces the student to the management process. The course takes an integrated approach to management by examining the role of the manager from a traditional and contemporary perspective while applying decision-making and critical-thinking skills to the challenges facing managers in today's globally diverse environment. The course explains the techniques for controlling, planning, organizing resources and leading the workforce.

Objectives and Expected Outcome:

The course aims at providing fundamental knowledge and exposure to the concepts, theories and practices in the field of management.

On successful completion of the course the students should be able to : have:

- Discuss and communicate the management evolution and how it will affect future local, national, regional and national managers.
- Observe and evaluate the influence of historical forces on the current practice of sustainable management.
- Explain how organizations adapt to an uncertain environment and identify techniques managers use to influence and control the internal and external environment.
- Practice the process of management's four functions: planning, organizing, leading, and controlling.
- Identify and properly use vocabularies within the field of management to articulate one's own position on a specific management issue and communicate effectively with varied audiences.
- Evaluate leadership styles to anticipate the consequences of each leadership style.
- Gather and analyse both qualitative and quantitative information to isolate issues and formulate best control methods.
- Apply course concepts and theory in a practical context, fostering employability and promoting sustainable practices at the local and regional levels.

Course Content:

UNIT - I

Introduction: Concept, Nature, Process and Significance of Management; Managerial Levels, Skills, Functions and Roles; Management v/s Administration; Coordination as Essence of

Management; Development of Management Thought: Classical, Neo-Classical, Behavioral, Systems and Contingency Approaches.

UNIT - II

Planning: Nature, Scope and Objectives of Planning; Types of Plans; Planning Process; Business Forecasting; MBO; Concept, Types, Process and Techniques of Decision-Making; Bounded Rationality.

Organizing: Concept, Nature, Process and Significance; Principles of an Organization; Span of Control; Departmentation; Types of an Organization; Authority-Responsibility; Delegation and Decentralization; Formal and Informal Organization.

UNIT - III

Staffing: Concept, Nature and Importance of Staffing; Motivating and Leading: Nature and Importance of Motivation; Types of Motivation; Theories of Motivation-Maslow, Herzberg, X, Y and Z; Leadership - Meaning and Importance; Traits of a Leader; Leadership Styles - Likert's Systems of Management; Tannenbaum & Schmidt Model and Managerial Grid.

UNIT - IV

Controlling: Nature and Scope of Control; Types of Control; Control Process; Control Techniques - Traditional and Modern; Effective Control System.

TEXT BOOK:

1. Koontz, Cannice, and Weihrich (2014). Management- A Global, Innovative and Entrepreneurial Perspective (14th Edition). New Delhi: Tata McGraw Hill Publishing Company.

REFERENCE BOOKS:

1. Stoner, Freeman and Gilbert Jr. (2013). Management (6th Edition). New Delhi: Pearson Prentice Hall of India.
2. Chopra R. K., Mohan Puneet, & Sharma Vandana (2010). Principles & Practices of Management. New Delhi: Sun India Publication.
3. Tripathi P. C. & Reddy P. N. (2015). Principles & Practices of Management (5th Edition). New Delhi: Tata McGraw Hill Publishing House.
4. Gupta, C.B (2016). Management Concepts and Practices. New Delhi: Sultan Chand and Sons.

SMMC123A	BUSINESS APPLICATIONS OF ECONOMICS	C
		3

Overview:

“The Quest of knowledge is like searching for pearls in the depth of the ocean”

Anonymous.

The fundamental and unique course of “Business Applications of Economics” would encourage the action learning and value addition to the potential business learners who are enthusiastic and passionate with the thought of working in International behemoths and soon-to-be-Indian behemoths of today. Also, then they need to apprehend about Business Economics jargons which are basically related to various disciplines like Management Accounting, Economics, Basic Finance, and the like. Study of the course on Economics gives practical insight to solve business dilemmas by using its tools for other disciplines.

Business Economics is one of the most important parts of economics. It has both theoretical as well as practical importance in today’s business scenario. Different theories of microeconomics help in the study of various business problems which create a major impact on the performance of a firm in complex business world like today. The analysis of its applications has great importance in the fields, such as production, pricing, optimum allocation of resources, social welfare and etc. It provides a critical insight in business decision making and forward planning in addition to make these decisions appropriate enough to maximize the sale and growth of a firm.

To make this course student-friendly, the learning would be anecdotal, personal examples from the eyes of the instructor and including amazing CFOs and it will highlight their new roles in ever-growing and changing business ecosystem in this digital world & sensitizing them of principles of business economics at firm level.

Objective and Expected Outcome:

While going through this course, students would be exposed to business dilemmas as per the course boundaries which will be rationalized with new thinking and tools while delivering the course. Also, this course focuses on recent examples of current market’s simulation, merger, disruptive new models of business forms and its impact on new business ecosystem.

Students will appreciate dynamic micro economic principles in action based on the problem of scarcity and choice. Moreover, given uncertain and dynamic environment around us, they need to have a global mind set with Indian ethos and values.

On completion of these unique and over-encompassing principles of business economics, an appropriate acumen will take future managers locally and globally acceptable. Most specifically, this course will make learners-

- To overview various economic tools, theories and principles, including sustainable research and innovation and the exciting concepts of Marginal Decisions and Incremental Decisions.

- To understand the factors influencing Customer's choice considering local, national, regional and national sustainable practices, and how their decisions affect the goods market by affecting the demand, the supply and the price.
- To understand the various types of elasticities i.e., demand, price and income as consumer shifts from one market to another, these elasticities show the extent of change in the market conditions which further enhance an insight about the fluctuations in commodity market.
- In a free economy everyone has freedom regarding the consumption and production of goods and services, allocation and mobilization of resources, modes of production and quantity of production. For businessmen, this type of free economy knowledge with a focus on human values, has great importance.
- Profit maximization and cost minimization are the fundamental goals of a firm which, one can be understood through the dynamics of Cost Analysis & Price Output Decisions, and thereby leading to optimal cost, price decisions with the help of various interesting curves.
- It helps to comprehend with the concepts of market and its various forms which are influenced by the sustainable cost, revenue, demand and supply forces, contributing to a holistic understanding of economic principles in a changing world.

Contents:

UNIT - I

Introduction to Business Economics and Fundamental concepts: Nature, Scope, Definitions of Business Economics, Difference between Business Economic and Economics, Contribution and Application of Business Economics to Business. Micro vs. Macro Economics. Opportunity Costs, Time Value of Money, Marginalize, Instrumentalism, Market forces and Equilibrium, Risk, Return and Profits.

UNIT - II

Consumer Behavior and Demand Analysis: Cardinal Utility Approach: Diminishing Marginal Utility, Law of Equi-Marginal Utility. Ordinal Utility Approach: Indifference Curves, Marginal Rate of Substitution, Budget Line and Consumer Equilibrium. Theory of Demand, Law of Demand, Movement along Vs. Shift in Demand Curve, Concept of Measurement of Elasticity of Demand, Factors Affecting Elasticity of Demand, Income Elasticity of Demand, Cross Elasticity of Demand, Advertising Elasticity of Demand and Expectation Elasticity of Demand. Demand Forecasting: Need, Objectives and Methods (Brief)

UNIT - III

Theory of Production: Meaning and Concept of Production, Factors of Production and production function. Fixed and Variable Factors. Law of Variable Proportion (Short Run Production Analysis), Law of Returns to a Scale (Long Run Production Analysis) through the use of ISOQUANTS.

UNIT - IV

Cost Analysis & Price Output Decisions: Concept of Cost, Cost Function, Short Run Cost, Long Run Cost, Economies and Diseconomies of Scale. Explicit Cost and Implicit Cost, Private and Social Cost. Pricing Under Perfect Competition, Pricing Under Monopoly, Control of Monopoly, Price Discrimination, Pricing Under Monopolistic Competition, Pricing Under Oligopoly.

TEXT BOOK:

1. Dwivedi, D.N.; Managerial Economics, Vikas Publishing House.

REFERENCE BOOKS:

1. Chaturvedi, D.D. and S. L. Gupta; Business Economics, Brijwasi Publishers.
2. Mehta, P. L.; Managerial Economics, Sultan Chand & Sons.
3. Koutsoyiannis, A.; Modern Micro Economics, Macmillan Press Ltd. Salvator, Dominick, Managerial Economics, McGraw-Hill Book Company.

SMEL101A	COMMUNICATION SKILLS	C
		5

Overview

The world is shrinking into a global village and therefore, communication skills in English have emerged as a major means of empowerment and human resource development. Many professionals fail to make an impact on the global market as they lack the required communicative competence. The course will augment comprehension skills, enhance vocabulary, and enable to acquire impressive writing skills, assist correspondence with others effectively, aid in understanding the non-verbal cues and enrich skills in spoken English through a variety of teaching techniques. The course will be instrumental in acquiring proficiency both in spoken and oral language.

Objectives and Expected Outcomes

The course will empower learners to focus on communication activities in functional and situational contexts as well as enhance the four language skills of reading, writing, listening and speaking through real-life and professional situations. It will build confidence among the students in local, regional and national settings, encouraging them to communicate fluently. Through practical and sustainable learning and delivery, the learners will be able to identify their areas of strengths and weaknesses and improvise their personality, employability, human values and soft skills. The learners will be able to strengthen and broaden their communication skills through various insightful ways.

This learning program with its practice-based learning tasks will facilitate the learners to enhance their communication skills in a modern and globalised context, enhance their linguistic and communicative competence and hone their interpersonal skills.

Contents:

UNIT I

Introduction to Communication: Importance of Communication Skills, Meaning, Forms & Types of Communication; Process of Communication; Principles of Effective Communication/7Cs, Barriers in Communication (Interpersonal, Intrapersonal and Organizational).

UNIT II

Academic Writing: Précis (Summary – Abstract – Synopsis – Paraphrase – Précis: Methods), Letter & Résumé (Letter Structure & Elements – Types of letter: Application & Cover - Acknowledgement – Recommendation – Appreciation – Acceptance – Apology – Complaint – Inquiry). Writing a proposal and synopsis. Structure of a research paper. Citations and plagiarism.

UNIT III

Technology-Enabled Communication: Using technology in communication tasks, E-mails, tools for constructing messages, Computer tools for gathering and collecting information; Different virtual medium of communication.

UNIT IV

Building Vocabulary: Word Formation (by adding suffixes and prefixes); Common Errors; Words Often Confused; One word substitution, Homonyms and Homophones; Antonyms & Synonyms, Phrasal Verbs, Idioms & Proverbs (25 each); Commonly used foreign words (15 in number).

UNIT V

Personality Development: Etiquettes & Manners; Attitude, Self-esteem & Self-reliance; Public Speaking; Work habits (punctuality, prioritizing work, bringing solution to problems), Body Language: Posture, Gesture, Eye Contact, Facial Expressions; Presentation Skills/ Techniques.

Text book [TB]:

Kumar, Sanjay and Pushplata. Communication Skills. Oxford University Press, 2015.

Reference Books/Materials

1. Mitra, Barun K. Personality Development and Soft Skills. Oxford University Press, 2012.
2. Tickoo, M.L., A. E. Subramanian and P.R. Subramaniam. Intermediate Grammar, Usage and Composition. Orient Blackswan, 1976.
3. Bhaskar, W.W.S., AND Prabhu, NS., “ English Through Reading”, Publisher: MacMillan, 1978
4. Business Correspondence and Report Writing” -Sharma, R.C. and Mohan K. Publisher: Tata McGraw Hill 1994
5. Communications in Tourism & Hospitality- Lynn Van Der Wagen, Publisher: Hospitality Press
6. Business Communication-K.K.Sinha
7. Essentials of Business Communication By Marey Ellen Guffey, Publisher: Thompson Press
8. How to win Friends and Influence People By Dale Carnegie, Publisher: Pocket Books
9. Basic Business Communication By Lesikar & Flatley, Publisher Tata McGraw Hills
10. Body Language By Allan Pease, Publisher Sheldon Press

SMCS102A	INFORMATION TECHNOLOGY FUNDAMENTALS	C
		4

Course Overview:

Computing and programming is essential to leverage the technical skills of a student. These techniques equip the students with know-how of the latest technologies and reduce considerable time in solving problems. Success in college and beyond requires computer and information literacy's that are flexible enough to change with a changing IT environment and adaptable to new problems and tasks. The purpose of the information technology requirement is to ensure that students achieve an essential understanding of information technology infrastructure encompassing systems and devices; and become more sophisticated technology users and consumers.

Objectives and Expected Outcomes: The main objective is to introduce IT in a simple language to all undergraduate students, regardless of their specialization, emphasizing sustainable practices and human values. It will help them to pursue specialized programs leading to technical and professional careers and certifications in the IT industry. The focus of the subject is on introducing skills relating to IT basics, computer applications, programming, interactive media, Internet basics, etc.

The aims is to:

1. Understand basic functions of computer software components including operating system functions.
2. Develop a critical attitude to gathering, processing and evaluating information.
3. Develop a broad understanding of hardware, software, networks, databases and information systems and their uses.
4. Sensitise students to the use of Information Technology in conducting and living their daily lives.
5. Develop an awareness of the power and pitfalls of Information Technology.

Contents:

UNIT I

Basics of Computers and its evolution: Evolution of computers, Data, Instruction and Information, Block diagram of a computer, Characteristics of computers, Functions of different units of a computer, Generations of computers, Classification of computers: - Digital, Analog and Hybrid, Micro, Mini, mainframe and Super Computer, Single-board computer.

UNIT II

Introduction to Computer Software: Open source Software, Copylefted and Non-copylefted Software; System Software; Application Software; Utility Software; Demoware, Shareware,

Firmware, Freeware, Free Software. Compiler and Interpreter, Generations of languages: Machine Level, Assembly, High Level, 4GL.

Introduction to Computer System & Operating System Overview: Instruction execution, memory hierarchy, Objectives and Function of OS, Structure of OS, Types of operating systems, Component and Services offered by OS, Layered approach of OS, Properties of OS, System boot, File Management.

UNIT III

Input and Output Devices: Keyboard, Mouse, Joystick, Digitizer, Scanner, MICR, OCR, OMR, Light Pen, Touch Screen, Bar Code and Quick Response Reader, Voice Input Device, Monitor and it's type, Printer and it's type, Plotter

Computer Memory: Primary Memory (ROM and it's type - PROM, EPROM,EEPROM, RAM) Secondary memory- SASD, DASD Concept, Magnetic Disks - Hard disks, Optical disks - CD ROM and it's type (CD ROM, CD ROM-R, CD ROM-EO, DVD ROM), Flash Memory, Blu-ray Disk

UNIT IV

Concept of Data Communication and Networking: Networking Concepts, Types of networking (LAN, MAN AND WAN), Communication Media, Mode of Transmission (Simplex, Half Duplex, Full Duplex), Analog and Digital Transmission. Synchronous and Asynchronous Transmission, Network topologies.

Introduction to Database Management System:

Introduction to Database Systems: File System versus DBMS, Architecture of DBMS, Data Models, Schema and instances, Data independence, Advantages of a DBMS, Describing and storing data in a DBMS, Database Languages, Overview of Hierarchical, Network and Relational Database Management System.

Text Books:

1. Leon and Leon; Introduction to Information Technology, Leon Tech World.

Reference Books:

1. Sinha, Kr. Pradeep and Preeti Sinha; Foundations of Computing, BPB Publication.
2. Jain, V.K.; Computers and Beginners.

SMMC115A	FINANCIAL REPORTING AND ANALYSIS	C
		4

Overview:

Accounting has rightly been termed as the language of the business. The basic function of a language is to serve as a means of communication. It communicates the results of business operations to various parties who have some stake in the business viz., the proprietor, creditors, investors, Government and other agencies. Though accounting is generally associated with business but it is not only business which makes use of accounting. Persons like housewives, Government and other individuals also make use of a accounting. For example, a housewife has to keep a record of the money received and spent by her during a particular period. She can record her receipts of money on one page of her "household diary" while payments for different items such as milk, food, clothing, house, education etc. on some other page or pages of her diary in a chronological order. Such a record will help her in knowing about :

- (i) The sources from which she received cash and the purposes for which it was utilised.
- (ii) Whether her receipts are more than her payments or vice-versa?
- (iii) The balance of cash in hand or deficit, if any at the end of a period.

The course gives students the necessary background to:

- (1) Understand the concepts and measurements that underlie financial statements,
- (2) Develop the skills needed to analyze financial statements effectively, and
- (3) Gain an understanding of the choices enterprises make in reporting the results of their business activities.

Objective and Expected Outcome:

After studying this subject, the students would be able to

- a) Define accounting and trace the origin and growth of accounting, taking into local, regional and national developments.
- b) Distinguish between book-keeping and accounting, highlighting the sustainable practices.
- c) Explain the nature and objectives of accounting.
- d) Discuss the branches, role and limitations of accounting in various business sectors, including financial practices in the field.
- e) To ascertain profit or loss of the business, considering the ethical financial decisions.
- f) To depict financial position of the business.

Contents:

UNIT I

Meaning and scope of accounting: Need for accounting, development of accounting, definition and functions of accounting, limitation of accounting, book keeping and accounting, is accounting science or art?, end user of accounting information, accounting and other disciplines, role of accountant, branches of accounting, difference between management accounting and financial accounting, objectives of accounting, accounting equation.

Accounting principles and standards: Meaning of accounting principles, accounting concepts, accounting conventions, systems of book keeping, systems of accounting, introduction to accounting standards issued by icai. journalizing transactions: journal, rules of debit and credit, compound journal entry, opening entry sub division of journal: cash journal, petty cash book, purchase journal, sales journal, sales return journal, voucher system.

Ledger posting and trial balance: ledger posting, relationship between journal and ledger, rules regarding posting, trial balance, final accounts of sole proprietorship.

UNIT II

Capital and revenue: Classification of income, classification of expenditure, classification of receipts, difference between capital expenditure & capitalized expenditure, revenue recognition. accounting concept of income: concept of income, accounting concepts and income measurement, expired cost & income measurement, relation principle and income measurement, accountants and economist's concept of capital and income.

UNIT III

Inventory Valuation: Meaning of inventory, objectives of inventory valuation, inventory systems, methods of valuation of inventories, Ind AS 2 on Inventories . provisions and reserves: concept of depreciation, causes of depreciation, basic features of depreciation, meaning of depreciation accounting, objectives of providing depreciation, fixation of depreciation amount, method of recording depreciation, methods of providing depreciation, depreciation policy, Ind AS 16 Property, Plant and Equipment (emphasis on depreciation)

UNIT IV

Shares and Share Capital: Shares, share capital, accounting entries, under subscription, oversubscription, calls in advance, calls in arrears, issue of share at premium, issue of share at discount, forfeiture of shares, surrender of shares, issue of two classes of shares, right shares, re-issue of shares.

Debentures: classification of debentures, issue of debentures, different terms of issue of debentures, writing off loss on issue of debentures, accounting entries, redemption of debentures.

Joint Stock Company: Introduction, meaning and definition of a company, essential characteristics of a company, kinds of companies, private and public limited companies, formation of company.

Company final accounts: books of account, preparation of final accounts, profit & loss account, balance sheet, Schedule III of financial statements, CA 2013, preparation of simple company final accounts.

TEXT BOOK:

1. Maheshwari, S.N. and S. K. Maheshwari; *An Introduction to Accountancy*, Vikas Publishing House (11ed.Revised)

REFERENCE BOOKS:

1. Monga, J.R. with professional advise by Girish Ahuja; *Fundamentals of Corporate accounting* (Ed 21st,2016),JBA Book Code 154571
2. Bhattacharya, S.K. and J. Dearden; *Accounting for Manager - Text and Cases*, Vikas Publishing House.
3. Maheshwari, S.N. and S.K. Maheshwari; *Advanced Accountancy*, Vol. I & II, Vikas Publishing House.

SMHA151A	FRENCH-I	C 2
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Overview:

With the world turning into a global village and different foreign firms entering the Indian markets, there are a large number of job opportunities that are being created to tackle the demand from these investment firms. This course aims to build knowledge in linguistic skills in French and develop the intercultural competence of the learners.

Students are guided to develop their literacy skills through the communicative acts of reading, writing, and creating discourse around texts of all types.

We guide our students to develop to the greatest possible extent a competency in comprehending and producing the target language, spoken and written, as well as socio-cultural competency in communicating with people who speak the target language. The main focus of classes is on communication.

French language programs are intended to contribute to the development of the knowledge, skills, and attitudes further enabling students to:

- Communicate effectively in French using the listening, speaking, viewing, reading and writing modes (communication).
- Demonstrate a better understanding of their own and others.
- Demonstrate preparedness for further learning, particularly where French is the language of instruction (personal development).
- Work and learn purposefully, both independently and in groups (personal development)
- Solve problems individually and collaboratively (problem solving)
- Express their ideas and feelings using various art forms (expression)

Objective and Expected Outcome:

The objective is to provide an integrated knowledge of the subject which means that the various aspects that make up the language-learning experience are not separated or isolated but will be treated as complementary to one another. In one single activity, students may learn some facts, procedures, practice certain grammatical structures, and practice communicative strategies.

Students are expected to learn:

- Communication skills like presenting, producing written technical, and explaining data.

- Comprehension of text
- Translation of sentences
- Essay on different topics - general as well as specific
- Functional and advanced grammar
- Expression of opinion
- Discussion on general and common interests

This course gradually builds French knowledge and skills in writing, reading, speaking French and to develop the intercultural competence of the learners. This study allows students to interact in French and acquire familiarity with the culture. This study will be the fundamental study to provide knowledge and instruction to students.

SYLLABUS FOR FRENCH-I (SMHA 151/SLHA131)

MODULE I

1. Introduction to Language
2. Basic Vocabulary
3. General questions
4. French greetings
5. Role-play

MODULE II

1. Basic Grammar (articles, nouns, adjectives, pronouns, prepositions, colors, opposites)
2. French Numbers, days of the week, months of the year
3. Grammar exercises
4. Vocabulary activities

MODULE III

1. Verbs (all groups)
2. Negative sentence formation
3. Descriptive and creative writing exercises with related grammar and vocabulary
4. Grammar exercises

5. Activities based on vocabulary and grammar
6. Reading exercises

MODULE IV

1. Exercises on verbs
2. Revision of all grammar rules with exercises
3. Creative writing exercises
4. Vocabulary activities

TEXT BOOKS:

JUMELAGE 1 (Méthode de français)

Author: Manjiri Khandekar

Roopa Luktuke

Publication : Langers

REFERENCE BOOKS:

JUMELAGE 1 (Cahier de français)

Author: Manjiri Khandekar

Roopa Luktuke

Publication : Langers

GRAMMAIRE FRANÇAISE PAR ÉTAPES

Author : Sanjay Kumar

Publication : Langers

SEMESTER II

SMMC319A	BUSINESS ENVIRONMENT IN INDIA	C
		4

Overview:

This course helps to understand the theoretical framework of Business Environment – its concept, significance and changing dimensions. Business Environment needs to be studied by analysing the macro environmental factors in depth such as economic, political & legal, socio-cultural, technological and international environment. The study of economic environment includes economic systems, economic planning, government policies, role of public sector and development banks, economic reforms liberalization and its impact on business. Study of Political and legal environment is also significant for a business firm as changing laws and regulations can critically impact a business firm.

In Socio-cultural environment, the importance of social institutions and systems, social values and attitudes is analysed from the perspective of a business firm. Other important dimensions which are emerging in today's business environment are also studied in detail like emerging rural sector in India, Social Responsibility and Consumerism.

Finally, the impact of International and Technological environment on a business firm is analyzed by understanding the importance of Multinational corporations, foreign collaborations, International Economic Institutions, foreign trade policies, patent laws, policy on research and development and technology transfer.

Objective and Expected Outcome:

- Understand the concept, significance and changing dimensions of Business Environment with focus on sustainability and human values.
- Identify various types of Business Environment and tools for scanning the Environment, promoting sustainable research and innovation.
- Gain insights on role of economic systems, economic planning, government policies, public sector and development banks, economic reforms, liberalization and its impact on business.
- Appreciate the importance and impact of changing laws and regulations on a business firm.
- Learn about emerging dimensions in socio-cultural environment and its relevance for a business firm's operations and objectives.
- Understand the importance of Multinational corporations, foreign collaborations and international institutions in business.
- Gain insights on patent laws, policy on research and development and new technological developments in Business Environment, with an emphasis on innovation and employability.

Contents:

Unit I

Structure of Indian Economy: Concept of Economic Growth and Economic Development, Growth and Development. Basic Characteristics of Indian Economy Changes in structure of Indian Economy (Primary Sector, Secondary Sector & Tertiary Sector).

Unit II

Planning and Economic Development: Objective of Economic Planning in India, Introduction & Functions of NITI Aayog in current perspective. Background of Industrial Policy with New Economic Policy, Disinvestments of Public Enterprises.

Trends in National Income in India: Growth performance in the FYP, Features of National Income Growth, Per Capita Income Trends, and Service Led Growth, and Industry Origin Growth.

Unit III

Problems in Indian Economy: Economic Problems: Poverty, Parallel Economy, Unemployment, Inequality and Concentration of Economic Power, Low Capital Formation, and Industrial Sickness.

Unit IV

Indian Economy & Foreign Trade: Balance of Payment, Current Foreign Policy, Foreign Exchange Management Act (FEMA), FDI and FIIs.

Indian Economy – Emerging Issues: WTO and various agreement & Indian Economy (Emerging Areas), GATT, TRIMS, TRIPS.

Text Books:

Mishra, S.K., and Puri, V.K., *Problems of Indian economy*, New Delhi: Himalaya Publishing House.

Reference Books:

1. Datt, and Sundhram, R, Indian Economy (61st ed). New Delhi: Sultan Chand & Sons
2. Dhingra, I. C., Indian economy, New Delhi: Sultan Chand & Sons.
3. Jaiganta, Sarkar, Indian economy: policies and practices (1st ed.). New Delhi: Pearson Education.
4. Prakash, B. A., the Indian economy since 1991 – Economic reforms & performances (1st ed.). New Delhi: Pearson Education.

SMMC124A	MACRO ECONOMIC DYNAMICS	C
		3

Overview:

Economics is that common term which has its importance in each and everybody's life. One cannot image his life without it. This unique and exciting course of Macro Economics would encourage the action-oriented and values adding potential business learners who are passionate and excited with the thought of working in macroeconomic environment. Also, then they need to be abreast of Economics jargons which are basically from various disciplines like Management Accounting, Basic Finance, and the like. Macroeconomic analysis is of paramount importance in getting us an idea of the functioning of an economic system.

Macro Economics gives practical inside about the external environment to solve business dilemmas. It is very essential for a proper and accurate knowledge of the behavior pattern of the aggregative variables as the description of a large and complex economic system is impossible in terms of numerous individual items.

To make this course student-friendly, the learning would be anecdotal; various examples from the eyes of the instructor which includes economic policy formulation, study of National Income, study of economic development, understanding and controlling economic fluctuations and it also highlights the new challenges in ever-growing and changing business ecosystem in this digital world & sensitizing them of ideologies of Government at the Country level..

Objective and Expected Outcome:

While going through this course, students would be exposed to economic dilemmas as per the course boundaries which will be updated with new thinking and gears while delivering the course. Also, the recent example American- Indian Trade relations the like disruptive new simulations of economic form and it are impact of new economic environment. They will appreciate dynamic integrated Economic principles in action.

Macro Economics is aggregative economics which examines the interrelation among various aggregates, their determination and causes of fluctuations in them. The practical importance of macroeconomics has been carefully analyzed in points below.

- Various national problems like overpopulation, inflation, balance of payment are underpinning the underdeveloped economies. The study of macroeconomics helps to bring a check on these issues.
- Macroeconomics enables studying the causes, effects and solutions of general redundancy.
- The study of macroeconomics is very important for evaluating the overall performance of the economy in terms of national income. The national income data helps in

anticipating the level of fiscal activity and understanding the distribution of income among different groups of people in the economy.

- Macroeconomics helps to evaluate the resources and capabilities of an economy, churn out ways to increase the national income, boost productivity, and create job opportunities to upscale an economy in terms of monetary development.
- Correct economic policies formulated at macro level makes it possible to control business cycles (inflation and deflation) and resultantly, violent booms and depressions rarely occur.
- Macroeconomics as a discipline includes diverse theories of consumption and saving. It explains the importance of saving in the national economy and its role in the investment.
- Macroeconomics studies the behavior of individual units. For instance, the reasons for increase in the cost of a firm or industry cannot be examined without evaluating or understanding the average cost conditions of the whole economy.

Contents:

UNIT – I

Introduction to Macro Economics: Nature and Scope of Macro Economics, Macroeconomic Aggregates: Aggregate demand, Aggregate Supply, Aggregate Output, and Aggregate Consumption.

Circular flow of Economic Activities and Income: Two Sector Economy, Three Sector Economy and Four Sector Economy, National Income: Concept, GDP, GNP, NDP, NNP, Per Capita Income, Personal Disposable Income, Measurement of National Income, Uses of National Income Data, Difficulties in the measurement of National Income.

UNIT – II

Income Determination: Consumption Function; Psychological Law of Consumption Function, Investment Function, Balance of payments.

UNIT – III

Money and Inflation: Functions of Money, Theories of Demand for Money, Determinants of Money Supply, Inflation: Introduction, Causes of Inflation, Inflation and Unemployment, Control of Inflation.

UNIT – IV

Business Cycle: Introduction, Features of Business Cycles, Phase of Business Cycles, Causes and Effects of Business Cycle, Measures to Control Business Cycles: Fiscal Policy and Monetary Policy, IS-LM model- The interaction of Real and Monetary sectors of the economy.

Text book [TB]:

Diwedi, D. N. Macro Economics. New Delhi: Tata McGraw Hill.

Reference book(s) [RB]:

1. Froyen, T. R. Macro-Economics. New Delhi: Pearson Education.
2. Agarwal, V. Macro-Economic. New Delhi: Pearson Education.
3. Geetika, Ghosh, P., & Chodhury, P. R. Managerial Economics. New Delhi: Tata McGraw Hill.

SMMA109A	MATHEMATICAL ANALYSIS OF BUSINESS SITUATIONS	C
		4

Overview:

This course focuses on an integrated treatment of mathematics and covers major topics such as functions, principal of counting, matrices, calculus, and optimization, with an emphasis on application in commerce. This paper is a pre-requisite for some higher level finance papers. This course assumes a minimal background in mathematics and aims to give the students an introduction to each topic.

This course provides complete skill to understand basic function of Mathematics and their use in Business and Finance. After completing the course, student will be able to solve business and finance problems independently. A particular emphasis is placed on developing the ability to interpret the numerical information that forms the basis of decision-making in business. Students will be provided with the theoretical concepts, tools and methods of mathematics as well as the opportunity to work through example problems.

Objectives and Outcomes:

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

1. Understand and use equations, formulae, and mathematical expressions and relationships in a variety of contexts, fostering a sustainable approach to mathematical applications.
2. Apply the knowledge in mathematics (functions, matrices, calculus) in solving real-world business problems.
3. Demonstrate mathematical skills required in mathematically intensive areas in Economics and business, promoting employability and sustainable decision-making.
4. Demonstrate critical thinking and problem solving skills in day to day mathematics problems with more elaborative understanding, while considering human values and ethical approaches.

After learning the course the students will be able to optimise business productivity – from basic numeracy through the mathematical concepts that enables sound financial management and decision making.

Course Content

Unit I:

Principle of Counting: Permutations and Combination, concept of factorial, Principle of Counting, Permutation with restriction Circular Permutation and Combination with restriction. Sequences & Series -A.P.& G.P.

Unit II:

Introduction to calculus: Derivative as slope of tangent. Derivative as rate of change. Differentiation of polynomials, exponential functions, and logarithmic

functions. Integration as the inverse operator of differentiation. Indefinite integral formulae. Concept of definite integral – area under curve.

Unit III:

Application of calculus: Optimization using calculus, point of inflexion, absolute and local-maxima and minima. Applications in business and finance – Marginal rates of profit, cost, and revenue. Consumer's & Producer's surplus, Learning Curves. Introduction to ordinary differential equations in one variable - separable and homogeneous type.

Unit IV:

Matrix Algebra: Definition, Types of Matrices, Operations on matrices, Adjoint, Inverse, Solution to a system of equations by: matrix methods and Gaussian Elimination method, Rank. Application of matrices to business. Creating business models using matrices. Illustrations of models that use matrices effectively.

Text Books

1. Thukral, J.K.; Business Mathematics, BVP Publications- Sancheti and Kapoor; Business Mathematics

Reference Books/Materials

1. Bhardwaj, R.S.; Mathematics for Economics and Business, Excel Books.
2. Raghavachari, M.; Mathematics for Management, Tata McGraw Hill.

SMCH125A	ENVIORNMENTAL STUDIES	C
		3

Overview:

Everything that surrounds and affects living organisms is environment. Environment includes all those things on which we are directly or indirectly dependent for our survival, whether it is living or biotic components like animals, plants or non-living or abiotic components like soil, air and water etc. It belongs to all, influences all and is important to all.

Environmental Protection Act (1986) defined “Environment as the sum total of water, air and land, their interrelationship among themselves and with the human beings, other living organisms and materials.” Environmental studies are important since it deals with the most mundane problems of life like hygienic living conditions, safe and clean drinking water, fresh air, healthy food and sustainable development.

The syllabus for Environmental Studies includes conventional class room teaching as well as field work. In this course the teacher simply acts as a catalyst to infer what the student observes or discovers in his/her own environment. Involvement of students in project work is one of the most effective learning tools for environmental issues. This syllabus is beyond the scope of text book teaching and also the realm of real learning by observing the surroundings. The content of this course provides an overview of introduction to environment, concept of an ecosystem, various renewable and non-renewable resources, how are various biodiversity occur and different means to conserve these. This course also includes various types of pollution and environmental policies & practices related with environs. Finally, it also highlights the relationship of human population with environment. The course further integrates to project work such as visit to an area to document environmental assets river/ forest/ grassland/ hill/ mountain, visit to a local polluted site-Urban/Rural/Industrial/Agricultural, study of common plants, insects, birds, and study of simple ecosystems. These studies are as imperative as it forms a unique synergistic tool for comprehensive learning process. This will help students to recognize and appreciate how the technological advancement at global level, exponential growth of human population and their unlimited demands has put the environment at stake and has contaminated the environment worldwide.

Objective and expected Outcome:

The main objective of the course is to create consciousness among the students with the idea about healthy and safe environment. This course is aimed to explain students that the rapid industrialization, crazy consumerism and over-exploitation of natural resources have resulted in degradation of earth at all levels. These changes need the discussion, concern and recognition at national and international level with respect to formulate protection acts and sustainable developments policies. It can be possible only if every citizen of the nation is environmentally educated and gets involved into this matter at the grass root level to mitigate pollution.

After studying the course, the learners will be able to comprehend and become responsive regarding environmental issues. They will acquire the techniques to protect our mother earth, as without a clean, healthy, aesthetically beautiful, safe and secure environment no specie can survive and sustain. This is the only inheritance which every general of specie passes to their future generation.

UNIT I

Introduction of Environmental Studies: Multidisciplinary nature of environmental studies; Scope and importance; Concept of sustainability and sustainable development.

Natural Resources: Renewable and Non-renewable Resources

Land resources: land use change; Land degradation, soil erosion and desertification.

Deforestation: Causes and impacts due to mining, dam building on environment, forests, biodiversity and tribal populations.

Water: Use and over-exploitation of surface and ground water, floods, droughts, conflicts over water (international & inter-state).

Energy resources: Renewable and non- renewable energy sources, use of alternate energy sources, growing energy needs, case studies.

UNIT II

Ecosystems: Definition and Structure and function of ecosystem; Energy flow in an ecosystem: food chains, food webs and ecological succession.

Case studies of the following ecosystems:

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

Biological Diversity: Levels of biological diversity; genetic, species and ecosystem diversity; Biogeographic zones of India; Biodiversity patterns and global biodiversity hot spots ; India as a mega-biodiversity nation; Endangered and endemic species of India; Threats to biodiversity: Habitat loss, poaching of wildlife, man-wildlife conflicts, biological invasions; Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity; Ecosystem and biodiversity services: Ecological, economic, social, ethical, aesthetic and Informational value.

UNIT III

Environmental Pollution: Types, causes, effects and controls; Air, water, soil and noise pollution. Nuclear hazards and human health risks; Solid waste management: Control measures of urban and industrial waste; Pollution case studies.

Environmental Policies and practices: Climate change, global warming, ozone layer depletion, acid rain and impacts on human communities and agriculture.

Environment Laws: Environment Protection Act; Air (Prevention & Control of Pollution) Act; Water (Prevention and control of Pollution) Act; Wildlife Protection Act; Forest Conservation Act; Nature reserves, tribal populations and rights, and human wildlife conflicts in Indian context. International agreements: Montreal & Koyoto protocol and convention on biological diversity. Nature reserves, tribal population and rights, human wild life conflicts in Indian context.

UNIT IV

Human Communities and the Environment: Human population growth: Impacts on environment, human health and welfare; Resettlement and rehabilitation of project affected persons; case studies; Disaster management: floods, earthquake, cyclones and landslides; Environmental movements: Chipko, Silent valley, Bishnois of Rajasthan; Environmental ethics: Role of Indian and other religions and cultures in environmental conservation; Environmental communication and public awareness, case studies (e.g., CNG vehicles in Delhi).

Field work:

Visit to an area to document environmental assets: river/ forest/ flora/fauna, etc.

Visit to a local polluted site-Urban/Rural/Industrial/Agricultural.

Study of common plants, insects, birds and basic principles of identification.

Study of simple ecosystems-pond, river, Delhi Ridge, etc.

TEXT BOOKS:

1. ErachBharucha, Textbook of Environmental Studies, Universities Press (P) Ltd., Hyderabad, India.
2. Anubha Kaushik and C. P. Kaushik, Environmental Studies, New Age International Publishers(P) Ltd. New Delhi.

REFERENCE BOOKS:

1. A.K. De, Environmental Chemistry, New Age International Publishers(P) Ltd. New Delhi.
2. P. H. Raven, D. M. Hassenzahl& L. R. Berg, Environment, John Wiley & Sons, New Delhi.
3. J. S. Singh, S. P. Singh and S. R. Gupta, Ecology, Environmental Science and Conservation, S. Chand Publication, New Delhi.

SMMC224A	FINANCIAL DECISION MAKING	C
		4

Overview:

The course introduces the role of financial managers, core concepts in corporate finance and financial terminology. It discusses the financial manager's role within a company, including financing decisions, investing decisions and risk/return tradeoffs. Additional topics include stock valuation, cash flow valuation and project evaluation criteria.

Course subjects will include the following:

- Risk and return trade-off
- Corporate decision making
- Merging transactions
- IPO's
- Valuation

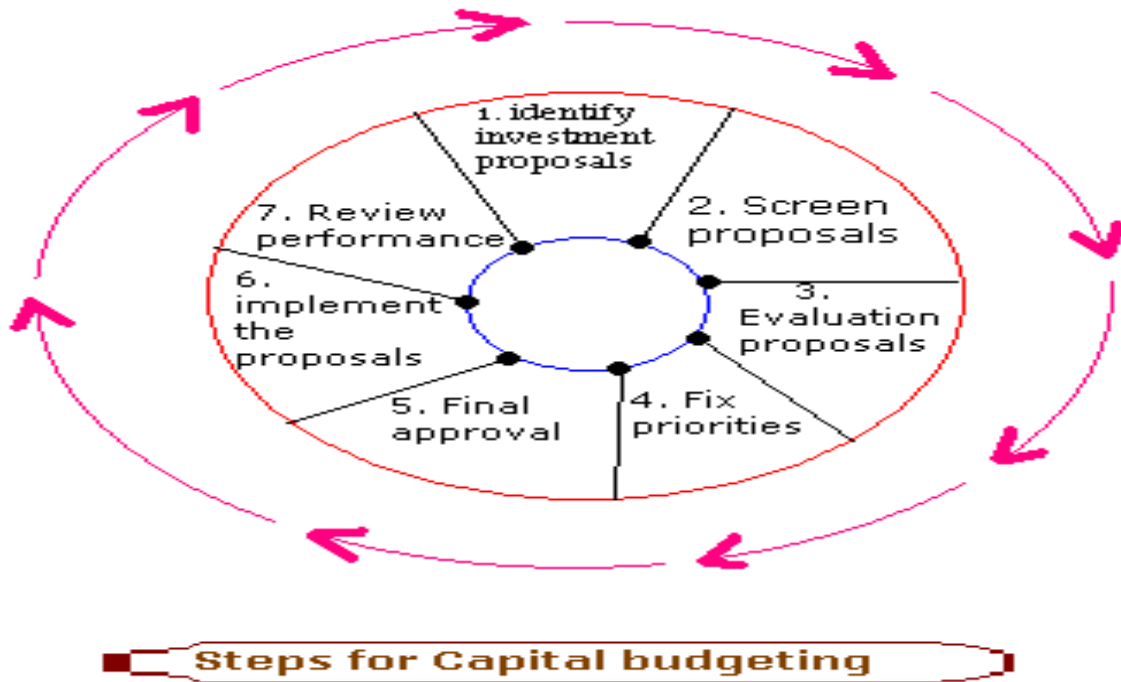
This is an introductory course in financial management, with an emphasis on the major decisions made by the financial executive of an organization. The student studies topics in the financial management of profit-seeking organizations. A major objective is the development of analytical and decision-making skills in finance through the use of theory questions and practical problems.

Objective and Expected Outcome:

Upon successful completion of this course, students will have reliably demonstrated the ability to:

1. Explain the sustainable goals and functions of financial management, with focus on ethical financial practices.
2. Prepare and present Cash Flow statements.
3. Analyze financial statements and describe the economic health of a company, considering the broader implications.
4. Explain the benefits of financial forecasting and prepare proforma financial statements to support long-term sustainable business planning.
5. Calculate and explain operating and financial leverage.
6. Decide the form and amount of short term financing that best suits a given corporate need, based on historical and projected analysis.
7. Recommend techniques for managing working capital effectively.

The students will learn to interpret financial statements, plan, and measure performance through budgets and different financial strategies, create financial decisions and manage financial risks.



UNIT I

Nature and Scope of Financial Management: Financial objectives, financial decisions, importance, Impact of financial and economic environment on financial management; Time Value of Money

UNIT II

Sources of Finance: Planning for sources of finance; Capital Structure Theories: net income approach, net operating income approach, traditional approach and MM approach, determinants of capital structure; Cost of Capital: calculation, EBIT – EPS Analysis; Leverage.

UNIT III

Capital Budgeting: Conventional and DCF Methods; Inflation and Capital Budgeting; Risk Analysis and Capital Budgeting-Certainty Equivalent Factor; Risk Adjusted Discounting Rate; Decision Tree; Independent and Dependent Risk Analysis; Replacement Decisions, Sensitivity Analysis.

UNIT IV

Dividend Decision: Retained Earning Vs. Dividend Decision, Gordon Model, Walter Model, MM Approach, Lintner Model, dividend policies in practice; Working Capital Management: working capital estimation, Management of Cash (Various Theoretical Models), Inventory management and Receivables management

TEXT BOOKS:

1. Rustagi, Dr.R P, Elements of Financial Management, Taxman Publishers

REFERENCE BOOKS:

1. Kishore, Ravi M., Financial Management, Taxmann Publishers.
2. Prasanna, Chandra (Financial Management: Theory and Practice, Tata McGraw Hill
- . 3. SheebaKapil Financial Management, Pearson Education.
4. Shashi K Sharma, R k Mittal , Management Accounting, Principles and Practice, Kalyani Publications
5. Khan, M. Y. and Jain P. K. , Financial Management, Text, Problems & Cases, Tata McGraw Hill Company, New Delhi.

SMMC314A	BUSINESS AND INDIAN ECONOMY	C
		4

Overview:

This exciting course in Indian Economy would encourage the action-oriented business learners to appreciate amazing & insightful Economic Indicators, Mint (truly an amazing business daily, from Indian & Global Context), Economic Survey, and RBI Annual Report, Budget Documents and other relevant latest policy reports and documents.

To make this course student-friendly, the learning would be anecdotal, personal examples from the eyes of the instructor and amazing economic thinkers which will shine through this course. It will cover 65 odd years of Indian history...both fascinatingly and interestingly. As India has recently emerged as vibrant free-market democracy after the economic reforms in 1991.

Objective and Expected Outcome:

While going through this course, students would be proudly comparing India's potential with China and HER key role in BRICs. And how focusing on development could take India to the next level and how vested interests and crony-capitalism could vitiate it.

On completion of the course, learners, as future managers and leaders of MNCs or their own businesses, will be able to:

- Develop ideas of basic characteristics of Indian economy, its potential on natural resources.
- Understand the importance, causes and impact of population growth and its distribution, translate and relate them with economic development.
- To review at least three articles on latest thought on Indian economy and on its growth trajectory.
- Grasp the importance of planning undertaken by the government of India, have knowledge of various objectives, failures and achievements as the foundation of the ongoing planning and economic reforms taken by the government. Also, How , Now,NITI Ayog is doing and adding value in India's development.
- To only appreciate Indian balance of payments viz-a-viz the rest of the world, their trade position after GATT, Post-GATT (WTO), and How open Exchange policies, FIISs & FDIs influencing India as a global player & boosting service sector and economy
- Not only be aware of the economy as a whole, they would understand the basic features of any growing or potential to grow state/economy, sources of revenue, how the state government finance its programmes and projects. (It could be any North-Eastern State)

- They would be asked/encouraged to go through two very interesting & exciting books , so that they develop the taste to enquire and read more- First one- Unbound India by GurCharan Das & secondly Raghav Bahl's Super Power which highlights -The Amazing Race Between China's Hare And India's Tortoise.Third- The Age of Awakening (the story of Indian Economy since Independence) by Amitabh Kant, CEO, NITI Aayog.

Contents:

Unit I

Structure of Indian Economy: Concept of Economic Growth and Economic Development, Growth and Development. Basic Characteristics of Indian Economy Changes in structure of Indian Economy (Primary Sector, Secondary Sector & Tertiary Sector).

Unit II

Planning and Economic Development: Objective of Economic Planning in India, Current Five Year Plan, Establishment of NITI Aayog. Industrial Policy-1991, Disinvestments of Public Enterprises.

Trends in National Income in India: Growth performance in the FYP, Features of National Income Growth, Per Capita Income Trends, and Service led growth, and Industry origin growth.

Unit III

Problems in Indian Economy: Economic Problems: Poverty, Parallel Economy, Unemployment, Inequality and Concentration of Economic Power, Low Capital Formation, and Industrial Sickness.

Unit IV

Indian Economy & Foreign Trade: Balance of Payment, Current Foreign Policy, Foreign Exchange Management Act (FEMA), FDI and FIIs.

Indian Economy – Emerging Issues: WTO and various agreement & Indian Economy (Emerging Areas), GATT, TRIMS, TRIPS.

Text Books:

Mishra, S.K., and Puri, V.K., Problems of Indian economy, New Delhi: Himalaya Publishing House.

Reference Books:

1. Datt, and Sundhram, R, Indian Economy (61st ed). New Delhi: Sultan Chand & Sons
2. Dhingra, I. C., Indian economy, New Delhi: Sultan Chand & Sons.
3. Jaiganta, Sarkar, Indian economy: policies and practices (1st ed.). New Delhi: Pearson Education.
4. Prakash, B. A., the Indian economy since 1991 – Economic reforms & performances (1st ed.). New Delhi: Pearson Education.

SMHA152A	FRENCH-II	C 2
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Overview:

This course will offer multiple contexts for studying the language, with many experiential opportunities for students in their individual areas of interest. While specific expectations will vary from student to student and by their co-disciplines, the French course seeks to regularly gather and report concrete evidence on what students can do based on their program of study. Learning outcomes are focused on all four modalities of the language: speaking, listening, reading and writing as well as knowledge of Francophone cultures and the skills of collaboration and critical thinking.

LANGUAGE PROFICIENCY

SPEAKING

- Students can fulfill requirement of everyday situations.
- Students can handle tasks such as elaborating, complaining and apologizing.
- Students can narrate and describe in past, present and future time.
- Students can use communication strategies.
- Students can support opinions and hypothesize.
- Students can interact comfortably with each other.

LISTENING

- Students can understand and memorize audio texts.
- Students show an emerging ability to understand complex discourse.

READING

- Students are able to demonstrate good comprehension of written discourse in areas of special interests.
- Students can understand the main idea and some detailed aspects of given texts.
- Students show emerging awareness of language and literary style.
- Students recognize the role of cultural knowledge in understanding written texts.

WRITING

- Students can write on a variety of topics with significant precision and in detail.
- Students can narrate and describe in past, present and future time.

- Students can state their opinions and provide some support for their ideas.
- Students can demonstrate ability to do basic analysis and research.

Objective and Expected Outcome:

This course gradually builds French knowledge and skills in writing, reading, speaking French and to develop the intercultural competence of the learners. In this course, candidates learn essential knowledge of literary forms, moments and trends in interdisciplinary extensions.

This study allows students to interact in French and acquire familiarity with the culture. This study will be the fundamental study to provide knowledge and instruction to students while also helping them develop their personalities and skills.

The objective is to provide an integrated knowledge of the subject which means that the various aspects that make up the language-learning experience are not separated or isolated but will be treated as complementary to one another. In one single activity, students may learn some facts, procedures, practice certain grammatical structures and practice communicative strategies.

Unit I

1. Grammar topics and respective exercises (articles contracts, articles partitifs, adjectifs possessifs, adjectifs démonstratifs), Translation exercises

Unit II

Pronominal verbs(grammar rules and exercises), More verbs of all 3 groups, Time, Daily routine,

Unit III

Grammar exercises, Activities based on grammar and vocabulary

Unit IV

Passé composé (past tense), Creative writing exercises, Comprehension passages, Reading exercises

Text Book

1. Text Book JUMELAGE 1
2. Work Book JUMELAGE 1

Reference Book

1. Grammaire Française

SEMESTER III

SMMC211A	HUMAN CAPITAL MANAGEMENT	C
		4

OVERVIEW

Human capital management is used to describe both the people who work for a company or organization and the department responsible for managing resources related to employees. Human capital management is the strategic approach to the effective management of people in an organization, so that they help the business gain a competitive advantage. The overall purpose of this course is to ensure that the organization is able to achieve success through people. The students can specialize in recruiting, training, employee-relations or benefits, recruiting specialists, find, and get hired by top recruiters. Human capital management involves developing and administering programs that are designed to increase the effectiveness of an organization or business. It includes the entire spectrum of creating, managing, and cultivating the employer-employee relationship.

The concept behind human capital management is that employees who are subject to effective human resource management are able to more effectively and productively contribute to a company's overall direction, thereby ensuring that company goals and objectives are accomplished. Today's human resource management team is responsible for much more than traditional personnel or administrative tasks. Instead, members of a human capital management team are more focused on adding value to the strategic utilization of employees and ensuring that employee programs are impacting the business in positive and measurable ways.

OBJECTIVES AND EXPECTED OUTCOMES

Today's competitive business environment owes its success to effective management of its local, regional and national human resource, emphasizing sustainable practices. The quality of the organization's employees, their attitude, behaviour and satisfaction with their jobs, and their behaviour towards ethics and values and a sense of fair treatment all impact the firm's productivity, level of customer service, reputation, and survival. The objective of this course is to give knowledge, understanding and key skills that are required by today's HR professionals and to enable the students to effectively contribute to the dynamic organizations. Students will also gain an understanding of key terms, theories/concepts and practices within the field of human capital management. Students shall learn to identify and analyse the problems in the field of human capital management and be able to provide innovative solutions. They shall be able to identify and appreciate the significance of ethical issues in human capital sustainable practices and the management of people in the workplace.

The students of human capital management must be aware of basic aspects of functioning of human capital management in an organizational setting. Therefore, this course on Human Capital Management is designed for students to have an understanding of the basic concepts,

functions and processes of human capital management. During the study of this course, student will be able to understand about the theory and application of human capital management, the broad range of influences acting on human capital management, human resources planning and policies through its information system, training and development of human capital of the organization. This course emphasis on the knowledge of performance assessment methods, improvements and resultant in terms of employee service condition reviews. This course helps students to be aware of the role, functions and functioning of human resource department of the organizations and to design and formulate various HRM processes such as recruitment, selection, training, development, performance appraisals and reward systems, compensation plans and ethical behaviour. This allows the students to develop various ways in which human capital management might analyse a business strategy and then facilitate the necessary internal change to accomplish the strategy.

Contents:

UNIT I

Introduction to HRM : Concept, Nature, Scope, Objectives and Importance of HRM; Evolution of HRM; Personnel Management vs HRM ; Functions of HRM ;Challenges of HRM; Strategic HRM ; HRIS; International HRM; HRM in Changing Environment.

UNIT II

Acquisition of Human Resources: HR Planning; Job Analysis – Job Description and Job Specification; Recruitment; Selection Process, Placement, Induction, Socialization.

UNIT III

Developing Human Resources: Training and Development; Executive Development – Process and Techniques; Career Planning and Development; HRD.

UNIT IV

Managing Performance & Compensation: Performance and Potential Appraisal; wage and salary administration; Incentive compensation, significance; Employee Welfare; Health and Safety, Social Security.

TEXT BOOK:

1. Dessler, Gary, (2011) Human Resource Management, Pearson Education, (2nd Edition),

REFERENCE BOOKS:

1. Aswathappa, K., Human Resource Management, McGraw Hill Education.
2. VSP Rao, Human Resource Management, Excel Books.
3. C.B. Gupta, Human Resource Management, Sultan Chand & Sons.
4. Jyothi, P. and Venkatesh, D.N, Human Resource Management, Oxford Higher Education.

SMMC303A	PRODUCTION AND OPERATIONS MANAGEMENT	C
		4

Overview:

Production and Operation Management is a multi-disciplinary field that focuses on handling all aspects of an organization’s operations to deliver products and services. Operations managers smear ideas and technologies to increase productivity and lessen costs, improve flexibility to meet promptly changing customer needs, augment product quality, and improve customer service. The trepidations of this course range from strategic to tactical and operational levels, which implicate designing, planning and managing the system. This is concerned with the efficient production and distribution of products and services and is a significant component of any business. Making sure operations run smoothly is an extremely complex undertaking involving the coordination of employees, resources, equipment, and information across many different organizational levels.

The field of Production and Operations management is dynamic in nature. The course epitomizes the blend of concepts and includes activities such as forecasting, choosing a location for an office or plant, allocating resources, quality.

The course intends to provide students with the broad framework for the management of the operations functions of organizations, and how this is used in planning, coordinating, and executing all the necessary activities that create goods and services.

Objectives and Expected Outcomes:

The course intends to provide students with the broad framework for the management of the operations functions of organizations, and how this is used in planning, coordinating, and executing all the necessary activities that create goods and services, promoting employability and responsible decision-making.

The course is designed to train students to manage and succeed in all aspects of business, which includes operations management, supply chain management, project management, financial management, etc. This helps to develop students to make business decisions; embraces learning to smear quantitative approaches and to use computer programs and systems in bringing speed to business decision making. It adds value to a process from a customer’s perspective and what degrades the value of a product or a service which in turn helps the student take effective decisions. Operations management offers tools to measure performance, improve production, determine throughput, optimize capacity and cut operations cost.

Some of the particular skills that students may gain include the ability to coordinate service and product delivery processes, evaluate a company's asset capacity and create corporate investment strategies.

Contents:

UNIT I

Nature, evolution and scope of production and operations management, operations as a

competitive strategy, recent trends in production and operations management, production processes and methods; Decision making and forecasting – Tools and techniques.

UNIT II

Facility Location: Nature, location theories, location factors; Facility layout - Objectives of a good layout, factors influencing layout, principles of layout, types of layout, service facility layout, importance of layout.

UNIT III

New Quality concepts and Initiatives: ISO 9000, ISO14000: Global environmental management standards, Kaizen, contribution of Deming, service quality, TQM, roadmap for TQM, Six Sigma, statistical quality control.

UNIT IV

Production planning and control: Meaning, planning procedure, production control, capacity planning, material resource planning, enterprise resource planning.

Text Book:

1. Chary, S. N. (2012). Production and operations management (5th ed.). New Delhi: Tata McGraw Hill.

Suggested Readings

1. Chunawalla, S. A., & Patel, D. R. (2016). Production and operations management (9th ed.). Mumbai, Maharashtra : Himalaya Publishing House.
2. Aswathappa, K., & Bhat, K.S. (2015). Production and operations management (2nd ed.). Mumbai, Maharashtra : Himalaya Publishing House.
3. Muhlemann, A., Oakland, J., Lockyer K., Sudhir, B., & Katyayani, J. (2013). Production and operations management lectures guide (6th ed.). New Delhi: Pearson Education.
4. Schroeder, R. G. (2011). Operations management: Contemporary concepts and cases (5th ed.). New Delhi: McGraw Hill.

SMAW217A	LAWS GOVERNING BUSINESS IN INDIA	C
		4

Overview:

The purposes and functions of Laws governing business in India include maintaining order, protecting rights and liberties, establishing standards, and resolving disputes when it comes to businesses and their interactions with individuals, government agencies, and other businesses. As business becomes increasingly globalized, the business laws of various governments and nations may be in conflict. It's important for business owners to understand how business law impacts commerce both domestically and abroad.

Business law standards include having expectations for following laws of other countries, distinguishing between unethical and legal behaviour, and establishing social responsibility as a cornerstone of global citizenship. Most recently, new areas of business law must navigate the effects of modern technology. In fact, computer law is even a subspecialty within business law because of its importance in this realm.

Objectives and Expected Outcomes:

- The objective of this course is to provide the students with practical legal knowledge of general business law issues, emphasizing sustainable legal practices.
- The primary objective to course is to familiarise the student with various principles of contract formation enunciated in the Indian Contract Act 1872 and sales of Goods Act 1930.
- To explain the framework within which business activities shall be carried out, with reference to the importance of ethical and legal considerations and their impact on local, regional and national contexts.

It aims at providing a rich fund of contemporary knowledge , time tested principles, basic concepts, emerging ideas, evolving theories, latest technique , ever changing procedures & practices in the field of Law.

UNIT I

The Indian Contract Act 1872: Contract – meaning, characteristics and kinds, essentials of valid contract – offer and acceptance, consideration, contractual capacity, free consent, legality of objects.

UNIT II

The Indian Contract Act 1872: Void agreements, Discharge of contract – modes of discharge including and its remedies. Contingent contracts. Quasi – contracts.

UNIT III

The Indian Contract Act 1872: Contract of Indemnity and Guarantee, Contract of Bailment, Contract of Agency. Consumer Protection Act.

UNIT IV

Sale of Goods Act 1932. Contract of sale, meaning and difference between sale and agreement to sell. Conditions and warranties, Transfer of ownership in goods including sale by non-owners, Performance of contract of sale, unpaid seller – meaning and rights of an unpaid seller against the goods and the buyer.

TEXT BOOKS:

1. M.C.Kuchhal, Business Laws, Sultan Chand & Co., New Delhi.
2. N.D.Kapoor, Merchantile Law. Sultan Chand & Co., New Delhi.
3. Tulsian, P.C., Business Laws, Tata McGraw Hill Education, 2nd Edition.
4. P.P.S Gogna, Mercantile Law, Sultan Chand & Co., New Delhi.

REFERENCE BOOKS:

1. Sulphrey, Bashe, Business Laws, PHI Learning Pvt. Ltd., New Delhi.
2. Kuchhal, M.C, Kuchhal, Vivek, Business Law, 6th edition, Vikas Publishing House.
3. Sharma, J.P., Easy Approach to Business Laws, Ane Books Pvt. Ltd.
4. Maheshwari, S.N., Business Laws, Himalaya Publication House(P) Ltd.

SMEL217A	PERSONALITY DEVELOPMENT & COMMUNICATION SKILLS	C
		3

Overview:

Personality Development & Communication Skills are designed to support students to develop competent communication skills that can have a positive impact in education and workplace. This course enhances the following skills:

- ▶ Verbal and non-verbal communication skills
- ▶ Conversation and discussion skills
- ▶ Critical thinking and problem-solving skills
- ▶ Research and reflection skills
- ▶ Presentation skills
- ▶ Persuasion and negotiation skills
- ▶ Planning and preparation skills
- ▶ Skills in using equipment and materials to aid communication
- ▶ Interpersonal skills

Along with these skills, a range of other skills are developed that are highly valued by employers but are not assessed directly: self-motivation, ability to learn and adjust, working to deadlines and under pressure, teamwork, organisational skills, numeracy and IT skills.

Objective and Expected Outcome:

- Develop competent communication skills, including problem-solving, creativity, team working and organisational skills, which will have a positive impact in education and workplace.
- Trained for real-world situations such as preparing and delivering CVs for interview and presentations for professional and academic purposes.
- Build skills for better performance within a team, promoting employability.
- Proficient to use digital support resources that provide advice and support in various areas, incorporating technology for effective communication and research.

On successful completion of this course, the student will be able to:

- ▶ Participate clearly and with some fluency in simple conversational exchanges
- ▶ Express ideas and thoughts with clarity
- ▶ Prepare and organise data and present it with understanding
- ▶ Use appropriate body language and facial expression to express a mood or attitude as part of presenting the assigned task
- ▶ Listen and respond appropriately during conversations.

Contents:

UNIT I

Remedial Grammar: Errors of Accidence and syntax with reference to parts of speech; Confusion of adjectives and adverbs; Agreement of subject and verb; Simple, Complex and Compound Sentences; Sentence Errors; Indianism & Idiomatic expressionism; The Chimney Sweeper by William Blake

UNIT II

Listening & Reading Skills: Listening & Hearing; Tips for effective listening; Role of listening in personality development; Types of reading: Comprehension of unseen passages; Summarizing; Of Death by Francis Bacon; The Diamond Necklace by Guy De Maupassant

UNIT III

Personality Development: Non-verbal communication; Etiquette & Manners; Self-esteem & Self-confidence; Leadership traits; Effective Communication; Inter & Intra personal skills; Motivation & Appraisal; Mending Wall by Robert Frost

UNIT IV

Verbal Communication: Formal speech; Role play; Effective public speaking; Interview; Etiquettes at formal gathering; Etiquettes in Official & Business correspondence; The Grief by Anton Chekhov

Text book [TB]:

1. Mitra, Barun K. Personality Development and Soft Skills. Oxford University Press, 2012.

Reference Books/Materials

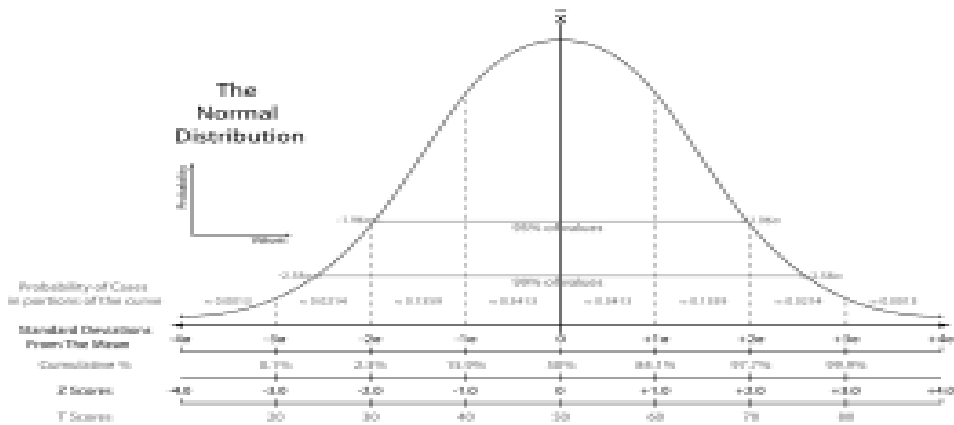
1. Raman Meenakshi & Sharma, Sangeetha. Technical Communication Principles and Practices, 2nd Ed. Oxford University Press, New Delhi, 2011
2. Sinha, K.K. Business Communication. Galgotia Publishers.
3. Tickoo, M.L, Subramanian A. E. and Subramaniam P.R. Intermediate Grammar, Usage and Composition. Orient Blackswan.

SMMA120A	BUSINESS STATISTICS	C
		4

Overview:

“A knowledge of statistics is like a knowledge of foreign language of algebra; it may prove of use at any time under any circumstance” by Bowley.

The purpose of this course is to understand the statistics of business and how effectively the data analysis helpful for decision making purpose. Researcher and students can utilize this course for their marketing research and survey report with the help of Excel/SPSS.



In above diagram, its shows how mean varies from standard deviation from $X \pm 3SD$ which shows approx. 99.71% of populations.

Objective and Expected Outcomes:

Learning objectives

1. Students will learn to estimate the mean and standard deviation of the marginal distribution of the response variable and use this information to inform a business decision and also understand the concept of measure of central tendency and dispersion.
2. Students will learn to obtain a point estimate for the variance and standard deviation of the conditional distribution of the response variable given a value for the predictor
3. Students will learn to construct a confidence interval for the slope of the regression line,
4. Students will learn to obtain an interval estimate for the mean of the conditional distribution of the response variable given a value for the predictor and use this information to inform a business decision

5. Students will learn to construct a prediction interval for the response given a value of the predictor and use this information to inform a business decision,
6. Students will learn to Fit a simple linear regressions model and interpret the slope and intercept (when appropriate),

Learning Outcomes

1. Student will able to apply knowledge to solve simple tasks using computer (MS Excel)
2. Student will able to independently calculate basic statistical parameters (mean, measures of dispersion, correlation coefficient, indexes)
3. Student will able to interpret the meaning of the calculated statistical indicators
4. Student will able to choose a statistical method for solving practical problems
5. Student will able to explain probability theory and probability distributions in relation to general statistical analysis.
6. Student will able to understand and appreciate the need to solve a variety of business related problems using a systematic approach involving accepted statistical techniques.

Contents:

UNIT I

Introduction to managerial statistics: Concept; applications in different fields of management i.e. marketing, HR, Finance and quality etc.; critical analysis of Duckworth Lewis method; distrust and limitations.

Data overview: Collection & presentation methods.

UNIT II

Representative measures: Mean, median, mode, partition values.

Dispersion measures: Absolute & relative measures- range, quartile deviation, average deviation, standard deviation, skewness, case lets.

UNIT III

Linear regression models: Generating solutions; applications in marketing.

Test of association between variables: Types of correlations; Measures: Karl Pearson and Spearman; Case lets.

UNIT IV

Probability distribution: Introduction; types of events; theorems: Bayes' Theorem and applications; introduction to probability distribution – discrete (Binomial & Poisson) & continuous (normal);

Sampling: Meaning; types; sampling distributions; application of sampling in field of Marketing, HR, Finance.

Text Books

1. Gupta, S. P. & Gupta, M. P. (2014). *Business statistics*, New Delhi: S. Chand Publication.

Reference Books/Materials

1. Levin, R. & Rubin, D. S,(1998). *Statistics for management*(7th ed.). United States: Pearson Education.
2. Black, K., (2017). *Business statistics: for contemporary decision making*(9th ed.).Singapore: John Wiley & Sons (Asia) Pvt. Ltd.
3. Business Statistics – by J. K Sharma, Pearson education.
4. Complete Business Statistics Amir D Aczel&Jayavel Sounder pandyan.
5. Introductory Statistics by Weiss. Seventh edition, Pearson education.
6. Statistics for Business and Economics – by Anderson, Sweeney and Williams – Cengage publishing.
7. Business Statistics with CD-ROM by Naval Bajpai, Pearson Publication.
8. Statistics for management – by Gerald Keller, Cengage Learning.
9. Statistics for management - by T N Srivastava and ShailajaRego, The McGraw-Hill companies.
10. Introduction to Business Statistics- by Ronald M.Weiers; Duxbury Thomson Learning.
11. Statistical techniques in Business and Economics – by Lind, Marchal and Wathen, The McGraw-Hill companies.

SMMC116A	MARKETING FOR CONTEMPORARY BUSINESS	C
		4

Overview:

Marketing is the core of an operating business. It is an organizational philosophy and a set of guiding principles for interfacing with customers, competitors, collaborators, and the environment. Marketing entails planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services. It starts with identifying and measuring consumers' needs and wants, assessing the competitive environment, selecting the most appropriate customer targets and developing marketing strategy and implementation program for an offering that satisfies consumers' needs better than the competition. This course will help students to improve their ability to make effective marketing decisions, including assessing marketing opportunities and developing marketing strategies and implementation plans. The course focuses on situation analysis (5Cs: company, customers, competitors, collaborators, and context), market opportunity identification, and formulating marketing strategy. It introduces the key constructs such as value of products, customers and brands, customer segmentation, and product positioning. The course examines how to use these ideas to make specific decisions about the marketing mix (4Ps: product, price, promotion, and place) and also provides the skills needed to design a marketing strategy and its implementation plan.

Objectives and Expected Outcomes:

The course investigates marketing from a managerial perspective, including the critical analysis of functions of marketing opportunity assessment, marketing planning, marketing implementation, evaluation and control of the marketing effort. This course is appropriate for majors in all functional areas of business. While marketing managers develop and implement marketing strategy, managers in other functional areas (finance, management, accounting, and operations) need to understand how marketing strategies impact their own operations. Entrepreneurial ventures and start-ups rarely succeed without an excellent marketing strategy. It is impossible to value a firm and its stocks and bonds, to plan its financial needs, or to establish its credit rating without understanding its revenue sources. Revenues largely come from customers and are a direct consequence of firm marketing strategy.

This course helps students to improve their ability to:

- Assess market opportunities by analysing customers, competitors, collaborators, context, and the strengths and weaknesses of a company, with a focus on sustainable research and innovation.
- Develop effective marketing strategies to achieve organizational objectives, emphasizing ethical and responsible marketing practices.
- Design a strategy implementation program to maximize its chance of success.
- Communicate and defend your recommendations and critically examine and build upon the recommendations of your classmates both quantitatively and qualitatively.

- Understand the dynamics of marketing in business, emphasizing the role of marketing in local, regional and national contexts.
- Apply the theoretical marketing concepts to the practical situations, with focus on human values and ethical decision-making.
- Demonstrate the ability to carry out a market research projects, promoting sustainable research practices.
- To communicate unique marketing mixes and selling propositions for specific products
- Construct written sales plans and professional interactive presentations.

Course Content

UNIT I

Introduction: Core concepts, scope, & functions of marketing; evolution of marketing concepts; selling vs. marketing; classification of market; marketing environment; market segmentation, targeting & positioning; overview of marketing mix.

UNIT II

Product: Meaning; product classifications; concept of product mix; branding, packaging and labeling; product life cycle.

Price: Concept & significance; factors affecting price of a product; pricing policies and strategies.

UNIT III

Promotion: Significance; introduction of elements of promotion mix, factors affecting promotion mix decisions.

Channels of distribution: Concept, importance & functions; levels of distribution channels; factors affecting choice of distribution channel.

UNIT IV

Consumer Behavior: Concept & significance; consumer buying process and factors influencing consumer buying decisions.

Introduction to new trends in marketing: Green marketing; e-marketing; international marketing; rural marketing; retail marketing and digital marketing.

SUGGESTED READINGS

1. Kotler, P., Keller, K., Koshy, L., &Jha, M. (2016).Marketing management (16thed.). New Delhi: Pearson.
2. Kurtz, D. L., & Boone, L. E.(2013), Principles of contemporary marketing (16th ed.). New Delhi: Cengage Learning India.
3. Etzel, M. J., Bruce, J., W., Stanton, W. J., &Pandit, A. (2010). Marketing (14thed.). New Delhi: Tata McGraw-Hill.

4. Kumar, A., &Meenakshi, N.(2011). Marketing management (2nded.). New Delhi: Vikas Publishing House.
5. Ramaswamy, V. S., &Namakumari, S. (2013). Marketing management: Global perspective Indian context (5thed.). New Delhi: McGraw Hill Education (India) P. Ltd.
6. Kumar, S. R.(2012). Case studies in marketing management. New Delhi: Pearson.

SEMESTER IV

SMCS212A	E-COMMERCE	C
		3

Overview:

This course focuses on principles of e-commerce from a business perspective, providing an overview of business and technology topics, business models, virtual value chains and social innovation and marketing strategies. In addition, some of the major issues associated with e-commerce—security, privacy, intellectual property rights, authentication, encryption, acceptable use policies, and legal liabilities will be discussed. Students will build their own web presence and market by using an online various platforms.

Objective and outcomes:

At the end of this course, students should be able to:

- Identify and apply relevant problem solving methodologies
- Design components, systems and/or processes to meet required specifications for a web presence, while adhering to ethical and sustainable design principles.
- Demonstrate research skills, including web development projects.
- Communicate effectively in ways appropriate to the discipline, audience and purpose.
- Work as an effective member or leader of diverse teams within a multi-level, multi-disciplinary and multi-cultural setting for the Group Website Research Project
- Appreciate ethical implications of professional practice
- Be aware of global perspectives (needs, rules/regulations, and specifications)

Course Syllabus:

UNIT I

Introduction to online transactions :The meaning, nature, concepts and advantages of such transactions; categories of e-commerce; planning online businesses: nature and dynamics of the Internet, pure online vs. brick and click business, assessing requirement for an online business, designing, developing and deploying the system, one to one enterprise.

UNIT II

Technology for online business: Internet, IT infrastructure; middleware contents: integrating e-business applications; mechanism of making payment through the Internet: electronic payment systems, payment gateways, plastic money: debit card, credit card; digital currencies and payment systems, offline secure processing, laws relating to online transactions.

UNIT III

Security in E-commerce: digital signatures, network security, data encryption: overview of private and public key cryptography, Secure sockets layers; Integrating security protocols into the web, prominent cryptographic applications.

UNIT IV

Virtual existence: concepts, working, advantage and pitfalls of virtual organizations, workforce, work zone and workspace and staff-less organization; Electronic Commerce Providers, E-commerce environments, designing an E-commerce model for a middle level organization: the conceptual design, giving description of its transaction handling, infrastructure and resource requirements and system flow chart.

Text Books

1. Murty, C.V.S., E-commerce, Himalaya Publications, New Delhi.
2. Kienam, Managing Your E-Commerce business, Prentice Hall of India, New Delhi.
3. Kosiur, Understanding E-Commerce, Prentice Hall of India, New Delhi.
4. Kalakota, Whinston, Frontiers of Electronic Commerce, Addison Wesley.

Reference Books/Materials

1. Amor, Daniel – Pearson Edude, “E Business R (Evolution)”
2. Greenslein&Feinman, “Electronic Commerce”, TMH

SMAW218A	LAWS GOVERNING COMPANIES IN INDIA	C
		4

Overview:

Law governing companies in India or corporates in today's time are most complex, dynamic and ever growing area of the whole economic system. The number of registered companies in India has grown from 30,000 in 1956 to nearly a million, as of date. Companies are mobilizing huge resources at a rapid pace and are entering into new range of activities. In view of increasing emphasis on adherence to norms of good corporate governance, Company Law assumes an added importance in the corporate legislative milieu, as it deals with structure, management, administration and conduct of affairs of Companies. A thorough study of various provisions of the Companies Act is a must for becoming a competent and efficient in conducting business. In the light of this, the syllabus has been designed to impart thorough knowledge to the students preparing for the Company Law paper. The study material is based on those sections of the Companies Act, 2013 and the rules made there under which have been notified by the Government of India and came into force w.e.f. April 01, 2014 (including Amendments/clarifications/circulars issued there under up to June, 2014). In respect of sections of The Companies Act, 2013 which have not been notified, applicable sections of Companies Act, 1956 have been dealt with in the course.

Objectives and Expected Outcomes:

- To acquire knowledge and develop understanding of the regulatory framework of companies with reference to various provisions of Companies Act and its schedules, rules, notifications, circulars, clarifications there under including case laws and Secretarial standards.
- To encourage the development of students' skills in legal reasoning and analysis through study of statutes, case law and regulatory practice relating to Company Law.
- To introduce students to the economic function of the company as a legal structure for business, to its advantages and disadvantages compared to other structures available such as the partnership and the limited liability partnership, and in particular to the company's limited liability.
- To explain the legal nature and significance of limited liability and the price which those using a company as a business structure are required to pay for it.
- To provide students with knowledge and appreciation of the major core topics in Company Law including the legal nature of the company as a business structure, the legal implications of separate corporate personality including limited liability, the validity of contracts made with companies, the role of the board of directors and their legal duties as directors and the legal protection of shareholders.
- To facilitate an appreciation of the legal basis of the control exercised by a company's board of directors over a company's management and affairs, the legal limitations and constraints on this control and the effectiveness of these limitations and constraints in practice.

- To facilitate an appreciation of the legal nature of the relationships between a company and its management on the one hand and the various groups with an interest in the affairs of the company (or 'stakeholders') on the other, these stakeholders including the company's shareholders, creditors and employees, with emphasis on ethical considerations.
- To provide students with an awareness of current policy trends and developments in Company Law.

Course Syllabus:

UNIT I

Introduction – Introduction to the concept of company, characteristics of a company; types of companies including one person company, small company and producer company; association not for profit; illegal association; lifting of corporate veil; formation of company –promoters, their legal position, pre-incorporation contract and provisional contracts; online registration of a company.

UNIT II

Documents –Memorandum of Association, Articles of Association, doctrine of constructive notice and indoor management, shelf and red herring prospectus, mis-statement in prospectus; book building.

Share Capital – Nature, types of shares, issue, allotment and forfeiture of share, transfer and transmission of shares, provisions regarding buyback, issue of bonus shares, debentures, and dividend provisions.

UNIT III

Management- Classification of directors, women directors, independent director, small shareholders' director; disqualifications, director identity number (DIN); appointment; legal positions, powers and duties; removal of directors; key managerial personnel, managing director, manager, oppression and mismanagement.

UNIT IV

Meetings - Types of meetings, meetings of shareholders and the board; convening and conduct of meetings, postal ballot, meeting through video conferencing, e-voting.

Winding up: concept and modes of winding up; national company law tribunal (NCLT).

Text Books

1. Dr. G.K. Kapoor, Company Law and Practice, Taxmann's

Reference Books/Materials

1. Hicks, Andrew & Goo S H, Cases and Material on Company Law, Oxford University Press
2. Kershaw, David, Company Law in Context, Oxford University Press, UK

SMMC310A	CHASING THE RAINBOW: THE ENTREPRENEURIAL	C
	STREAK	4

Overview:

This course introduces students to the theory of entrepreneurship and its practical implementation. It focuses on different stages related to the entrepreneurial process, including business model innovation, monetization, small business management as well as strategies that improve performance of new business ventures. Centred on a mixture of theoretical exploration as well as case studies of real-world examples and guest lectures, students will develop an understanding of successes, opportunities and risks of entrepreneurship. Students will also develop skills in written business communication and oral presentations that allow students to integrate entrepreneurship concepts and interact with business experts.

Objective and Expected Outcome:

At the end of the course, students should be able to

1. Explore and experience the joy of creating unique solutions to market opportunities
2. Create and exploit innovative business ideas and market opportunities
3. Turn market opportunities into a business plan
4. Build a mind-set focusing on developing novel and unique approaches to market opportunities
5. Demonstrate and present successful work, collaboration and division of tasks in a multidisciplinary and multicultural team
6. Demonstrate understanding and application of the tools necessary to create sustainable and viable businesses industrial growth so as to prepare them to set up and manage their own small units.

Contents:

UNIT-I

Entrepreneurship – Concept, knowledge and skills requirement, characteristics of successful Entrepreneurs, role of entrepreneurship in economic development, entrepreneurship process, factors impacting emergence of entrepreneurship, managerial vs. entrepreneurial approach and emergence of entrepreneurship

UNIT-II

Creating Entrepreneurial Venture – Environmental scanning, competitor and industry analysis; feasibility study – market feasibility, technical/operational feasibility, financial

feasibility; drawing business plan; preparing project report; presenting business plan to investors

UNIT-III

Sources of Finance – Debt or equity financing, commercial banks, venture capital; financial Institutions supporting entrepreneurs; legal issues – intellectual property rights patents, trademarks, copy rights, trade secrets, licensing, franchising .

UNIT-IV

Role of Central and State Governments in promoting entrepreneurship – Start-up India, Standup India, PM YuvaYojna, NITI Aayog, Various incentives, subsidies, fiscal and tax concessions; agencies in entrepreneurship development – District Industries Centres (DICs), Small Industries Service Institute (SISI), Entrepreneurship Development Institutes of India (EDII); Women Entrepreneurs – role, problems, prospects .

References:

1. Tendon ,C: Environment and Entrepreneur; Clough Publications, Allahabad.
2. Siner A David: Entrepreneurial Megabucks; John Wiley and Sons, New York.
3. Srivastava S. B: A Practical Guide to Industrial Entrepreneurs; Sultan Chand and Sons, New Delhi.
4. Prasanna Chandra: Project Preparation, Appraisal, Implementation; Tata McGraw Hill. New Delhi.
5. Paudey I.M: Venture Capital - The Indian Experience; Prentice Hall of India. New Delhi
6. Holt: Entrepreneurship-New Venture Creation; Prentice Hall of India. New Delhi

SMMC501A	ANALYSING COST FOR MANAGERIAL DECISION MAKING	C
		5

Overview:

This unique and exciting course in ‘Analyzing cost for managerial decision making’ would make students learn how to use accounting to facilitate and align decisions made by owners, managers, and employees. Students will learn how accountants create, organize, interpret, and communicate information that improves internal processes, and allows organizations to identify and leverage opportunities to create value within the supply chain and with customers.

Business students need to have an edge in VUCA times and as chaos and disruption is order of the day, costing and professional professionals need to be abreast of new accounting tools & techniques in the local/global context as forewarned is forearmed.

To make this course student-friendly, the learning would be anecdotal, personal examples from the eyes of the instructor and including amazing CFOs and it will highlight their new roles in ever-growing and changing managerial accounting ecosystem in this digital world & sensitizing them of costing implications.

Objective and Expected Outcome:

Upon successful completion of this course, students will be able to:

- Understand what managerial accounting is and why it is important.
- Describe fundamental concepts of managerial accounting.
- Apply the financial perspective of accounting for costs, with emphasis on sustainable and ethical cost management.
- Identify problems associated with relying on financial accounting information for internal decision making.
- Organize cost information according to the decision-making needs of the organization.
- Apply activity-based costing (ABC) and recognize the influence of setting and decision characteristics on the relevance of ABC systems.
- Address common "what-if" questions using cost-volume-profit (CVP) analysis.
- Apply CVP analysis in a variety of scenarios, incorporating sustainable and ethical considerations for diverse business situations.

Contents:

UNIT I

Costs overview: Basic cost concepts - Elements of Costs, Classification of Costs, Total Cost build up and Cost sheet.

Management Accounting: Nature and Scope, Financial Accounting, Cost Accounting and Management Accounting, Advantages and Limitations of Management Accounting, Role of Management Accountant.

UNIT II

Ratio Analysis: Ratio Analysis: Nature and Interpretation, Classification of Ratios, Profitability Ratios, Turnover Ratios, Financial Ratios.

Fund Flow and Cash Flow Analysis: Concept of Funds Flow Statement, Sources and Uses of Funds, Managerial Uses of Funds Flow Analysis, basic awareness of Funds Flow Statement, Accounting Standard 3 (AS 3: Revised-), basic awareness of Cash Flow Statement.

UNIT III

Budgets and Budgetary Control: Concept of Budgets and Budgetary Control, Advantages and Limitations of Budgetary Control, Establishing a System of Budgetary Control, , Fixed and Flexible Budgeting, Performance Budgeting and Zero Base Budgeting, Concept of Responsibility Accounting – Types of Responsibility Centers

Standard Costing and Variance Analysis: Meaning of Standard Cost, Significance of Variance Analysis, Computation of Material, Labour Variances.

UNIT IV

Marginal Costing and Profit Planning: Marginal Costing Differentiated from Absorption Costing, Direct Costing, Differential Costing, Key Factor, Break-even Analysis, Margin of Safety, Cost-Volume-Profit Relationship, Advantages, Limitations and Applications of Marginal Costing.

Decisions Involving Alternative Choices: Concept of Relevant Costs, Steps in Decision Making, Decisions Regarding Determination of Sales Mix, Exploring new Markets, Discontinuance of a Product Line, Make or Buy, Equipment Replacement, Change Versus Status Quo, Expand or Contract and Shut-Down or Continue. Basic awareness of Activity-based costing with at least two managerial illustrations/case-let.

Text book

1. Bhattacharya, Management Accounting, 1st edition, Pearson Education.
2. Maheshwari, S.N., Principles of Management Accounting, Sultan Chand & Sons.
3. Arora, M.N., A Textbook of Cost and Management Accounting, Vikas Publishing House.

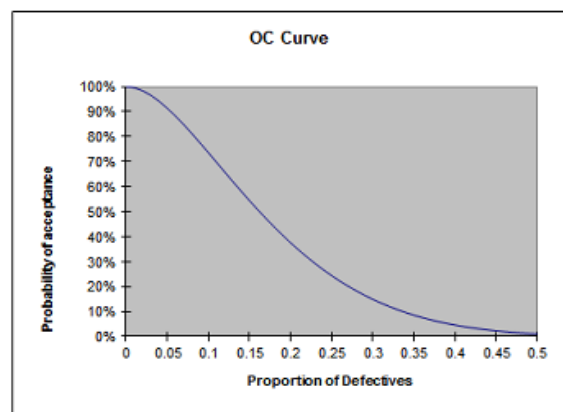
Reference book

1. Khan, M.Y, and Jain, P.K., Management Accounting, McGraw Hill Education.
2. Gurusamy, Murthy,S., Management Accounting, McGraw Hill. Education.
3. Horngren, C.T.(2012).Cost Accounting-A Managerial Perspective, London, UK: Pearson Education.
4. Arora, M.N. & Katyal, Priyanka(2016) *Cost Accounting*, New Delhi: Vikas Publishing.
5. Gupta S.K. & Sharma R.K. Management Accounting, Kalyani Publishers

SMMC218A	RESEARCH METHODOLOGY FOR BUSINESS	C
		4

OVERVIEW

Research methodology for business is something that anyone can do, and everyone ought to do. Research is about understanding and explaining – about ‘knowing’. This course is designed to introduce students to some of the methods and techniques of research and their methodological frameworks in their diverse and pluralistic nature, and to validate their purpose, relevance and effectiveness. This course provides a full coverage of the area of research, attempting to integrate all popular methodologies and methods, in both theory and practice. This course provides students with an overview of the variety of research methods used and the skills to determine which research method/s to use in order to satisfy their results. Research challenges, including appropriate selection of design, research participants, sample size, data collection, and selection of appropriate measures, data analysis and interpretation of results are studied. Concepts such as validity, reliability, and rigidity are examined in relation to the methodological approaches explored throughout the subject. Statistical tools and techniques used to analyse the data will also be discussed.



OBJECTIVES AND EXPECTED OUTCOMES

The primary objective of this course is to develop a research orientation among the students and to acquaint them with fundamentals of research methods. Specifically, the course aims at introducing them to the basic concepts used in research and their approach.

Research Methodology for business is a hands-on course planned to impart education in the foundational methods and techniques of academic research in social sciences and business management context. Through this course the students would examine and be practically exposed to the main components of a research framework i.e., problem definition, research design, data collection, ethical issues in research, report writing, and presentation. Once equipped with the proper knowledge, the students would be well-placed to conduct disciplined research under supervision in an area of their interest. In addition to their application in an

academic setting, many of the methodologies discussed in this course would be similar to those deployed in professional research environments.

At the completion of this course, students will have an understanding of the historical, theoretical and methodological foundations of research for business. They would be able to critically understand the research process: what it is, what it does, how it is used, when it is used and for what purpose, what methods it employs, how good they are and a host of other issues. This course would help to considerate the steps in research project planning using different methods and techniques, their relevance and their advantages and disadvantages. Also, the process of data collection; how data is analysed and interpreted, focusing on both quantitative and qualitative analysis.

Course Content

UNIT I

Introduction: Meaning of Research, Objective of research, motivation in research, types of research, research approaches, Significance of research, Research process and criteria for good research. Problem identification and formulation of research design, Introduction to research design.

UNIT II

Data Collection Methods: Collection of primary data, observation method, interview method, collection of data through questionnaire and schedules, Measurement in research, measurement scales, sources of errors in measurement, Test of sound measurement, Techniques of developing measurement tools, important scaling techniques, Likert's scale, Thurstone scale. Questionnaire design, Steps in constructing a questionnaire, Types of questions.

UNIT III

Sampling: Sampling decisions, Steps in sample design, criterion of selecting a sampling procedure, characteristics of a good sample design, different types of sample design, Sample selection methods - Probability and non-probability, how to select a random sample, random sample for an infinite universe, Complex random sampling design, Systematic sampling, stratified sampling, Sampling error and error in sampling.

UNIT IV

Testing of Hypothesis: Basic Concepts, Procedure for Hypothesis testing, Test of Hypothesis, Important parametric tests Test of significance Z and T, Correlation and regression techniques, Cluster analysis.

Report Writing: Types of research report, significance of report writing, steps in writing report, layout of research report, Examination of the research procedure, selected applications of marketing research, Identifying market segments, Product research, and Advertising research.

Text Books

1. Zikmund,Babin,et.al.*Business Research Methods*,8thedition,Cengage Learning.
2. Kothari C R, *Research Methodology (Methods and Techniques)* 2nd edition, New age international (P) ltd

Reference Books/Materials

1. Chawla Deepak, *Research Methodology*, 2nd edition, Vikas Publications.

2. Dash Priaranjan, Research Methodology,3rd edition, Vrinda Publication.
3. Research Methodology - R.Panneerselvam- PHI
4. Research Methods for Business Students- Saunders- Pearson
5. Business Research- Collis J & Hussey R- Palgrave
6. Business Research Methods – Donald R. Coopers and Schindler.
7. MLA handbook for researchers

SMMC118A	HUMAN BEHAVIOUR AT WORK	C
		4

Overview:

Human behaviour at work strives in the universal market, and to run the business effectively for a long term, it is critical for the organizations to shape their business with the current trends. For this, organizational behaviour is an important factor to operate the business. This course sheds light on understanding the employees in a better way to maximize the profits which are only possible by satisfying customer's needs which are the ultimate target of an organization. It also considers factors that hamper or foster job satisfaction. This course focuses on how managers become effective leaders by addressing the human side of enterprise. This helps examine teams, individuals, and networks in the context of job satisfaction, organization culture, leadership and conflict resolution, understanding employees better, establishing productive relationships with peers and seniors over whom the manager has no formal authority, managing the performance of individual subordinates, introduces a model for strategic career management.

The course will help students examine the contemporary principles, techniques and research findings in management and organizational behaviour that are driving high performance and continuous improvement in business today. To understand management and organizational behaviour, concepts associated with continuous improvement in individual and group processes will be discussed. The focus in this course structure is laid on Organizational Behaviours, Diversity in Organization, Attitudes and Job Satisfaction, Personality and Values, Perceptions and Individual Decision Making, Motivation Concepts, Foundations of Group Behaviour, Communication, Leadership, Power and Politics, and Conflict and Negotiation.

The course will be taught with a combination of lectures and experiential learning techniques so that students will learn the specifics of a particular subject matter and about their own strengths and weaknesses as a learner (i.e. learning how to learn from experience). Each topic will be presented as an educational intervention to facilitate each stage of the experience-based learning process. Personal Application assignments and simulations are designed to relate personal experiences. Observational methods and team project are added to facilitate the understanding of these experiences. Theories and models are introduced to form generalizations and mental models. And finally, the intervention is structured with the purpose that will encourage students to experiment with and test what they have learned in class as well as in other areas of their lives.

Objective and Expected Outcome

The main objective of this course is to understand the human interactions in an organization find what is driving it and influence it for getting better results in attaining business goals. The organizations in which people work have an effect on their thoughts, feelings, and actions. These thoughts, feelings, and actions, in turn, affect the organization itself.

This study aids to achieve the goals as it controls and develops human activity at work. The managers are responsible for the productivity. They need to make an impact on the employee behaviour, develop their skills, motivate them to work in a team collectively for better productivity and thus, ultimately achieve their targets.

This course will enable students to list and define basic organizational behaviour principles, and analyse how these influence behaviour in the workplace, while considering ethical and sustainable aspects.

This will help analyse individual human behaviour in the workplace as influenced by personality, values, perceptions, and motivations. They would be able to outline the elements of group behaviour including group dynamics, communication, leadership, power & politics and conflict & negotiation and understand their own management style as it relates to influencing and managing behaviour in the organization systems. This course will enhance critical thinking and analysis skills through the use of management case studies, personal application papers and small group exercises, thereby preparing students effectively in real-world business scenarios.

Course Objective: This course aims to provide insights necessary to understand behavioural processes at individual, team and organizational level enable students to learn how to influence the human behaviour in organizations.

UNIT I

Foundation and background of OB: contemporary challenges -workforce diversity, cross-cultural dynamics, changing nature of managerial work, ethical issues at work, emotional intelligence in contemporary business

UNIT II

Individual behaviour and processes: individual differences – values and attitudes; Perception- concept, process and applications; Personality- concept, determinants and theories applications; Learning and Reinforcement, Stress – symptoms, causes, consequences and management

UNIT III

Interpersonal and team processes: group behaviour, group development, group dynamics, social loafing; developing teams – self-directed work teams, virtual teams; team building; Empowerment - concept, significance, process, prerequisites, Conflict – concept, sources, types, management of conflict, Power – concept, sources, approaches; organizational politics

UNIT IV

Organizational processes and structure: organizational structure and design, Work and job design; organizational learning; organizational culture; organizational change and development.

TEXT BOOK

1.Nelson, Debra L and James C Quick, Organisational Behaviour, Thomson Learning

REFERENCE BOOKS:

1. Pareek, Udai, Understanding Organisational Behaviour, Oxford University Press, New Delhi
2. Robbins, S.P., Organisational Behaviour , Prentice Hall of India, New Delhi
3. Hellgiegel, D & J.W. Slocum, Organisational Behaviour, Thomson Learning
4. McSchane, Organisation Behaviour, TMH, New Delhi
5. Luthans, Fred, Organisational Behaviour, McGraw Hill, New York
6. New Storm and Keith Davis, Organisation Behaviour , TMH, New Delhi

SEMESTER V

SMMC312A	SUMMER TRAINING PROJECT REPORT	C
		4

Summer Internship Project (SIP) is an integral part of the academic curriculum of BBA/B.Com. After completion of the 2nd year of the program and before the commencement of the third year of the program, the students are required to work with an organization for hands on experience.

The duration of the SIP is six to eight weeks. SIP aims at widening the student's perspective by providing an exposure to real life organizational and environmental situations. This will enable the students to explore an industry/organization, build a relationship with a prospective employer.

SIP also provides invaluable knowledge and networking experience to the students. During the internship, the student has the chance to put whatever he/she learned in the 1st & the 2nd year of BBA/ B.COM into practice.

The student should ensure that the data and other information used in the study report are obtained with the permission of the organization concerned. The students should also behave ethically and honestly with the organization.

The Dean of the respective school will nominate a panel of internal faculty members along with him. The student/s is/are expected to make a 10 minute presentation before the examiners regarding the SIP project work undertaken, which will be followed by question- answer session.

The Summer Training Project report evaluation will be based on the content of the report and its validity in the current business scenario. The report has to be in the prescribed format as laid down by the university. The student will submit written report and make an oral presentation before the panel of internal examiners & the Dean of School. The assessment of the report and its presentation will be jointly done by the internal faculty & the Dean.

The total marks for the SIP project will be 100 and it carries 4 credits. The marks will be awarded for the following aspects:

Introduction, Literature Review, Objectives of the study, formulation of the problem, scope, and rationale of the study, Methods/methodology adopted for the study: Analytical, Survey, Field Work or any other method with appropriate justification and reasoning, Analysis and conclusions, Contribution and learning from the project, Acknowledgements: References/Citations and Bibliography and Presentation of the report to the examiner.

SMMC315A	TAXATION FOR MANAGERS	C
		4

Overview:

Taxation is essentially designed to impart an advanced learning in the various forms of taxes and ways to tackle issues related to them. Students are taught about Income tax, Sales tax, Service tax, VAT, Central Excise, besides various other forms of filing income tax returns.

Most companies today manipulate accounts in a legal way so as to save taxes. The main advantage of the course is that it teaches students the tricks of the trade, which may eventually come handy during real-life application.

Numerous wealth managers and financial advisors are also taking up the course now to be better equipped in guiding clients for tax savings with better and more profitable investments, which is why the field promises good career prospects.

There are immense job opportunities available in these fields. After holding a degree in this field the students can take up for a job in both private and government sectors. Professionally students can also opt teaching jobs in colleges and universities.

Objectives and Expected Outcome:

1. Enables students to comprehend the basic expressions of taxation such as income, capital and revenue, fostering a sustainable understanding of tax principles.
2. Certain incomes are exempted from tax under Sections 10 and 13A. In this unit, students will identify these and learn about filing of returns, tax recovery and refunds, tax avoidances and evasion, the penalties and assessment rates.
3. Elaborates Section 14 of the Income Tax Act, 1961, which provides for the computation of total income of an assessee under five heads of income such as salaries, house property, profit and gains of business or profession, capital gain and other sources.
4. Business and profession have different meaning. This course describes what they exactly mean when it comes to computation of profits and gains for professionals and businessmen. It will also discuss deductions under Section 80 (80CCC to 80U).
5. This course explains the indirect taxes such as service tax, value added tax, central sales tax and fringe benefit tax, considering the impact on business and individuals in the context of local, regional and national taxation regulations.

Contents:

UNIT I

Basic concepts of income tax, residential status and tax incidence, income exempted from tax, Income from salaries

UNIT II

Income from house property, Income from profits and gains of business and profession, Income from capital gains

UNIT III

Income from other sources, set off and carry forward of losses, clubbing of income, deduction of tax at source, advance payment of tax, deductions from gross total income, assessment of individuals, assessment of companies.

UNIT IV

Goods & Services Tax (GST) Law- Overview, Implementation, Liability of tax payer, GST council, Levy of GST, Compliances, Input Tax Credit, Place and Time of Supply, Valuation in GST, Payment of GST, Special Transactions, Assessment Audit & Inspection, CGST & SGST, Refunds, GST Portal.

TEXT BOOK:

1. Malhotra H.C., Income Law and Practice, Sahitya Bhawan Publication
2. Nitya Tax Associates, Basics of GST, Taxmann's Publication

REFERENCE BOOKS:

1. Singhania V.K., Student Guide to Income Tax, Taxmann's Publication
2. Lal B.B., Income Tax Law and Practice

SMCS313A	MANAGEMENT INFORMATION SYSTEM	C
		3

Overview

Management Information Systems focuses on management information systems (MIS) in today's organizations. The focus is on how to leverage information systems to effectively operate and grow an enterprise. Whether the organization is a new entrepreneurial start-up, an established business, a non-profit, or a government enterprise, its ability to deliver on its mission and implement its strategy could be significantly impeded without knowledgeable individuals to guide the design, acquisition, effective use, and support of the information systems that provide the foundation for the organization.

Because the role of MIS is critical for many organizations, it has become an exciting career choice that allows you the flexibility to apply the skills you develop through your study of management information systems to a broad range of disciplines. An organization is made up of four key components—technology, data, processes, and people. A career in MIS can offer you many options: you could take a strategic approach and become a systems or enterprise architect who is an expert in integrating across these components; or you could become a specialist in data analytics, process redesign, or technology management. What distinguishes MIS from other types of information technology is the recognition of the role and importance of people in both enabling and constraining organizations.

The guiding principle behind this course is that for an enterprise to run efficiently, its information systems need to work efficiently. Modern organizations are simply too complex, with too many people and too much data, for work to be done manually or inefficiently.

Objectives and Expected Outcome

The aim of the course is to enable students to assess the opportunities and problems that managers in a wide range of organization's face as they attempt to use these IT applications to add value to their businesses. It also aims to help students understand transformational changes within and across industries. These changes have strategic implications for many businesses.

After successfully completing this course, the students will be able to:

1. Understand and articulate fundamental concepts of information technology management.
2. Assess and apply IT to solve common business problems.
3. Suggest and defend effective solutions to business problems, and design a database application to solve a business problem.
4. Discuss the ethical aspects of information technology use in the organization and its governance issues.

Contents:

UNIT I

Foundation of information systems: a framework for business users - Roles of information systems - System concept - Organization as a system - components of Information systems - IS Activities - Types of IS, IS for operations and decision making: Marketing IS, Manufacturing IS, Human Resource IS, Accounting IS and Financial IS - Transaction processing systems Information Reporting system - Information for Strategic Advantage.

UNIT II

DSS and AI: DSS models and software: The decision making process - Structured, semi structured and Unstructured problems; What if analysis, sensitivity analysis, Goal seeking Analysis and Optimizing Analysis. Overview of AI, Neural networks Fuzzy logic Systems, Genetic Algorithms - Expert systems.

UNIT III

Managing Information Technology: Managing Information Resources and technologies IS architecture and management - Centralized, Decentralized and Distributed - EDI supply chain management-CRM-ERP.

UNIT IV

Security and Ethical Challenges: IS controls - facility control and procedural control - Risks to online operations - Denial of service, spoofing - Ethics for IS professional - social challenges of Information technology.

TEXT BOOK:

1. Laudon and Laudon, Management Information System, 11th edition, Pearson Education.
2. Sadagopan, S., Management Information Systems, Prentice Hall of India.

REFERENCE BOOKS:

1. LM Prasad, Management Information System, Sultan Chand.
2. Arora, Ashok and Akshaya Bhatia, Information Systems for Managers, Excel Books, New Delhi.
3. McLeod, Raymond, Management Information System, Pearson Education.
4. Goyal, D.P., Management Information Systems-Managerial Perspectives, 2nd Edition Macmillan, New Delhi.

SMMC220A	ETHICS, VALUES AND CORPORATE SOCIAL RESPONSIBILITY	C
		4

Overview

There is growing recognition that good ethics can have a positive economic impact on the performance of firms. Many statistics support the premise that ethics, values, integrity and responsibility are required in the modern workplace. It is not just only achieving high levels of economic performance, but also to conduct one of business's most important social challenges, ethically. Ethics in business is nothing but the do's and don'ts by the business users in business.

Corporate Social Responsibility is thus only about two aspects- a) Reducing the negative effects-; step taken by a company to neutralize, minimize or offset the harmful effects caused by its processes and products- usage. b) Increasing the positive contributions; further steps taken using its resources, core competence, skills, location and fund for the benefit of people and environment.

The focus in this course is laid on Ethics, Value and (CSR) Corporate Social Responsibility. The course will be taught with a Dialectical method of teaching, along with combination of lectures and experiential learning techniques so that students will learn the specifics of a particular subject matter and about their own strengths and weaknesses (i.e. learning how to learn from experience). Observational methods and team project are added to facilitate the understanding of these concepts. Theories and models are introduced to form generalizations and mental models.

OBJECTIVES AND EXPECTED OUTCOME

The main objective of this course is to understand the core concept of ethics, value and corporate social responsibility in the current scenario; it will also help the students to go under deep self- introspection and will also get a chance to have a self- reflection like- (what do they understand by ethics, what is their opinion about value in management, and what is CSR in their opinion and much more). The organizations in which people work have an effect on their thoughts, feelings, and actions. This course aids to achieve the goals as it makes students believe that everyone in an organisation is responsible for the ethical and value based working environment which will be one of the major reasons for achieving the organisational vision and mission. This will help to analyse individual human behaviour in the workplace as influenced by personality, values, perceptions, and motivations. This course will enhance critical and rational thinking along with a deep self- reflection skill through the understanding of ethics and value in the context of management per se.

Contents:

UNIT I

Introduction: Concept of Values, Types and Formation of Values, Values and Behaviour, Values of Indian Managers, Ethical Decision Making.

Ethics: Management Process and Ethics, Ethical Decision Making, Ethical Issues, Ethos of Vadanta in Management, Relevance of Ethics and Values in Business

UNIT II

Knowledge and Wisdom: Meaning of Knowledge and Wisdom, Difference between Knowledge and Wisdom, Knowledge Worker versus Wisdom Worker, Concept of Knowledge Management and Wisdom management, Wisdom Based Management.

Stress Management: Meaning, Sources and Consequences of Stress, Stress Management and Detached Involvement. Concept of Dharma & Karma Yoga: Concept of Karama and Kinds of Karam Yoga, Nishkam Karma, and Sakam Karma; Total Quality Management, Quality of life and Quality of Work Life.

UNIT III

Understanding Progress, and Success - Results & Managing Transformation: Progress and Results Definition, Functions of Progress, Transformation, Need for Transformation, Process & Challenges of Transformation.

Understanding Success: Definitions of Success, Principles for Competitive Success, Prerequisites to Create Blue Print for Success. Successful Stories of Business Gurus.

UNIT IV

Corporate Social Responsibility & Corporate Governance: Corporate Responsibility of Business: Employees, Consumers and Community, Corporate Governance, Code of Corporate Governance, Consumer Protection Act, Unethical issues in Business

Text book:

1. Dr. Narindra Moha, Dr. Supreet Singh, Ashima Verma (2014), Valurs and Ethics in Management, Galgotia Publishing Company. NOTE: * Book Added by Course Teacher

Reference books:

1. Dr..F.C.Sharma, Business Values & Ethics – Shree Mahavir Book Depot, Nai Sarak, New Delhi.
2. Hartman,Laura and Chatterjee, Abha, (2006), Perspectives in Business Ethics, 3rd Edition, McGraw Hill Education.
3. *C.B. Gupta (2011) , " Human Resource Management" Sultan Chand & Son, Educational Publisher, New Delhi. NOTE * Book Added by Course Teacher.

SMMC317A	MANAGEMENT OF FINANCIAL INSTITUTIONS AND SERVICES	C
		4

Overview

The subject familiarizes the students with components of Indian financial system and major institutions. It helps in acquiring the necessary skills to manage a financial firm, to describe and apply financial concepts, theories, and tools, and to evaluate the role of technology. Financial institutions including the Central bank, commercial banks, insurance companies, mutual funds, development agencies, primary market, secondary market, depository services, money market etc. need to be studied by the students of commerce and management to understand the financial system and take right decisions. The syllabus has been structured in a way which provides sufficient information about the roles of financial intermediaries and its regulating bodies in the country.

Objective and Expected Outcome

1. Understand the various financial institutions and risk involved with each of them in context to investments.
2. Understand how each of these financial institutions perform and contribute towards nation's economy development.
3. Evaluate the role of government and economic policies and its impact on financial institutions.
4. Know and understand the various innovative financial products and learn the significance if financial engineering.
5. Examine the current scenario and the developments that have taken place in the finance sector.

The students will be able to understand the entire financial system of the country and its relevance in the economy development. The knowledge would enable them to take right investment decisions and also guide people towards selecting the right product for building the portfolio.

UNIT I

Financial System: components, features, financial system and economic development.

UNIT II

Financial Markets: Money market – functions, organization and instruments, recent developments in Indian money market; Capital Markets: functions, organization and instruments, primary and secondary markets, recent developments in capital market.

UNIT III

Financial Institutions: Indian banking industry- RBI, commercial banking, features, instruments, recent developments; Development Financial institutions (DFIs):overview and role in Indian economy; Life and non-life insurance organizations in India; Mutual Funds; Non-banking financial companies (NBFCs).

UNIT IV

Financial Services: Merchant banking, underwriting, Housing finance, leasing, venture capital, hire purchase, factoring.

TEXT BOOKS:

1. Bhole, L.M. Financial Markets and Institutions. Tata McGraw-Hill Publishing Company.
2. Khan, M.Y. Indian Financial System – Theory and Practice. New Delhi: Vikas Publishing House.

REFERENCE BOOKS:

1. Avadhani, V.A., Indian Financial System, BoBBA/ B.Comy: Jaico Publishing Company.
2. Prasanna, Chandra. Financial Management: Theory and Practice. Tata McGraw-Hill Publishing Company Ltd., New Delhi.
3. Sharma, G.L. and Y.P. Singh. eds. Contemporary Issues in Finance and Taxation. Academic Foundation, Delhi.
4. Singh, J.K. Venture Capital Financing in India. Dhanpat Rai and Company, New Delhi.

SEMESTER VI

SMMC306A	COMPREHENSIVE VIVA-VOCE	C
		4

The performance of the student at comprehensive viva examination will be done by a panel of internal examiners. Viva is conducted for the overall assessment of the personality of the student as well as his/her understanding of the subjects studied during the programme. The aim is to judge the student's abilities to apply the theoretical concepts in the practical world through application based questions.

The student will make an oral presentation before a panel of examiners to be appointed by Dean of the School.

SMMC302A	STRATEGIC ORIENTATION FOR BUSINESS	C
		4

Overview:

This course gives an overview of all essential aspects of strategic orientation & strategic management. The intention is to provide students with strategy insights; reflect on strategic dilemmas; and practice strategy tools to enable students to become strategic thinkers. The course will cover strategy analysis, formulation of strategies at different levels of the organization, and strategy implementation. This course will also reflect on the purpose of organizations, their governance, and their role towards shareholders, stakeholders and society in general.

Objective and Expected Outcome:

The purpose of this course is to enhance students’ abilities to do the job of higher level which makes them responsible for strategic performance. Specifically, to integrate the different functional areas of business (e.g. accounting, finance, human resources, information systems, marketing, operations management, etc.) into a cohesive whole. The challenge is not only in identifying weaknesses and threats but to appreciate the strengths of the firm and anticipate opportunities in the external environment.

To provide an integrative framework that will allow students to synthesize knowledge from other business courses into a comprehensive understanding of competitive advantage, fostering sustainable and ethical approach to strategic decision-making.

- To provide a basic understanding of the nature and dynamics of the strategy formulation and implementation processes as they occur in complex organizations.
- To encourage students to think critically and strategically, developing their analytical and decision-making skills.
- To develop the ability to identify strategic issues and design appropriate courses of action.

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

1. Analyze the main structural features of an industry and develop strategies that position the firm most favourably in relation to competition and influence industry structure to enhance industry attractiveness.
2. Recognize the different stages of industry evolution and recommend strategies appropriate to each stage.
3. Appraise the resources and capabilities of the firm in terms of their ability to confer sustainable competitive advantage and formulate strategies that leverage a firm’s core competencies.

4. Demonstrate understanding of the concept of competitive advantage and its sources and the ability to recognize it in real-world scenarios, promoting ethical and responsible business practices.
5. Formulate strategies for exploiting international business opportunities including foreign entry strategies and international location of production.
6. Recognize strategic decisions that present ethical challenges and make appropriate recommendations for ethical decision-making, fostering responsible leadership in complex organizational contexts.

Content:

Unit I

Introduction: Nature, scope and importance of the course on Business Policy; Evolution of this course Forecasting, Long-range planning, strategic planning and strategic management.

Strategic Management Process: Formulation Phase – vision, mission, environmental scanning, objectives and strategy; implementation phase – Strategic Activities, Evaluation and Control.

Unit II

Environmental Analysis: Need, Characteristics and categorization of environmental factors; approaches to the environmental scanning process – structural analysis of competitive environment; ETOP a diagnosis tool.

Unit III

Analysis of Internal Resources: Strengths and Weakness; Resource Audit; Strategic Advantage Analysis; Value - Chain Approach to Internal Analysis; Methods of analysis and diagnosing Corporate Capabilities – Functional Area Profile and Resource Deployment Matrix, Strategic Advantage Profile ; SWOT analysis.

Unit IV

Formulation of Strategy: Approaches to Strategy formation; major strategy options – Stability, Growth and Expansion, Diversification, Retrenchment, Mixed Strategy; Choice of Strategy–

BCG Model; Stop-Light Strategy Model; Directional Policy Matrix (DPM) Model, Product/Market Evolution – Matrix and Profit Impact of Market Strategy (PIMS)

Model; Major Issues involved in the Implementation of strategy: Organization structure; leadership and resource allocation.

Text Books

Ghosh, P. K., Strategic planning and management, Sultan Chand & Sons, New Delhi

Reference Books

1. Thompson, Arthur A. and A. J. Strickland; Strategic management, McGraw Hill, New York
2. Wheelen L. Thomas & Hunger David J., Concepts in strategic management and Business policy: Towards global sustainability
3. Ansoff, H. Igor, Corporate strategy (Pelican), Published by Penguin Books Ltd
4. McCarthy, Minichiello & Curran, Business policy and strategy: Concepts and readings, Richard D. Irwin and AITBS, Delhi-4
5. Jauch and Glueck; Business policy and strategic management, McGraw-Hill
6. Kazmi, Azhar, Business policy, Tata McGraw-Hill, New Delhi, 2000.
7. Suri R.K., Business policy & strategic management, Brijwasi Publisher & Distributor.

SMMC324A	GLOBAL BUSINESS OPERATIONS	C
		4

Overview:

The course deals with imparting knowledge about international trade and policies relating trade. Taking business off the national boundaries is essential in today's era for many good reasons. It focuses on analyzing the gains from international trade; assess the impact of liberalizing the trade between countries, impact on the growth of economy and relationship between two countries. It is also imperative for the students to know the export and import documentation and other formalities for doing the international trade with ease. The various international trade theories are an absolute necessity to assess on what basis the country would possibly base its exports and imports and what it could expect out of it as a whole on its economy.

Objective and Expected Outcome:

The course aims at providing students the knowledge about the theories and connects its relevance to the current pattern of international trade, trade policies, and the economic implications for both the economies involved in the trade. On successful completion the student will be able to:

1. Understand the various models of international trade along with its implication on the economy and compare them.
2. The various trade instruments like tariffs, quotas, export subsidies, free trade areas, customs union and common markets.
3. Critically evaluate the LPG and main arguments of protection & realism of arguments of free trade.
4. To understand WTO and latest developments relating to formulation of trade policy.
5. Understand the EXIM policy and role of govt. & semi-govt. organizations in trade promotion.

Students will increase their understanding of global markets and the way they trade with other countries. Students studying international business will have in-depth insights into the global economic and business climates. Students can expect career in the public, private, and non-profit sectors, with work profile of revolving around international trade, global business operations and planning, or industrial development.

Contents:

UNIT I

Foundation: Meaning, nature, advantages and disadvantages of international trade, terms of trade; Difference between internal and international trade; balances of trade and Balance of Payment: Concept, causes of disequilibria and measures for correction; Global trade and its growth, India's relative position in the world trade over a period time; role of WTO in international trade.

UNIT II

Theories of international trade: Classical or Country-Based Trade Theories - Mercantilism, Absolute Advantage, Comparative Advantage, Heckscher-Ohlin Model , Gravity Model AND Model of Specific Factors; Modern firm based Trade Theories - Country Similarity Theory, Product Life Cycle Theory, Global Strategic Rivalry Theory, Porter's National Competitive Advantage Theory.

UNIT III

International trade policy: International trade policy and its impacts on trading subjects; barriers to international trade, promotion of exports; importance and position of international trade institutions; bilateral and multilateral tools of international trade.

UNIT IV

Aspects of foreign trade operations: Introduction to the international private and public law; international trade law; contractual relations in international trade; financial, insurance and logistic operations in international trade; customs operation and common commercial policy of the EC.

TEXT BOOKS:

1. Swami, K.D. : International Trade.
2. Griffin, R W. & Pustay, M W.(1998).International business : A Managerial Perspective Reading. Addison Wesley.

REFERENCE BOOKS:

1. Trade Singhai : International Trade
2. Krugman, P R. & Obstfeld, M.(2009).International economics : theory and policy. Boston: Pearson AddisonWesley
3. Kenneth D. Weiss,(2008).Building an import/export business(4th ed.). Wiley.
4. Annual Report (Recent Years) Ministry of Commerce, Government of India
5. India Balance of Payments, RBI Bombay
6. Economic Survey Ministry of Finance Government of India.
7. Carl Nelson.(2009).Import export: how to take your business across borders(4th ed.).McGraw-Hill.
8. Oliva, M. & Rívera Batiz, L.(2004).International trade. Oxford OUP.
9. Branch, A.(1997).Export practice and management. London: Thomson.

SMMC304A	PROJECT PLANNING AND EVALUATION	C
		4

Overview

This course Project Planning and Evaluation would encourage the action-oriented business learners to appreciate the post economic liberalization era.

Project planning involves a series of steps that determine how to achieve a particular community or organizational goal or set of related goals. This goal can be identified in a community plan or a strategic plan. Project plans can also be based on community goals or action strategies developed through community meetings and gatherings, tribal council or board meetings, or other planning processes.

Project planning identifies specific community problems that stand in the way of meeting community goals, it creates a work plan for addressing problems and attaining the goals, it describes measurable beneficial impacts to the community that result from the project's implementation & also determines the level of resources or funding necessary to implement the project.

Objective and Expected Outcome:

The basic objective of this course is to familiarize the students with the various aspects of Projects and key guidelines relevant to project planning, analysis, financing, selection, implementation and review.

On completion of this exciting course, learners, as future managers/project managers will be able to:

- To appreciate and understand the overview of Capital Investments and Strategy and Resource Allocations.
- To appreciate market and demand analysis, market planning, technical analysis and project charts and project implementation.
- Understanding financial analysis, project financing, institutional finance, working capital management.
- Appreciating risk analysis, portfolio related risk measures.

COURSE CONTENT

UNIT I

Overview: Capital Investments: Importance and Difficulties, Types of Capital Investments, Phases of Capital Budgeting, Levels of Decision Making, Facets of Project Analysis, feasibility

Study, Objectives of Capital Budgeting, Strategy and Resource Allocation: Portfolio strategy and Business Level Strategies, Strategic Planning and Capital Budgeting, Generation and Screening of Project Ideas.

UNIT II

Market and Demand Analysis: Situational Analysis and Specification of Objectives, Collection of Secondary Information, Conduct of Market Survey, Characterization of Market, Demand Forecasting, Uncertainties in Demand Forecasting, Market Planning Technical Analysis: Manufacturing Process/ Technology, Technical Arrangements, Environmental Aspects, Project Charts and Layouts, Schedule of Project Implementation, Need for Considering Alternatives.

UNIT III

Financial Analysis: funds flow analysis, ratio analysis, investment process, profitability analysis, social cost benefit analysis; Sources of Development finance, project financing, Institutional finance to entrepreneurs, working capital management, Incentives and Subsidies.

Unit IV

Risk Analysis- Firm Risk and Market Risk: Portfolio Related Risk Measures, Mean Variance Portfolio Construction, Portfolio Theory and Capital Budgeting, Capital Asset

Pricing Model, Developing the Inputs Required for Applying CAPM, Empirical Evidence on Capital Asset Pricing Model, Capital Asset Pricing Model and Capital Budgeting.

Text Books:

1. Desai, Vasant. *Project management* (5th edition). New Delhi: Himalaya Publishing House

Reference Books:

- 1 Maheshwari, S.N. *Management accounting & financial control*. New Delhi: Sultan Chand & Sons.
2. Chandra, Prasanna. (2015). *Projects: planning, analysis, financing, implementation and review* (8th edition). New Delhi: Tata McGraw Hill Publishing Company Limited.
3. Nagarajan, K. *Project management*, New Age International (P) limited Publishers.

SMMC325A	BANKING AND INSURANCE MANAGEMENT	C
		4

Overview:

Recent years have witness the expansion of banking and insurance sector in terms of both volume of business and employee base. There is a growing demand for qualified manpower for the banking and insurance sector. Banking and Insurance industry require professionally qualified manpower endowed with banking and insurance knowledge and skills together with technology-familiarity, customer-orientation and hands-on application skills who can be assigned to various desks / jobs with minimal training intervention at the bank level.

This course provides the students an insight into the various aspects of banking and insurance sector including technology-familiarity and customer-orientation. The students would be able to apply their knowledge for solving real life banking and insurance decision.

Objective and Expected Outcome

The aim of the course is to provide general exposure of the financial system pertaining to banking and insurance. The students will understand the essence of commercial banking business, latest trends and regulations in commercial banking arena. After going through this course, the students are expected to develop a clear understanding and knowledge about the functioning of a Commercial bank. After completion of the course, students are expected to have good command on banking system, banking regulations, credit creation by commercial banks, banking operations, products, services, Value chain analysis in banks, banking ombudsman , E-banking, s threats in online banking and preventive measures.

Students would be able to appreciate insurance as a technique of risk management. The will become aware of structure of insurance industry, principles of Life Insurance, principles of general insurance, various types of policies under Life insurance ,Fire Insurance and Marine Insurance, policy documents, operations in a insurance company.

Students would be able to apply their knowledge of practices of Banking and Insurance for their personal as well as professional arena.

Contents:

Unit I

Evolution of banking; Systems of banking - Mixed, branch, unit, group, chain; Brief structure of banks; RBI-Organization, functions, methods of credit control; Commercial banking; Balance sheet of a bank; Credit creation. Functions of commercial banks & central banks, process of credit creation and its limitations.

Unit II

Sources and uses of funds in banks; Value chain analysis in banking industry.

Emerging trends in banking: Universal Banking, Venture Capital, Project Financing, Merchant Banking, E-Banking, Credit Cards, Banking Ombudsman Scheme.

Unit III

Insurance - History and development, meaning, importance, nature; Main Principles - Principles of cooperation, probability, utmost good faith, proximate cause, insurable interest, indemnity, subrogation, warranty.

Life insurance: Main elements, importance, important life insurance policies, annuities, premium determination under life insurance.

Unit IV

General insurance: Principles of general insurance, insurance documents; Marine insurance- Main elements, marine losses, types of marine insurance policies; Fire insurance- Elements, premium determination, types of policies.

Text Books:

1. Mohapatra S. R., & Acharya, D. (2012). Banking and Insurance. New Delhi : Pearson.

Reference Books:

1. Sundharam, K. P. M., & Varshney, P.N. (2004). Banking theory law & practice (1st ed.). New Delhi: Sultan Chand & Sons
2. Chaturvedi, D.D., & Mittal. A. (2012). Business economics-II. New Delhi: Brijwasi Book Distributors.
3. Arthur, C. & William Jr, C. (2001). Risk management and insurance. Noida, Uttar Pradesh: Tata Mcgraw Hill.
4. Principles of Insurance (2011) - Insurance Institute of India.
5. Varshney, P. N., & Malhotra, T. D. (2005). Principles of banking. New Delhi: Sultan Chand & Sons.
6. Mishra, M.N. (2004). Principles and practices of insurance. New Delhi: S. Chand & Company.
7. Panda, G.S. (2004). Principles and practices of insurance. Kolkata, West Bengal: Kalyani Publications.

SMMC464A	MICRO, SMALL, MEDIUM ENTERPRISES	C
		2

Overview:

MSMEs are the power engines of the economy. Micro, Small and Medium Enterprise (MSMEs) constitute over 90 percent of total enterprises in most of the economies and are credited with generating highest rate of employment growth and also account for a major share of industrial production and exports.

The MSME sector plays a significant role in the Indian economy. A catalyst for socio-economic transformation of the country, the sector is critical in meeting the national objectives of generating employment, reducing poverty, and discouraging rural-urban migration. These enterprises help to build a thriving entrepreneurial eco-system, in addition to promoting the use of indigenous technologies. The consistent growth over the last few years, made this course popular these days.

Objective and Expected Outcome:

While going through this course, students would be exposed to business dilemmas as per the course boundaries which will be updated with new thinking and concepts while delivering the course. Also, given the recent DFM Foods, Mynd solutions, Ankur scientific energy Technologies and Staragri Warehousing and Collateral Management disruptive new models of business forms and its impact on new business ecosystem.

They will appreciate dynamic micro, small, medium enterprises in action. Moreover, given uncertain and dynamic environment around us, they need to have a global mind set with Indian ethos and values.

On completion of this unique and over-encompassing of these micro, small, medium enterprises insightful will take future managers locally and globally acceptable. Most specifically, this course will make learners-

- To appreciate and understand what factors influence Micro, Small and Medium Enterprises, emphasizing local, regional, national and global dynamics.
- Overview of Start-up India, Stand-up India, Digital India, GST regulations and implications
- Understand the Impact of Globalization Changing scenario of SMEs in the era of liberalization and globalization, Competitiveness, Quality control and branding,
- Understanding the dynamic Institutional role of various agencies in the Entrepreneurship Development
- To appreciate the concept Micro, Small and Medium Enterprises Development Act (MSMEDA) 2006: Objectives and Definition, Provisions pertaining to promotion and development of MSMEs.

UNIT I

Introduction: Micro, Small and Medium enterprises–Definition, characteristics and their role in economic development, Problems of small–scale industries, Growth of small scale sector in India.

UNIT II

Start-up India, Stand-up India, Digital India, GST regulations and implications

UNIT III

Institutional Role Role of the following agencies in the Entrepreneurship Development: DIC – District Industrial Center, SISI – Small Industries Services Institute, EDII – Entrepreneurship Development Institute of India, NIESBUD – National Institute of Entrepreneurship and Small Business

UNIT IV

Impact of Globalization Changing scenario of SMEs in the era of liberalisation and globalisation, Competitiveness, Quality control and branding, Need for professionalism in management of small business in India, social responsibilities of small business owners, Micro, Small and Medium Enterprises Development Act (MSMEDA) 2006: Objectives and Definition, Provisions pertaining to promotion and development of MSMEs.

Text Books

1. C.B. Gupta and S.S. Khanka, Entrepreneurship and Small Business Management, Sultan Chand and Sons, New Delhi.

Reference books

1. M.B. Shukla, Entrepreneurship and Small Business Management, Kitab Mahal, Allahabad.
2. Sahay and V. Sharma, Entrepreneurship and New Venture Creation , Excel Books, New Delhi.
3. V. Desai, Dynamics of Entrepreneurial Development and Management, Himalya Publishing House.
4. V. Desai, Small Scale Industries and Entrepreneurship, Himalaya Publishing House.
5. Measuring and Improving Social Impacts: A Guide for Nonprofits, Companies, and Impact Investors Berrett-Koehler. Hanna, Julianna. (June 14, 2010).
6. The Hard Work of Measuring Social Impact. HBS Working Knowledge. Boston, MA: Harvard Business School Publishing.

VALUE ADDED COURSES

SMMC461A	LEADERSHIP DEVELOPMENT	C
		2

Overview:

Leadership development refers to activities that improve the skills, abilities and confidence of leaders. Leadership development expands the capacity of individuals to perform in leadership roles within organizations. Leadership roles are those that facilitate execution of a company’s strategy through building alignment, winning mindshare and growing the capabilities of others. Leadership roles may be formal, with the corresponding authority to make decisions and take responsibility, or they may be informal roles with little official authority (e.g., a member of a team who influences team engagement, purpose and direction; a lateral peer who must listen and negotiate through influence). Traditionally, leadership development has focused on developing the leadership abilities and attitudes of individuals. Different personal trait and characteristics can help or hinder a person's leadership effectiveness and require formalized programs for developing leadership competencies.

Leadership within a subject area is a rewarding but challenging role. The rewards lie in the sense of achievement resulting from successful outcomes, both for the students and for the subject team. The challenges lie in balancing the need to maintain high standards of classroom teaching with the demands of developing a high performing team. Developing a shared subject vision, monitoring the quality of provision, and securing progress for all learners are all key aspects of the leadership role. With little preparation for managing and leading, it is easy for ineffective leadership behaviors to take hold early—at a high cost to the business, since research indicates that poor leadership practices cost companies an amount equivalent to approximately 8 percent of annual revenues. At the same time, the benefits of effective leadership are also significant.

Objectives and Expected Outcome:

The purpose of this paper is to make students competent and get understanding to function effectively, manage and influence the employees in future as professionals. It will also help in improving the critical skill- visioning process and eventually aiding in analysing the past, understanding the present and exploring options to craft a clear future vision.

1. **Focus:** If there are no set goals or targets, then the individual would act to the spur of the moment and there would be a drifter mind-set. Thus clarity or focus is one essential skill of the leader and the leadership program aims at developing this quality.
2. **Communication:** A leader should be in a position to explain his opinions, goals and ideas to others clearly and make others work in accordance to it so there is no disagreement. This

helps in avoiding miscommunication and issues arising due to it. Excellent communication is a *must-have* skill.

3. **Prioritising, planning, and delegating:** For effective achievement of goals the leader should be able to learn strengths and weakness of the group and delegate tasks in a way that it taps the strengths of each of them.
4. **Rationalizing Conflict:** The leader is someone who must ensure there is harmony in the group. He must be tactful to identify issues at budding stage and resolve it to avoid conflict. Thus understanding the differences in personalities of group members and making path for them to complement each other would foster cohesive environment.
5. **Inspiring and motivating:** One unique quality for a successful leader is to inspire and motivate self and others. The effective leader is one who remains stable and resilient to challenges, aware of self and clear with their goals. Also, it is essential that he inspires his employees and keep them motivated by developing their confidence and acknowledging their efforts. The program ensures these needs are met and thus making competent and potential leaders stand out from others.

Contents:

Unit I

Leadership: Introduction to Leaders, Leadership, characteristics of leaders, planning for leadership, functions of leaders. Basics of Leadership development, Theories of Leadership, delegating successfully, Leadership in a team, Managing relationships

Unit II

Social Network perspective to Leadership development, Women Leadership, Measuring Leadership –Tools and Techniques, The Moral Challenges of Leadership – Ethical Leadership, Leadership across cultures, leading across generations, Leadership and decision making.

Unit III

Develop a conceptual framework for understanding power and influence: Define power and influence, importance of power and influence, practice diagnostic skills to understand perspectives and power bases, and learn to predict and influence their actions. Power and Influence: Interpersonal Relationship relations in organization and society

Unit IV

Assess power bases and influence style and consider strategies for expanding them. Begin to build a repertoire of influence tactics that will enable you to be effective in a variety of contexts and situations. Understand strategies for building and exercising power and influence ethically and responsibly. Influence: Persuasion and Negotiation, speaking credibly, negotiation in more depth, interests vs. positions, stages of negotiation. Interest, rights and power, applying the IRP Model.

Text Books:

1. Pfeffer, Jeffrey (1992). *Managing with Power*. Cambridge, MA: Harvard University Press.
2. Kellerman, B. (2010), *Leadership: Essential Selections of Power, Authority and Influence*. McGraw-Hill

Reference Books:

1. George, B. with Sims, P. *True North: Discover Your Authentic Leadership*
2. George, B.; McLean, A. and Craig, N. *Finding Your True North: A Personal Guide*
3. Kotter, J. P. (1985). *Power and Influence; Beyond Formal Authority*. Free Press, New York, NY.
4. Cialdini, *Harnessing the Science of Persuasion*

SMCS326A	CYBER SECURITY	C
		2

Overview:

Cyber security breaches are costly and damaging to any organization, in terms of both capital and reputation. Reports show that business organizations had experienced a data breach involving sensitive customer or business information in the recent years. Organizations have faced a serious breach in which a significant amount of confidential data is compromised. Lots of reports on data breach are in the news. A store may have had their credit card data stolen. A health insurance company may have lost the records of those they cover. The government loses records of those with clearances—while what was supposed to be private emails are now being published on activist websites. It seems as though no organization, private or public, is safe from cyber attacks.

The nature of cyber attacks is changing drastically. Initially, the most common target was the email, like the messages from ‘banks’ asking for account details or even the inheritance claim from a relative that was unknown. As various avenues of computing advanced, cyber attacks advanced as well to larger scale operations which are no longer limited to targeting an individual but rather enterprises from the financial markets to the government sector. The cost of such advanced cyber attacks cannot be measured in capital losses alone but must also be measured in the intangible such as reputation.

Cyber security describes the discipline dedicated to protecting that information and the systems used to process or store it. As the volume and sophistication of cyber attacks grow, companies and organizations, especially those that are tasked with safeguarding information relating to national security, health, or financial records, need to take steps to protect their sensitive business and personnel information.

Objectives and Expected Outcome:

With technology becoming increasingly sophisticated, the skills of the criminals often outpace the ability of security professionals inside organizations. The proof of this is the number of attacks that succeed. With the increased importance of cyber security, qualified and well-trained people are in great demand. Organizations need people who have mastered the skills to secure networks and to protect systems, computers, and data from attack, damage and/or unauthorized access. The aim of the course is to make the student understand the issues, challenge and policies related to Cyber Security.

At the successful completion of the course students would be able to

- Understand Information systems, Information security, Threats to Information Systems, Information Assurance, with focus on responsible and secure data management.
- Aware of various types of security threats such as Viruses, Worms, Trojan Horse, Bombs, Trapdoors, Spoofs, E-mail viruses, Macro viruses, Malicious Software, Network and Denial of Services Attack, promoting responsible cybersecurity practices.
- Aware of security Threats to E-Commerce- Electronic Payment System, E-Cash, Credit/Debit Cards, Digital Signature, public Key Cryptography.
- Able to detect intrusion and take security measures such as Backups, Archival Storage and Disposal of Data, Security Technology-Firewall and VPNs, Intrusion Detection, Access Control.
- Understand Security Policies, WWW policies, Email Security policies, fostering responsible and secure data communication practices.
- Aware of Cyber Security and the law such as Information Security Standards-ISO, IT Act, Copyright Act, Patent Law, IPR. Cyber Laws in India; IT Act 2000 Provisions, Intellectual Property Law: Copy Right Law, Software License, Semiconductor Law and Patent Law.

SMMC462A	SPSS AND IT'S RESEARCH APPLICATIONS	C
		2

Overview:

There is no question that business, education, and all fields of science have come to rely heavily on the computer. This dependence has become so great that it is no longer possible to understand social and health science research without substantial knowledge of statistics and without at least some rudimentary understanding of statistical software. The number and types of statistical software packages that are available continue to grow each year. In this book we have chosen to work with SPSS, or the Statistical Package for the Social Sciences. SPSS was chosen because of its popularity within both academic and business circles, making it the most widely used package of its type. SPSS is also a versatile package that allows many different types of analyses, data transformations, and forms of output - in short; it will more than adequately serve our purposes. The SPSS software package is continually being updated and improved, and so with each major revision comes a new version of that package

Objectives and Expected Outcome:

The objectives of the course are

- I. To gain an increased understanding of the application of scientific methods to the study of psychological phenomena.
2. To learn to collect data for the purpose of answering a psychological scientifically derived question and report the results in conformance to APA style.
3. To enable the student to determine the appropriate statistical techniques used to observational designs.
4. To familiarize the student with shortcomings inherent in various observational designs.

On completing this course students will:

- be comfortable using SPSS as a data analysis tool
- understand how to work with SPSS
- understand how to learn to use new features of SPSS on their own
- understand how to acquire information (samples)
- understand how to enter and reorganize information within SPSS
- understand how to effectively summarize research finds using SPSS through the use of appropriate indexes and tables
- be able to choose charts to successfully highlight their research results
- be able to understand and interpret charts
- understand the basic principles behind inferential statistics

- be able to carry out inferential statistical analysis using SPSS
- be able to integrate information and build models
- be able to edit SPSS output
- be able to use SPSS output to produce scientifically sound research reports

SMEL465A	SOFT SKILL DEVELOPMENT	C
		2

Overview:

Soft skills also known as people skills play a very crucial role, especially in the corporate world as good soft skills prove that a person possesses good personal traits suggesting how cordially and effectively they interact with others.

Hence, soft skills development is becoming an integral part on the professional front.

For once, even critical technical knowledge like SQL, SAP, business development, or mathematics can be acquired to face the industry. However, soft skills are not easy enough to be adopted. It is only after continuous and multidisciplinary learning that soft skills can be developed.

In today’s world the key to excel is “great communication”. What matters more is the way one communicates, and how well one is able to influence, listen and negotiate with others.

What remains a mystery is how to combine the practical knowledge that the candidate already has with the soft skills they may be lacking, especially if the job is their first or they're transitioning into a new role.

Soft skills are traditionally challenging to teach as they vary for every learner. Some most crucial soft skills are:

- Communication
- Leadership
- Critical thinking
- Listening
- Adaptability
- Organization
- Teamwork
- Punctuality

Soft skills also include things like being able to get along with the people in the office and on a team by being a considerate officemate and human being. Essentially, soft skills are how accomplished people navigate the world. It’s how they solve problems, communicate well, and adapt to challenges in their lives.

Objectives and Expected Outcome:

The primary objective of soft skill development is to exchange ideas, opinions, thoughts, beliefs and information. In the fields of business, the main objective is to help managers in performing all managerial functions smoothly. Through this course the students will be capable in the following:

- Leadership
- Ability to work in a team
- Written communication skills
- Problem-solving skills
- Strong work ethic
- Analytical/Quantitative skills
- Technical skills
- Verbal communication skills
- Computer skills
- Flexibility/adaptability
- Interpersonal skills

Soft skills are both qualitative and quantitative. Daily prompts and warm-up activities are also opportunities to foster critical thinking and social emotional skill building. Journal prompts, discussing current events and tackling riddles and other investigative challenges can boost these skills in an easy and enjoyable manner, while helping to get students right to work upon entering a classroom. Fostering problem-solving skills, teamwork and critical thinking skills also provides an opportunity for students to be successful in a new area, therefore having the potential to boost their confidence and ability to connect with and lead groups of peers in activities.

Contents:

Unit I

Introduction to Personality: Basic of Personality, Human growth and Behavior, Theories in Personality and Motivation.

Unit II

Forms of Communication: Written Communication: Principles of Effective Written Communication; Commercial Letters, Report Writing, Speech Writing, Preparing Minutes of Meetings; Executive Summary of Documents: Non-verbal Communication, Oral Communication: Art of Public Speaking, Effective Listening

Unit III

Applications of Communication: Writing a Summer Project Report, Writing CVs & Application Letters, Group Discussions & Interviews, The Employment Interview.

Unit IV

Concepts of effective communication: Components of effective communication process and handling them, KISS (Keep it short and sweet) in communication – Composing effective messages. Non – Verbal Communication its importance and nuances: Facial Expression, Posture, Gesture, Eye contact, appearance (dress code).

TEXT BOOK:

1. Prasad, P. Functional Aspects of .Communication Skills.4th Ed. S.K. Kataria & Sons, New Delhi.2008

REFERENCE BOOKS:

1. Sinha, K.K. Business Communication. Galgotia Publishers.
2. Mitra, Barun K. Personality Development and Soft Skills. Oxford University Press.

SMMC467A	VALUE MANAGEMENT	C
		2

Overview:

Values are the beliefs that guide people’s action. They represent a person’s belief about what is right or wrong. Values lay standards against which individual behavior is judges. They determine the overall personality of an individual and the organization he is working for. Developing values in a person that he should respect his elders and be fair and honest in his dealings with others, not only develops the personality of that person as an individual but also shapes the culture of the organization where he is working. These are inculcated in an individual by his family, peer group, educational institutions, environment and the work place.

Values are set of principles that people cherish. They enhance the quality of individual and collective life. They involve personal and community discipline and sacrifice of immediate gratification needs. Quality life is a product of physical, social, environmental, mental and spiritual health and wholeness. Values refer to intrinsic worth or goodness. Value management and its related disciplines have become a hot topic in the business press, within leading companies and among consultants. Advocates and we are among them, assert that value creation and capture can and should be what companies optimize. By value is meant the value provided to customers, not the value extracted from customers or shareholder value.

Value management delivers profitable growth. It does so in the following ways: • Innovation is focused on products and services that provide value to the customer (innovation that does not provide additional value relative to the best alternatives is money that is thrown away) • Markets are segmented and pricing architecture structured around how the customer gets value (this helps to maximize prices across the full range of potential customers) • Value is communicated in marketing messages (so that messages can rise above the noise of generalized claims) • Prices are based on how and how much value customers get from your solution (helping to manage discounting and commoditization pressure) • Sales negotiations are shifted from demands about price to tradeoffs on value (controlling discounting and managing costs)

Objectives and Expected Outcome:

This course of Value Management (VM) is a subject that maximizes the functional value of a project by managing its development from concept to occupancy through the audit of all decisions against a value system determined by the client. VM consist of the combined application of value methodologies and other methodologies at organizational level in order to improve organizational effectiveness. A clear definition of what the owners and end users mean by value, thus providing a precise basis for making decisions throughout the project.

Students will be aware of the importance of communication and it will improve communication as well between all the stakeholders so that each can understand and respect the other's constraints, expectations and requirements. A basis for ensuring the project is the most effective way of delivering business benefits and satisfying business needs. A functional basis for design development and management, through improved communications, mutual learning and enhanced collaborative working, leading to better technical solutions with enhanced performance and quality, often through innovative solutions. Value management can be a very low-cost, high-benefit exercise. When integrated into the project management methodology early in the project life cycle, the cost may become almost negligible because of the reduced need for subsequent reviews and opportunities for substituting value management for some of the routine appraisals and quality audits that are always necessary.

Contents:

UNIT -I

Definitions and Concepts of Value Management; Introductory Principles and Applications of Value Management; Major Components of Value: Function, Quality and Cost; History of Value Management.

UNIT-II

Value management methodology and techniques, including function analysis, function cost analysis, environment for creativity, life cycle costing. Structured job plan (information, analysis, creativity, evaluation, development, presentation) and alternative VM approaches; Ground Rules of FAST Diagram. Defining Quality in Value. Cost & Value Perspectives.

UNIT-III

Group dynamics, teamwork, group problem-solving methods, and facilitation skills. Project selections for VM studies, applications in overseas, limitations. Case studies of the practice of value management. Comparison of value management and traditional cost management techniques. Value engineering - the North American approach and other approaches. Guided VM workshop for real life projects.

UNIT-IV

Concept of the Value Based Management (VBM) on the background of modern enterprise objectives; Criteria classifications and types of enterprise value; analysis of the determinants of enterprise value creation; the operational, investment and financial value drivers; Valuation of enterprise – objectives and methods.

Text Book:

1. J. Jerry Kaufman, Value Management: Creating Competitive Advantage, published by Financial World, 2001

Reference Book:

1. Dell'Isola, A. J. (1982), Value Engineering in the Construction Industry, 3rd Ed., Van Nostrand Reinhold.
2. Flanagan, R., Norman, G., Meadows, J. and Robinson, G. (1989), Life Cycle Costing: Theory and Practice, BSP Professional.
3. Ruegg, R. T. and Marshall, H. E. (1990), Building Economics: Theory and Practice, Van Nostrand Reinhold.
4. Kelly, J. and Male, S. (1993), Value Management in Design and Construction: The Economic Management of Projects, E & F N Span.

SMMC473	GREEN MARKETING	C
		2

OVERVIEW

We may overcome the financial meltdown but the crisis, resulting from the Environment meltdown is going to most intractable. Today, 'Climate Change' has become a major life-threatening challenge of our time. The recent trends in 'Global Warming' are alarming globally. The weather seems to be getting wilder and fiercer with extreme temperatures, high pollution levels and most importantly plastic pollution and worst water crisis in its history. Now business risk from Climate Change has become a top priority, on every Board agenda.

So every marketer needs to be re-designated as –'Green Marketer' and in the light of the above environmental disruption, our students need to have a green edge.

Objectives and Expected Outcomes:

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

- Define, explain and illustrate the rationale of green marketing, thereby promoting environmentally responsible products and practices in the marketplace.
- Appreciate sustainable development through triple bottom-line, which encompasses economic, environmental and social considerations, fostering a holistic understanding of responsible business practices.
- Understand green marketing and household consumption.
- Appreciate to create values with Green Marketing and creating eco-friendly messaging.

Contents:

UNIT I

Green Marketing: Concept & rationale, stakeholders involved, CSR & ethics in Green Marketing, incorporating green perspective in mission statement of the firm, interaction between marketing strategy and the environment.

UNIT II

Green marketing analysis: Market segmentation, targeting and positioning; communication green marketing values - green branding, labelling and de-marketing.

UNIT III

Green Marketing Pricing Strategies: Internal pricing constraints, Pricing objectives and strategies, Price elasticity, Competitive action, legal constraints.

UNIT IV

Green Marketing Innovation: Idea Generation, Product development, Pre and Post purchase decision, future trends in green marketing,

TEXT BOOKS:

Grant, J."The green marketing manifesto". Wiley publication house.

REFERENCE BOOKS:

1. Ottman, J. (2011)."The New Rules of Green Marketing",Greenleaf-publishing.
2. Dahlstrom, R.(2010)."Green marketing management". South-Western.
3. Belz, F.M. & Peattie, K.(2012)."Sustainability marketing: a global perspective".(2nd ed.). John Wiley & Sons.
4. New reports on UN Sustainable development summit.

SMMC472A	YOGA LESSONS	C
		2

Overview:

The aim of all education, undoubtedly, is the attainment of human excellence and perfection, not just in any field of knowledge or activity, but life in totality. Nurturing of the qualities of head and heart in a way congenial to the growth and development of oneself and others around. In practical life, this has to be translated as qualities of truthfulness, righteous living, purity in personal life, self-confidence, integration of body, mind and intellect, love and compassion towards all living beings. Practicing Yoga in the true sense will support this.

Objectives & Expected Outcomes

Yoga education can supplement school and university education. It can prepare the learners physically and mentally for the integration of their physical, mental, emotional and spiritual faculties so that the learners can become healthier, saner and more integrated members of the society and of the Nation.

Yoga education helps in self-discipline and self-control, leading to immense amount of awareness, concentration and higher level of consciousness. Yoga education enables the student to have good health; to practice mental hygiene; to possess emotional stability; to integrate moral values; to attain higher level of consciousness.

Learners who complete the yoga lessons will demonstrate to communicate effectively, to establish healthy therapeutic and professional relationships; will have advanced knowledge of diverse Yoga practices and their appropriate application; ease anxiety and tension (such as pre-test or performance jitters); learners will have opportunities for reflection, patience and insight, reducing impulsivity and reactivity; character building activities that support social and emotional intelligence; practices may include asana or postures, pranayama, meditation and relaxation techniques, and lifestyle modifications, including basic yogic dietary concepts; knowledge of the interconnections between the body, the mind, and the emotions in the context of maintaining resilience and well-being.

For learners, this course will ignite improved physical abilities, mental abilities, emotional & spiritual abilities; mind/body awareness and connection; build confidence and self-esteem; develop listening skills; improved focus, concentration, comprehension and memory; effective organizational and communication skills; to gain improved respect for oneself and others. To gain understanding of, and ability to integrate wellness concepts such as healthy eating, positive thinking and having gratitude, which ultimately support health.

Contents:

Unit I

Asana: Introduction to the various asanas in a systematic manner with progressively increasing level of difficulty. Asana flows, adjustments and subtle aspects of breath & awareness will be brought into focus.

Unit II

Shatkarma: These yogic cleansing practices will be integrated into the daily morning schedule and will work in conjunction with the asana practices.

Unit III

Yoga Anatomy: Anatomy and Physiology relevant to yoga in order to strengthen the classroom explanations, cues, and corrections of asanas.

Yoga Philosophy: Concepts and History of yoga, Traditional philosophies and viewpoints, insights from modern research and ways in which the essence of this holistic life-view can be integrated into a modern lifestyle.

Unit IV

Pranayama, chanting & meditation: Techniques to work with vital energy centers in the body.

Text Books

1. APMB Nityananda Saraswati, Swami. Asana Pranayama Mudra Bandha : Bihar School of Yoga : 2010.

Reference Books

1. AHY Coulter, David H., Anatomy of Hatha Yoga : 2010
2. YA Kaminoff, Leslie. Matthews, Amy. Yoga Anatomy, Second edition : 2011

FOREIGN LANGUAGE

SMHA151	FRENCH I	L	T	P	C
		2	-	-	2

Course Objectives: The aim of the course is to make the student learn French language from the basics to advance levels.

Contents:

Unit I

Introduction to Language, Basic Vocabulary, General questions, French greetings, Audio activities, Role-play

Unit II

Basic Grammar (articles, nouns, adjectives, pronouns, prepositions, colors, opposites), Grammar exercises

Unit III

French Numbers, days of the week, months of the year, Vocabulary activities

Unit IV

Verbs (all groups), Negative sentence formation, Descriptive and creative writing exercises with related grammar and vocabulary, Grammar exercises, Activities based on vocabulary and grammar, Reading exercises

Text Book

1. Text Book JUMELAGE 1
2. Work Book JUMELAGE 1

Reference Book

1. Grammaire Francaise

SMHA152	FRENCH II	L	T	P	C
		2	-	-	2

Course Objectives: The aim of the course is to make the student learn French language from the basics to advance levels.

Unit I

1. Grammar topics and respective exercises (articles contracts, articles partitifs, adjectifs possessifs, adjectifs demonstratifs), Translation exercises

Unit II

Pronominal verbs(grammar rules and exercises), More verbs of all 3 groups, Time, Daily routine,

Unit III

Grammar exercises, Activities based on grammar and vocabulary

Unit IV

Passé composé (past tense), Creative writing exercises, Comprehension passages, Reading exercises

Text Book

1. Text Book JUMELAGE 1
2. Work Book JUMELAGE 1

Reference Book

1. Grammaire Française

SMHA251	FRENCH III	L	T	P	C
		2	-	-	2

Course Objectives: The aim of the course is to make the student learn French language from the basics to advance levels.

Unit I

Cultural information on France Important days, events, festivals, people of France, Value based questions, Subjective, objective and descriptive exercises on French culture and civilization

Unit II

Comprehension passages (translation and related questions), Picture description

Unit III

Audio exercises on French Language

Unit IV

Tenses (Present, Past, Simple Future, Imperative, Past continuous), Exercises on verbs and tenses, Creative writing exercises based on tenses.

Text Book

1. Text Book JUMELAGE 1
2. Work Book JUMELAGE 1

Reference Book

1. Grammaire Francaise

SMHA252	FRENCH IV	L	T	P	C
		2	-	-	2

Course Objectives: The aim of the course is to make the student learn French language from the basics to advance levels.

Unit I

Comprehension passages with translation, short answer questions, MCQ and vocabulary search, Paragraph writing with related grammar and vocabulary

Unit II

Revision of all verbs and tenses and Exercises on all articles, adjectives, prepositions, verbs, tenses, negative, numbers, time, opposites, synonyms, nouns, translation of French text to English, translation of English text to French, vocabulary exercises like complete the text and picture description, editing and omission of texts, jumbled sentences, interrogation (3 forms)

Unit III

Dictation and audio exercises on French Language

Unit IV

Cultural information, Value based questions, Dialogue writing, Put dialogue in order, General objective and descriptive questions, Pronouns personnel's (rules and exercises), Comprehensive grammar and reading exercises, Trouvez la question (with adjectifs interrogatifs), Tenses(Recent past and near future), Mixed exercises on all tenses

Text Book

1. Text Book JUMELAGE 1
2. Work Book JUMELAGE 1

Reference Book

1. Grammaire Francaise

SMHA161	SPANISH I	L	T	P	C
		2		-	2

Course Objectives: The aim of the course is to make the student learn Spanish language from the basics to advance levels.

Unit I

Introduction to language

Basic vocabulary

Unit II

Greetings

Basic Grammar with reference to English grammar

Unit III

Descriptive and creative writing exercises with related grammar and vocabulary

Oral expression

Unit IV

Understanding self for effectiveness

Spanish culture and civilization

Text Book

1. Complete Spanish Book by Juan Kattan-Ibarra

Reference Book

1. Spanish Basic Workbook By Berlitz
2. Modern Spanish Grammar Workbook by Juan Kattán-Ibarra & Irene Wilkie

SMHA162	SPANISH II	L	T	P	C
		2	-	-	2

Course Objectives: The aim of the course is to make the student learn Spanish language from the basics to advance levels.

Unit I

Translation exercises

Activities based on grammar and vocabulary

Unit II

Comprehension passages

Reading exercises

Unit III

Grammar topics with related exercises (articles, adjectives, pronouns, verbs)

Creative writing exercises like description of your daily routine, people around you, places you visit, events that you witness.

Unit IV

Spanish culture and civilization

Personal Introduction

Text Book

1. Complete Spanish Book by Juan Kattan-Ibarra

Reference Book

1. Spanish Basic Workbook By Berlitz
2. Modern Spanish Grammar Workbook by Juan Kattán-Ibarra & Irene Wilkie.

SMHA261	SPANISH III	L	T	P	C
		2	-	-	2

Course Objectives: The aim of the course is to make the student learn Spanish language from the basics to advance levels.

Unit I

Cultural information on Spain
Creative thinking activities

Unit II

Understanding things around us
Important days, events, festivals, People of Germany

Unit III

Value based questions
Subjective, objective and descriptive exercises on German grammar and literature
Picture description, audio exercises and comprehension passages(translation and related questions)

Unit IV

Verbs, Exercises on verbs and tenses
Creative writing exercises based on tenses

Text Book

1. Complete Spanish Book by Juan Kattan-Ibarra

Reference Book

1. Spanish Basic Workbook By Berlitz
2. Modern Spanish Grammar Workbook by Juan Kattán-Ibarra & Irene Wilkie

SMHA262	SAPNISH IV	L	T	P	C
		2	-	-	2

Course Objectives: The aim of the course is to make the student learn Sapanish language from the basics to advance levels.

Unit I

Comprehension passages with translation, short answer questions, MCQ and vocabulary search
Paragraph writing with related grammar and vocabulary

Unit II

Revision of all verbs and tenses

Exercises on translation of spanish text to english, translation of english text to spanish, vocabulary exercises like complete the text and picture description, editing and omission of texts, jumbled sentences, dictation and audio exercises

Unit III

Cultural information Value based questions

Dialogue writing

Put dialogue in order

Unit IV

General objective and descriptive questions

Comprehensive grammar and reading exercises.

Text Book

1. Complete Spanish Book by Juan Kattan-Ibarra

Reference Book

1. Spanish Basic Workbook By Berlitz
2. Modern Spanish Grammar Workbook by Juan Kattán-Ibarra & Irene Wilkie

SMHA171	GERMAN I	L	T	P	C
		2	-	-	2

Course Objectives: The aim of the course is to make the student learn German language from the basics to advance levels.

Unit I

Introduction to language
Basic vocabulary

Unit II

Greetings
Basic Grammar with reference to English grammar

Unit III

Descriptive and creative writing exercises with related grammar and vocabulary
Oral expression

Unit IV

Understanding self for effectiveness
German culture and civilization

Text Book:

2. Momentmal, Grundstufenlehrwerk Deutsch als Fremdsprache

Reference Book:

1. Maria Dallapiazza, Eduard von Jan, Til Schonherr.

SMHA172	GERMAN II	L	T	P	C
		2	-	-	2

Course Objectives: The aim of the course is to make the student learn German language from the basics to advance levels.

Unit I

Translation exercises

Activities based on grammar and vocabulary

Unit II

Comprehension passages

Reading exercises

Unit III

Grammar topics with related exercises (articles, adjectives, pronouns, verbs)

Creative writing exercises like description of your daily routine, people around you, places you visit, events that you witness.

Unit IV

German culture and civilization

Personal Introduction

Text Book:

1. Momentmal, Grundstufenlehrwerk Deutsch als Fremdsprache

Reference Book:

1. Maria Dallapiazza, Eduard von Jan, Til Schonherr

SMHA271	GERMAN III	L	T	P	C
		2	-	-	2

Course Objectives: The aim of the course is to make the student learn German language from the basics to advance levels.

Unit I

Cultural information on Germany
Creative thinking activities

Unit II

Understanding things around us
Important days, events, festivals, People of Germany

Unit III

Value based questions
Subjective, objective and descriptive exercises on German grammar and literature
Picture description, audio exercises and comprehension passages(translation and related questions)

Unit IV

Verbs, Exercises on verbs and tenses
Creative writing exercises based on tenses

Text Book:

1. Momentmal, Grundstufenlehrwerk Deutsch als Fremdsprache

Reference Book:

1. Maria Dallapiazza, Eduard von Jan, Til Schonherr

SMHA272	GERMAN IV	L	T	P	C
		2	-	-	2

Course Objectives: The aim of the course is to make the student learn German language from the basics to advance levels.

Unit I

Comprehension passages with translation, short answer questions, MCQ and vocabulary search

Paragraph writing with related grammar and vocabulary

Unit II

Revision of all verbs and tenses

Exercises on translation of german text to english, translation of english text to german, vocabulary exercises like complete the text and picture description, editing and omission of texts, jumbled sentences, dictation and audio exercises

Unit III

Cultural information Value based questions

Dialogue writing

Put dialogue in order

Unit IV

General objective and descriptive questions

Comprehensive grammar and reading exercises.

Text Book:

1. Momentmal, Grundstufenlehrwerk Deutsch als Fremdsprache

Reference Book:

1. Maria Dallapiazza, Eduard von Jan, Til Schonherr

OPEN ELECTIVES

SMMC466A	STRESS MANAGEMENT	C
		6

Overview:

Stress management offers a range of strategies to help learners to better deal with stress and adversity in their life. Managing stress can help learners to lead a more balanced & healthier life. Stress is an automatic physical, mental and emotional response to a challenging event and a normal part of everyone's life. Negative stress can lessen the quality of life but when channelled positively, stress can lead to growth, action and change.

Objective and Expected Outcome:

Through diligent individual and group study, learners will understand the complex relationship between stress and physical health, mental health & emotional health and practice a wide range of stress management techniques/grievance redressal techniques/ relaxation techniques and evaluate their effectiveness in dealing with their own personal challenges.

Learners will understand through discussions & audio/video/podcasts play on -how stress works and develop sustainable development; how learners can develop their personal resources and avoid stress, recognise negative stress and its symptoms, identify the causes of unwanted stress, avoid negative stress whilst enhancing positive experience, develop a balanced lifestyle in order to control stress in the long term. Learners will be able to manage work-life balance; mapping the causes and effects of stress, evaluating stress levels and dealing with stress positively, learn about the sources and symptoms of different types of stress.

Learners will develop a Personal Action Plan for Stress Management through practical approach like effective relaxation technique, introspection & contemplation.

This course will ignite & make learners aware of their stressors and their emotional and physical reactions; recognize what can be changed; manage personal stress and work related stress respond to stressful situations by using effective relaxation techniques; moderate their physical reactions to stress; utilize their own inner resources to find greater health and well-being; overcome stress and respond to it in a positive manner & maintain an optimum level of stress.

Contents:

Unit I

Understanding The Nature of Stress: The Meaning of Stress, The Body's Reactions to Stress, Sources of Stress across the Lifespan, Adaptive and Maladaptive Behaviour, Individual and Cultural Differences.

Unit II

Challenging Stressful Thinking, Problem Solving and Time Management, Psychological and Spiritual Relaxation Methods, Physical Methods of Stress Reduction,

Unit III

Preparing for the Future: College and Occupational Stress, Care of the Self: Nutrition and Other Lifestyle Issues, Stress and Conflict in Relationships

Unit IV

Resilience and Stress, Optimal Functioning, Making Changes Last

Text Books:

1. Kottler, J. A. & Chen, D. D. (2011). Stress management and prevention: Applications to daily life (2nd Ed.). London and New York: Routledge.

Reference Books:

1. Allen Elkin, Stress Management for Dummies, Wiley Publication
2. Nanette Tummers, Stress Management: A Wellness Approach, Champaign, IL :
3. Kinetics.
4. Edward A. Charlesworth and Ronald G. Nathan, Stress Management: A Comprehensive Guide to Wellness, Penguin Random House.

SMMC468A	SELF MANAGEMENT	C
		6

Overview:

The course on Self-Management is developed to offer the students an aspirational set of values to live by; to help them achieve a balanced life focused on a spiritual goal and an ethical material life; and to contribute to self-development & nation building.

How does it happen? To develop a set of practical and interactive curriculum spanning: Evolution of human mind (philosophy) and the good and evil of modernization, explore spiritual systems and tools that interface the ever---changing human situation with the unchanging Absolute; personal transformation and “how to” sessions for self-development. Following formats, mix and match would be used to keep the interest and attention of the students.

Talks and Lectures from Scholars and Professionals, Videos – Podcasts, DVDs Group Discussions, Workshops, Practical Sessions.

Time Expected: 50% classroom (25% listening 25% interacting) 50% off classroom (25% self-study and 25% Group/community) Volunteer work to inculcate social responsibility (2- 3 outdoor projects) Continuous assistance available from the faculty / assigned facilitators Emails and Handouts. Understanding Aspiration, Ambition, Attitudes, Aptitude, Selfishness vs Self Development. Listen to Inspiring speeches Interaction, Group discussion, Observation, Introspection, Contemplation, Meditation and Concentration, any stories of inspiration and transformation. Practice and Life Practical Sessions and Individual Attention with a couple of weeks on Integration of a spiritual life into the material, social & business lives.

Objective and Expected Outcome:

This course gives students an understanding of the concepts and tools needed for understanding and working on the “Self”. It is useful for harnessing the immense powers hidden “with in” the self and these are the secret tools for self-change. The powers again emerge in the self as it withdraws from body consciousness activity and attitudes.

This course will ignite creative thoughts and will develop better understanding of self & others, students will get inspired and self- motivated to pursue a balanced life which will eventually lead to honest and capable life with hopes of a better India and humanity.

Contents:

Unit-I

Understanding the Self-M.I.S Anatomy of the self-The mind-The intellect-The sub-conscious mind-Consciousness- The cyclic process with in the self- States of awareness-Innate and acquired qualities of the self- Powers to act.

Unit-II

Process of thinking process-Developing thought pattern-Transforming thought pattern-External influences on thoughts-The power and effects of thoughts-Principles of positive thinking-Benefits of positive thinking- Methods to change thinking-Steps to change cycle of thinking.

Unit-III

Powers of the self-Power to withdraw- Power to pack up and let go- Power to love or tolerate-Power to accommodate- Power to discriminate-Power to decide-Power to face-Power to co-operate- Proactivities of powers-Interactivities of powers.

Unit-IV

Managing interferences Perceptual Challenges-Attitudinal Challenges-Experience Challenges-Habituation ChallengesMental positioning-Mental limits-Mental assumptions-Associated memories Development of life skills Communication skills-Body language-Verbal and Non-verbal-Team building-Nurturing relationships-Purpose of living-Time managing skills-Time wasters and time killers-3Qs-conflict management.

Text Books:

1. Brahma Kumaris, The Spiritual powers of the soul, Literature department, 1998 Brahma Kumaris Ishwariya Vishwa Vidyalaya, Pandav Bhawan, Mount Abu, Rajasthan
2. B.K.Chandra Shekhar, "Science of Mind Simplified",Diamond Pocket Books(p) Ltd, New Delhi 110 020,2010

Reference Books:

1. BK. Jayanti, "The Art of Thinking", Brahma Kumaris World Spiritual University, London NW 10 2HH
2. Brahma Kumaris, "Inner Beauty", Literature department, Brahma Kumaris Ishwariya Vishwa Vidyalaya, Pandav Bhawan Mount abu, Rajasthan,2000
3. Brahma Kumaris, "NEW BEGINNINGS", Literature department, Brahma Kumaris Ishwariya Vishwa Vidyalaya, Pandav Bhawan Mount abu, Rajasthan,1996

IIT 101	Harnessing the Power of the Web as a Knowledge Device	C
		6

Overview:

This course will give the learner an understanding of internet as a medium of learning. "Internet" is a gigantic library where information about almost any subject is available in depth and up to date. Through this program the student learns to appreciate the richness of the Web and the Internet, and gets an understanding to make clear what is reality and what is false propaganda and uses his/her own intelligence or mind to investigate further.

Internet has been incredibly useful as a learning medium as it facilitates both information and communication. The Internet has increased the accessibility of education at all levels and has turned out to be a giant repository of knowledge as it is not only a great place to gather and store information but also allows its easy retrieval whenever desired. In fact, it has turned out to be better than libraries when it comes to gathering information and doing research work.

The Internet expeditiously entered the life of the humankind in the 20th century. Less than a decade back we did not know much about the modern Internet and imagine its facilities and our life with it. In few years now it has become not only the hugest information resource in the world. Internet provides unique learning opportunities as the very idea behind invention of internet was education.

Today we live in an information society where knowledge has great value and knowledge can be manifested through qualification. All the countries are using high-end technology which needs highly qualified specialists. Web can be a very effective in promoting this process.

The most important thing is the ability to work with information because it demands a student's ability to use different kinds of intellectual skills. It means that a student should be able to analyze the information he deals with, to select the facts, data adequate to the problem he investigates.

The information the student comes across in the Internet is not always helpful. The Internet is a very democratic environment where every user can locate his/her information. A lot of educational materials do not undergo any examination. Besides, we should keep in mind that reading electronic texts in the net is not like reading printed texts.

For effective education a mere access to Internet information resources is not enough. It is necessary to prepare the students beforehand to work with information. The goal of this program is to develop critical thinking of student so that he or she can use internet for effective learning.

Objective and Expected Outcome:

The usage of the information resources located in the Internet is not such a simple affair. It requires not only the ability to search for it in the huge ocean of the Internet, but to process it, to use it effectively for the cognitive goals. Through this course the student will develop skills to use search engines effectively for learning and research.

The growth of the Internet has provided many opportunities people in different ways. Students consider the use of the Internet is mainly for information, social and entertainment purposes but the Internet provides huge academic and scientific information as well which makes it as a tool to learn. It provides asynchronous education to student, as they are passionate internet lovers and prefer to use web for information.

The course equips the student to find information on web and use critically and creatively, to become collaborative and cooperative workers and to solve problems.

IIDH 103	Digital Film Making	C
		6

Overview:

This course will allow the students to show their creativity of visualizing through the lens. Phones are now not just used for making calls or doing text, now they are used for more than anything else, that's why they are known as smartphones. Steven Soderbergh's new movie "Unsane" proves that smartphone filmmaking is ready for the big screen. Size doesn't matter anymore. In theory, having a smartphone we carry a whole film crew in our front pocket.

Students will be introduced with the 'hands on' experience to this art of filmmaking where they will actually shoot a fiction or non-fiction film of their choice.

Objective and Expected Outcome:

Students will learn how to shoot a film on Smartphone camera by using varied types of shots. While taking the reference of few popular works in this genre, students will develop a story of fiction or non-fiction where they will draft the storyboard for the same. In this course student will craft a proper plot for the film and will decide the different roles to be performed by the crew.

This course will inculcate in the student the art of projecting their idea with a difference. Students will prepare their shooting schedule while considering all the important points. This shooting schedule will work as a blueprint in the shooting process for the film. After the shoot is complete an appropriate style of editing will do the charisma for the students in projecting their ideas. But it is really important for them to consider the legal aspects of the films.

This course will inculcate creativity and visualization power to the students. After completing the course, these students will be able to create their own films and harness the real power of smartphones.

IIT 104	Understanding the Power of Data	C
		6

Overview:

This course is designed to provide students with hands-on experience for gaining an understanding of numbers and data for building models.

Why data is so important in our life? Many of us are knowingly or unknowingly using it but are unknown about the fact. Such as “I sleep for about 8 hours a day.”, “I usually drive at 50 km/hr.”, “If I start early then the chances that I will pass in the exam are higher.” or “Which political party will win next assembly elections?” These are nothing but statistical in nature. We are constantly gathering, organizing and analyzing information, and using it to make judgments and decisions that affect our actions.

This course aims to enable students to figure out and solve problems on their own and use technology efficiently. The activities are designed to encourage students to take accountability for their own learning. The skills the students acquire during the course are necessary for the needs and challenges of the country.

Objective and Expected Outcome:

This course encourages students to blend theoretical and practical knowledge, and transfer it into practice. The themes on which the course is based are - • Interesting properties of prime numbers without proofs • Analysis of data for simple quantitative inference • Correlate real-world observations with theoretical knowledge • Compute and validate probabilities • Use of spreadsheets and R for practical work • Statistical analysis of the stock market, weather, and daily life data.

Data can be used to describe situations or events. For instance, a manufacturer might want to know something about the consumers who will be purchasing his product so he can plan an effective marketing strategy. In another situation, a buyer might survey before purchasing a product. For example, when we purchase a cell phone we look at various features and specifications provided by different companies. Further, trends in the market can be analyzed, enabling prospective buyers to make more intelligent decisions. These examples illustrate a few situations where collecting and analyzing data will help students make better decision

The course is about exercising the brain and learning new ideas, not to just mimic steps, procedures, and formulas. The students are expected to acquire the ability to overcome obstacles and keep trying until they reach a goal.



K.R. MANGALAM UNIVERSITY
THE COMPLETE WORLD OF EDUCATION

Specialisation

Bachelor of Business Administration
(BBA)

Programme Code: 08

2019–22

S. No	Code	Departmental Electives	Credits
1	SMMC481A	Industrial Relations	3
2	SMMC482A	Organizational Development and Change	3
3	SMMC483A	Customer Relationship Management	3
4	SMMC484A	Marketing of Services	3
5	SMMC485A	Integrated Marketing Communication.	3
6	SMCS328A	Digital Marketing	3
7	SMMC486A	Supply Chain Management	3
8	SMMC465A	Social Entrepreneurship Development	3
9	SMMC488A	Banking Law and Practice	3
10	SMMC489A	Behavioural Finance	3

SMMC481A	INDUSTRIAL RELATIONS	C
		3

Overview:

The fundamental concern of Industrial Relations as a field of study is with investigating the nature of the relationship that exists between an employer and his or her employees – or the employment relationship, as it is generally known. The main aim of this course is to introduce students to the theories, institutions and practices of Industrial Relations. The module examines the role and objectives of the main actors in the employment relations – employers, employees and trade unions and the government, and their interactions in collective bargaining, employee involvement/participation, conflict resolution and expression and the termination of the employment relationship.

Objectives and Expected Outcome:

This course serves as an introduction into the field of industrial relations. Students will learn about the history of the labor unions & their field. In addition, we will review how the industrial relations system in the India works in general, as well as specific areas such as the future of unions in the India, comparisons with the industrial relation systems of other countries, relationships with human resource management models, various models of dispute resolution, issues in labour management cooperation, and differences and similarities between public and private sector industrial relations.

- To introduce students to the terminology, history, and models of the Indian industrial relations system.
- To provide tools and other resources for students who will be pursuing further instruction and research in industrial relations.

Contents:

Unit-I

Industrial Relations: Concept, Scope, Objectives, emerging socio -economic and techno-economic profile; Impact of technological change on industrial relations; Role of State in managing industrial relations factors affecting industrial relations.

Unit-II

ILO and Trade Unions: Objectives and functions; Development of trade Union movement in India; Challenges of Trade Union movement; Role and objectives of ILO. Prevention and settlement of disputes.

Unit III

Labor Legislations: Objectives, forms and significance; Grievance handling legislations: Harmony and discipline

Unit- IV

Co-ownership management; Concept and significance; Involvement of workers with management processes; Strategic implementation of WPM; Collective bargaining and empowerment.

Text Books

1. Ramaswamy, E. Managing Human Resources, Oxford University Press, New Delhi

Reference Books

1. Venkataratnam, C.S. and Sinha, Pravin, Trade Union Challenges at the Designing of 21st Century, IIRA -Excel Books, New Delhi
2. Monappa, A . Industrial Relations, Tata McGraw Hill, New Delhi
3. Monappa, A. Managing Human Resources, Tata McGraw Hill, New Delhi
4. Sinha, Sinha, Sakher, Industrial Relations, Trade Unions and Labour Legislations, Pearson Education, New delhi
5. Venkataratnam, C.S., Industrial Relations, Oxford University Press, New Delhi
6. Dutta, S.K. Guide to Disciplinary Action, Tata McGraw Hill, New Delhi

SMMC482A	ORGANIZATIONAL DEVELOPMENT AND CHANGE	C
		3

Overview:

In today’s highly competitive and dynamic business environment, it is important for managers of all disciplines to be able to effectively deal with the wide range of organizational challenges with which they are presented. This course touches upon the full spectrum of organizational development (OD) tools and methods which can be utilized to increase organizational effectiveness. Students will gain an understanding of all aspects of OD including definitions and process models, leading change, elements of discovery and diagnosis, interventions for individuals, groups and organizations, and organization transformation. While theories are discussed to provide a foundation for learning, the emphasis of this course is to provide students with highly practical problem solving tools which they can quickly take back to any work environment and apply to real-world challenges and opportunities for growth

Objectives and Expected Outcome:

At the end of this course the student will be able to:

- Define various terms relating to organizational development & change
- Apply theories and current research concerning individuals, groups, and organizations to the process of change
- Discuss the process of change as applied to organizational culture and human behavior
- Identify organizational situations that would benefit from OD interventions
- Explain and act upon the differences between insider and outsider approaches to consulting and OD interventions
- Analyse/diagnose ongoing activities within an organization and design and plan the implementation of selected OD interventions.
- Understand how organizational development differs from other change methods
- Understand OD diagnostic models
- Understand multiple methods for collecting diagnostic data in organizations, and the benefits and shortfalls of each.

Contents:

UNIT I

Organizational Development: Introduction, Nature, Values, Assumption and beliefs in OD, Foundation to OD, (Models and Theories), Action Research, OD Process, Factors affecting OD.

UNIT II

OD Intervention: interventions, Comprehensive OD, Structural intervention and Future of OD.

UNIT III

OD Intervention: Comprehensive OD, Structural intervention.

UNIT IV

Concept of Change: Meaning, Nature, Levels of Change, Need for Change, States of Change, resistance to change: Core factors, Individual and group change, overcoming resistance to change, Concept of Change Agent.

Text Books:

1. French, W. L., & Bell, C. H. (2013). Organizational development (6th ed.). New Delhi: Pearson India.
2. Pathak, H. (2010). Organizational change (1st ed.). New Delhi: Pearson Publication.

Reference Books:

1. Cummins, T.G., & Worley, C.G. (2015). Organizational change and development (10th ed.). Mason: Cengage Publication.
2. Bhattacharyya, D. K. (2011). Organizational change and development (1st ed.). New Delhi: Oxford Press Publication.
3. Senior, B., & Swailes, S. (2016). Organizational change (5th ed.). New Delhi: Pearson India.

SMMC483A	CONSUMER RELATIONSHIP MANAGEMENT	C
		3

Overview:

Building sustainable and efficacious relationships with a huge customer base is not the easiest thing to do and have a direct control on many core operational processes from product development to debt recovery. Customer Relationship Management is the strategy for managing an organization’s relationships and interactions with customers and potential customers. Customer Relationship Management is rapidly becoming an important new initiative for most companies when trying to improve their relationship marketing programs. They realize the power of systematically building the customer's business as a means to adding value for end-customers. These are done through a variety of relationship marketing programs, including customer partnering, supplier partnering, alliances and internal partnering. The purpose of this course is to deal with these changes in the corporation and the global market place -by exploring issues related to challenges of developing and managing relationship marketing strategies and programs. This course explores a variety of factors and actions that drive successful partnering relationships and in turn lead to higher customer satisfaction, market share and net cash flow. Strategic, organizational, informational, operational and financial perspectives are brought to bear on the issue of building successful business relationships. Thus, the focal issues of the course are explored in a multi-dimensional facet.

Objectives and Expected Outcomes:

Customer Relationship Management (CRM) is one of the most important components for sustenance and growth of an organization. With the advancement of software technologies, significant progress has been made in designing and managing CRM systems. The Emergence of CRM Practice CRM focuses on automating and improving the institutional processes associated with managing customer relationships in the areas of recruitment, marketing, communication management, service, and support. In the case of a student, this might be seen through the interaction with and between the admissions, registration, financial aid, student accounts, and housing offices. The purpose of this course is to prepare the student to understand the importance of customer relations and service in marketing. While many will argue that customer service is nothing more than basic common sense, it has become increasingly clear that it is in fact vital to the success of any business. The harsh reality of the marketing and business world is that consumers hold in their grasp, the success or failure of a business.

This course deals with why and how organizations must reach out and touch the customers and the benefits that can be derived from this course of action. It is about **satisfying the customers, increasing revenue and improving profitability**. The purpose of CRM and its Operational Goals is to improve marketing productivity and to enhance mutual value for the parties involved in the relationship. This course helps enhance marketing effectiveness by carefully selecting customers for their various programs, by individualizing and personalizing their market offerings to anticipate and serve the emerging needs of individual customers.

Contents:

UNIT I

Foundation: Concept, significance, evolution, types and process of CRM; CRM cycle; Stakeholders in CRM; Success Factors in CRM, CRM Comprehension, CRM Implementation; CRM as strategic practice in Marketing field.

UNIT II

Service Quality: Concept of service quality, factors influencing customer expectation and perception, types of service quality, service quality dimensions, service quality gaps, measuring service quality.

Customer Satisfaction: As a key issue of marketing management, components, strategic significance of Customer Satisfaction; Rationale of Customer Satisfaction, Measuring Customer Satisfaction, Customer satisfaction and marketing program evaluation, Cases of Customer Satisfaction.

UNIT III

Technological perspective: e- CRM - A paradigm shift in marketing management; role of e-CRM in competition management; Technologies of e-CRM- Voice Portals, Web Phones, BOTs, Virtual Customer Representative, Functional Components of CRM; Database Management: Database Construction, Data Warehousing, Data Mining.

UNIT IV

Emerging issues in CRM: Employee-organization and employee-customer linkage, factors effecting employee's customer oriented behavior, essentials of building employee relationship, service recovery management, customer profitability, customer experience management, rural CRM, customer relationship management practices in retail industry, hospitality industry, banking industry, telecom industry, aviation industry.

TEXT BOOKS:

1. Alok Kumar Rai : Customer Relationship Management: Concepts and Cases (Second Edition)-PHI Learning
2. Ed Peelen : Customer Relationship Management, Pearson Education India

REFERENCE BOOKS:

1. Bhasin- Customer Relationship Management (Wiley Dreamtech)
2. Dyche- Customer relationship management handbook prentice hall
3. Peelan-Customer relationship management prentice hall
4. Alok Kr. Rai : Customer Relationship Management : Concepts and Cases, PHI.
5. Sheth J N, Parvatiyar A. and Shainesh G. : Customer relationship management: , Emerging Concepts, Tools, & Applications, Tata McGraw-Hill Education
6. Lumar- Customer Relationship Management (Wiley India)

SMMC484A	MARKETING OF SERVICES	C
		3

Overview:

The need for specialised skills in Services Marketing has grown in recognition of the important role of services in advanced economies. This course addresses the essential nature of services and the role of service quality. Employees' role in service delivery and the emotional load for service workers form an important focus of the course. Service sector firms face increased competition and more demanding customers. Marketers need to develop a distinct set of competencies to design manage and evaluate the processes and performances that comprise the service offering.

Students examine the important issues facing service providers and the successful implementation of a customer focus in service-based businesses. Topics include an overview of services marketing; understanding the customer in services marketing; standardizing and aligning the delivery of services; the people who deliver and perform services; managing demand and capacity; and promotion and pricing strategies in services marketing.

Objectives and Expected Outcomes:

After successfully completing this course, students will be able to:

- Explain the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people.
- Design service quality measurements to build customer loyalty and evaluate the effectiveness and efficiency of customer service offerings.
- Explain service blueprinting, the integration of new technologies, and other key issues facing today's customer service providers and service managers.
- Discuss the influences of the multicultural marketplace, business ethics, and socially responsible marketing on services marketing.
- Conduct a services audit plan for a service firm.

Course Content

UNIT I

Foundation of Service Marketing: Definition and Concept of Service Marketing; Distinctive Characteristics and Classification of Services; Growth in Service; Service Marketing Mix; Emergence of Services in Economy.

UNIT II

Customer Focus: Understanding Customer Needs and Expectations; Building Customer Relationship; Fundamental of Customer Satisfaction; Monitoring and Measuring Customer Satisfaction; Understanding Customer Service; Customer Loyalty; Service Encounters; Handling Complaints; Service Failure and Recovery.

UNIT III

Designing and Delivery Services: Positioning a Service in the Market; Value Addition to Service Product; Planning and Branding Service Product; New Service Development; Pricing the Service Product; Advertising, Personnel Selling and Other Communication in Services Industry; Challenges in Distribution of Services; Role of Employees; Customers and Intermediaries in Service Industry.

UNIT IV

Understanding Specific Service Industries: e-services, online consumer behaviour, self-service technologies, Financial Industry; Hospitality Industry; Health Industry; Retail Industry; Travel and Tourism Industry; Transport Industry; Educational Industry; IT Industry; Insurance Industry.

Text Book:

1. Lovelock, Christopher, Wirtz, Jochen and Chatterjee, Jayanta (2011). Service Marketing – People, Technology, Strategy (6e). New Delhi: Pearson Education.
2. Zeithmal, Bitner, Gremler, Pandit (2015). Service Marketing- Integrating Customer Focus across the Firm (Sixth Edition). New Delhi: Mc Graw Hill Education.

Suggested Readings:

1. Verma, Harsh (2012). Services Marketing – Text and Cases. New Delhi: Pearson Education.
2. K Rama Mohan Rao (2013). Service Marketing. New Delhi: Pearson Education.
3. S.M. Jha (2011). Service Marketing. Mumbai: Himalaya Publishing House.
4. Vasant Venugopal, Raghav V.N. (2012). Services Marketing. Mumbai: Himalaya Publishing House.
5. Apte, Govind (2004). Services Marketing. New Delhi: Oxford University Press.
6. Jauhari Vinnie and Kirti Dutta (2012). Services: Marketing. Operations and Management. New Delhi: Oxford University Press.
7. M.K. Rampal, S.L. Gupta (2012). Service Marketing- Concepts, Applications and Cases. New Delhi: Galgotia Publication Company.

SMMC485A	INTEGRATED MARKETING COMMUNICATION	C
		3

Course Objective: This course will equip the students with knowledge about an effective Integrated Marketing Communications (IMC) program. Students will learn about various tools of IMC and the importance of coordinating them for an effective marketing communication aspect.

Unit 1

Introduction to IMC and the Communications Process: Evolution of IMC and reasons for its growth, promotional tools for IMC, IMC Planning Process, Role of IMC in Marketing Process, Determining Promotional Objectives, Sales v/s communication objectives.

Unit II

Creative and Media Strategy: The Creative Process, Inputs to the Creative Process, Advertising Appeals, Execution, Concepts in Media Planning and Strategy. Developing a Media Plan – Market Analysis, Establishing Media Objectives.

Unit III

Evaluation of Broadcast, Print and Support Media: Advantages and Disadvantages of Television, Advantages and Disadvantages of Radio, Advantages and Disadvantages of Magazines, Circulation and Readership, Advantages and Disadvantages of Newspaper Advertising.

Unit IV

Evaluating Sales Promotion, Direct Marketing, Interactive Marketing, Public Relations & Personal Selling: Objectives and Types of Direct Marketing, Advantages and Disadvantages of Direct Marketing, Advantages and Disadvantages of Internet.

Text Books:

1. Belch, G.E., Belch, M. A., & Purani, K. (2010). Advertising and Promotion-An Integrated Marketing Communications Perspective. (7th ed.). Tata McGraw Hill.

Reference Books:

1. Lane, W.R., King, K. W., & Russell, J.T. (2008). Kleppner's Advertising Procedure. (16th ed.). Pearson Education.
2. Clow, K.E., & Baack, D. (2007). Integrated Advertising, Promotion and Marketing Communication. (3rd ed.). Prentice Hall of India.

SMCS328A	DIGITAL MARKETING	C
		3

Overview:

Digital marketing is the marketing of services and products using digital technologies, not on the Internet, but also on mobile phones, display advertising, and any other digital medium. The digital marketing entails various marketing techniques, including campaign marketing, e-mail direct marketing and content marketing, to name a few. The use of digital marketing in the digital era allows brands to market their services and products. The use of social media communication allows companies/brands to receive both positive and negative review from the users that in return helps the company to work on their flaws and better the overall experience. Digital marketing combines the creativity of developing new and interesting ways to get the marketing campaign's message across, with the technical side of keeping track of data, digital engineering and analytics. The course curriculum includes Search Engine Optimisation (SEO), Search Engine Marketing (SEM), Content and Blog Marketing (CBM), Web Analytics, Email Marketing, among others. The areas that are covered in the course include Digital Marketing Strategy, Inbound Marketing, Digital Advertising, Email Marketing, Mobile Marketing, Social Media Marketing, etc.

Objectives and Expected Outcome:

The primary objective of digital marketing is to reach out to a wider audience in a much lesser time, and also using the most favored medium by the public at large (social media), and also in a very cost-effective manner thus helping organizations save a million. This course provides students with the technical foundation and digital literacy necessary to market goods and services on the internet. They will learn how to implement, plan, and evaluate digital marketing strategies.

Students will also learn how to target customers through digital channels, they create websites that attract customers, and they optimize online business performance. This program specialization includes interactive and direct marketing, digital advertising, e-business technologies, and global enterprise.

Course Content

Unit I

Principles and Drivers of New Marketing Environment – Web 2.0- Digital Media Industry - Reaching Audience through Digital Channels- Traditional and Digital Marketing -Introduction to Online Marketing Environment - Dotcom Evolution - Internet Relationships -Business in Modern Economy - Integrating E-Business to an Existing Business Model - Online Marketing

Mix – SoLoMo (Social-Local-Mobile)- Social Media Sites & Monetization- Careers in Social Media Marketing, Online content development & key word optimization.

Unit II

Purchase Behavior of Consumers in Digital Marketing Format - Online Customer Expectations - Online B2C Buying Process - Online B2B Buying Behavior –Social Media Marketing Segments- Forms of Search Engines – Working of Search Engines - Revenue Models in Search Engine Positioning – Overview of SEO Techniques, Display Advertising – Trends, Web Analytics.

Unit III

Product Attributes and Web Marketing Implications - Augmented Product Concept - Customizing the Offering - Dimensions of Branding Online - Internet Pricing Influences - Price and Customer Value - Online Pricing Strategies and Tactics – Time-based Online Pricing - Personalized Pricing - Bundle Pricing- Internet Enabled Retailing - Turning Experience Goods into Search Goods, Personalization through Mass Customization - Choice Assistance – Personalized Messaging - Selling through Online Intermediaries -Direct to Customer Interaction.

Unit IV

Online Advertising – Email Marketing - Viral Marketing - Affiliate Marketing - Role of Social Media- Social Community (Facebook, LinkedIn, Twitter etc.)- Social Publishing (Blog, Tumblr, Instagram, Pinterest, Wikipedia, Stumble Upon etc.)- Social Entertainment (YouTube, Flickr etc.)- Social Commerce (Trip Advisor, 4 Squares, Banjo etc.) Social Media Measurement & Metrics- Data Mining and Social Media- Role of Social Media in Marketing Research- Big Data and Social Media- Crowd Sourcing- Legal and Ethical aspects related to Digital Marketing.

Text Books:

1. Smith P R Chaffey Dave, E-Marketing Excellence: The Heart of E-Business, Butterworth Heinemann, USA

Reference Books:

1. Strauss Judy, E-Marketing, Prentice Hall, India
2. Easley D. Kleinberg J., “Networks, Crowds, and Markets – Reasoning about a Highly Connected World”, Cambridge University Press.
3. Matthew A. Russell, “Mining the Social Web: Analyzing Data from Facebook, Twitter, LinkedIn and other social media sites”, O'Reilly Media
4. Gavin Bell (Author), “Building Social Web Applications: Establishing Community at the Heart of Your Site”, O'Reilly Media

SMMC486A	SUPPLY CHAIN MANAGEMENT	C
		3

Overview:

Supply Chain Management is about the management of material, information, and finance flows in multi-stage production-distribution networks. Driven by fierce global competition and enabled by advanced information technology, many companies have taken initiatives to reduce costs and at the same time increase responsiveness to changes in the marketplace. This course will provide students with the knowledge and the tools necessary to develop, implement, and sustain strategies for managing supply chain issues. The topics include building a strategic framework to analyse supply chains, designing the supply chain network, planning demand and supply, managing inventories, sourcing, transporting, pricing and revenue management, and coordinating a supply chain.

Objectives and Expected Outcome:

After completing this course, students should be able to:

- Develop a sound understanding of the important role of supply chain management in today's business environment
- Become familiar with current supply chain management trends, understand and apply the current supply chain theories, practices and concepts utilizing case problems and problem-based learning situations
- Develop and utilize critical management skills such as negotiating, working effectively within a diverse business environment, ethical decision making and use of information technology
- Demonstrate the use of effective written and oral communications, critical thinking, team building and presentation skills as applied to business problems
- Use creative, critical and reflective thinking to address organizational opportunities and challenges.
- Apply problem solving and decision making frameworks that propose defensible solutions to organizational opportunities, challenges, change and risk.

Contents:

UNIT I

The Foundation: Overview and Evolution of Supply Chain Management; Supply Chain Concepts and Models; Strategic Fit Concept of SCM; SCM- An Organization Spanning Activity; SCM as a Tool to Gain Competitive Advantage.

UNIT II

Processes of Supply Chain Management: Supply Chain Planning; Purchasing in Supply Chain; Supply Chain Network Design & Manufacturing; Inventory and Warehousing in SCM; Supply Chain Transportation Decisions.

UNIT III

Supply Chain Cost Analysis & Pricing; Supply Chain Risk Management; HR Issues in SCM; Supply Chain Performance Measurement

UNIT IV

Contemporary Issues in SCM: Recent developments in the field of SCM such as Lean Approach; Green SCM; Reverse Logistics etc.; Tools and Techniques of Information & Communication Technology (ICT) in Supply Chain; Buyer-Supplier Partnership; Customer Relationship Issues in SCM

TEXT BOOKS:

Supply Chain Management by S. Chopra and P. Meindl, Prentice Hall, 2010 (4th Edition)

REFERENCE BOOKS:

1. Coyle Bondi and Langely : The Management of Business Logistics: A Supply Chain Perspective, Thomson South Western
2. David Simchi-Levi et al. : Designing and Managing the Supply Chain: Concepts, Strategies, and Test Studies, McGraw-Hill.
3. Mentzer John T. : Supply Chain Management, Sage Publication, New Delhi 9. Sahay B.S. : Supply Chain Management for Global Competitiveness, MacM
4. Raghuram G. (IIMA) - Logistics and Supply Chain Management (Macmillan, 1st Ed.)
5. Council Of Supply Chain Management (<http://www.cscmp.org/>)

SMMC465A	SOCIAL ENTREPRENEURSHIP DEVELOPMENT	C
		3

Overview:

This course introduces students to the theory of entrepreneurship and its practical implementation. It focuses on different stages related to the entrepreneurial process, including business model innovation, monetization, small business management as well as strategies that improve performance of new business ventures. Centered on a mixture of theoretical exploration as well as case studies of real-world examples and guest lectures, students will develop an understanding of successes, opportunities and risks of entrepreneurship. Students will also develop skills in written business communication and oral presentations that allow students to integrate entrepreneurship concepts and interact with business experts. This course has an interdisciplinary approach and is therefore open to students from other Majors.

Objective and Expected Outcome:

After the completion of the course, the students will be able to:

1. Have the ability to discern distinct entrepreneurial traits
2. Know the parameters to assess opportunities and constraints for new business ideas
3. Understand the systematic process to select and screen a business idea
4. Design strategies for successful implementation of ideas
5. Write a business plan

Contents:

UNIT I

Introduction to Social Entrepreneurship : Social enterprise, social entrepreneur, overview of the challenges of structuring, launching, funding and working with/for social ventures, the changing role of corporate governance and leveraging cross sector partnerships and resources

UNIT II

The Rise of Social Entrepreneurship: Innovative new business models ;Social Enterprise and social entrepreneurs in India, SHG-BLP model

UNIT III

Measuring Social Impact: Methods, Metrics and Markets, accountability and performance excellence, Social ROI

UNIT IV

Capital Funding and Finance for Social enterprises

Innovation and Intervention at the Bottom of the Pyramid : Drivers for sustainability and innovation, value creation by social entrepreneurs and companies working with people at the Bottom of the Pyramid

Text Books:

1. Social Enterprise Alliance (2010). *Succeeding at Social Enterprise: Hardwon Lessons for NonProfits and Social Entrepreneurs*, Wiley Publishing.
2. Prahalad, C.K. (2006). *The Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits*. Dorling Kindersley Ltd.

Reference Books:

1. Bornstein, Daniel. (2007). *How to Change the World: Social Entrepreneurs and the Power of New Ideas*. Oxford, England.
2. Oxford University Press. "Building a Performance Measurement System: Using Data to Accelerate Social Impact" Epstein, Mark J.
3. *Measuring and Improving Social Impacts: A Guide for Nonprofits, Companies, and Impact Investors* Berrett-Koehler. Hanna, Julianna. (June 14, 2010).
4. *The Hard Work of Measuring Social Impact*. HBS Working Knowledge. Boston, MA: Harvard Business School Publishing.

SMMC488A	BANKING LAWS AND PRACTICES	C
		3

Overview:

The banking norms and rules in India keep changing with the changes in the economy and the stock market. Therefore, there is a requirement for candidates who understand the banking system and laws thoroughly. The course provides information and sessions regarding different aspects of banking through which a candidate can figure out the working of public, private and corporate banks. The course can be very beneficial for candidates who want to enter into the banking, law and financial consultancy sector.

Objectives and Expected Outcome:

The objective of the course is to acquaint students with banking system of India and teaches them the various aspects and laws that exist for them in banking.

After the successful completion of the course the students will be exposed to Banking Regulation Laws: Reserve Bank of India Act, 1934, Banking Regulation Act, 1949;

The students will understand the essence of legal relationship between banker and customer, Banks duty to customers; The Banking Ombudsman Scheme, 1995; Liability under Consumer Protection Act, 1986. After going through this course, the students are expected to develop a clear understanding and knowledge about the process of Lending, Securities and Recovery by Banks , Position of Weaker Sections; Nature of Securities and Risks Involved; Students will understand Securitisation and Reconstruction of Financial Assets and Enforcement of Security Interests Act, 2002. Students would be made aware of Banking Frauds and legal system to Control Banking Frauds.

Contents:

UNIT I

Banking System in India: Kinds of banks and their functions; Banking Regulation Laws: Reserve Bank of India Act, 1934, Banking Regulation Act, 1949;

UNIT II

Relationship between banker and customer: Legal Character, Contract between banker & customer, Banks duty to customers; The Banking Ombudsman Scheme, 1995; Liability under Consumer Protection Act, 1986.

UNIT III

Lending, Securities and Recovery by Banks: Principles of Lending; Position of Weaker Sections; Nature of Securities and Risks Involved; Recovery of debts with and without intervention of courts / tribunal: Recovery of Debts due to Banks and Financial Institutions Act, 1993, Securitisation and Reconstruction of Financial Assets and Enforcement of Security Interests Act, 2002.

UNIT IV

Banking Frauds: Nature of Banking Frauds; Legal Regime to Control Banking Frauds;

Recent Trends in Banking: Automatic Teller Machine and Internet Banking, Smart Cards, Credit Cards, NEFT, RTGS.

TEXT BOOKS:

1. Principles and Practice of Banking - Indian Institute of Banking & Finance
2. Legal Aspects of Banking - Indian Institute of Banking & Finance
3. R.K.Bangia, Banking Law & Negotiable Instrument Act. Allahabad Law Agency.

REFERENCE BOOKS:

1. Khan M Y., Indian Financial System, Tata Mc Graw Hill, Delhi
2. Tennan M L., Banking : Law and Practice in India, India Law House, New Delhi
3. Banking Theory, Law & Practice - K.P.M Sundaram & Varshney
4. Dekock: Central Banking: Crosby Lockwood Staples, London

SMMC489A	BEHAVIOURAL FINANCE	C
		3

Overview:

Behavioral finance borrows concept from behavioral psychology and applies the concept to the financial decisions to assess how people react and behave while taking an investment decision. This is a somewhat new discipline, yet growing and making its presence felt among all researchers and financial analysts. It helps us fathom why even rational investors at time end up making irrational decisions.

The decisions are sometimes taken in isolation and investors anchor on just one readily and conveniently available information. The other information which could be vital and relevant is easily ignored and thereby making the investors take the wrong investment decisions. Investors get over confident and feel themselves to be smarter than actually they are and hence set up unrealistic goals. The over confidence also give birth to something which is known as confirmation bias and people make wrong calculations in contact to the success of the stock, this could be other way round as well resulting in a missing the right stock for investment consideration.

Objectives and Expected Outcome:

The subject has been designed in a manner which would make the learners to understand the anomalies of the stock market and why the stock market does witnesses such major peaks and lows even without sufficient logical evidences behind it. The basic purpose is to help learner to understand why people make certain investment decisions and to identify the human psychology playing behind it. It takes one beyond the theory and how theory contradicts when behavioral psychology gets into it and effects the decision of the rational investors.

The subject fills the vacuum which left unattended by the traditional theories and models. The course will make the learners to go beyond numbers and also connect to the individuals' emotions while making financial decisions.

Contents:

UNIT I

Conventional finance and challenges- Market efficiency, Building Blocks of Behavioural Finance – Cognitive Psychology and the Limits to Arbitrage, Psychology of investors behaviour, Neurophysiology of risk-taking, Personality traits and risk attitudes

UNIT II

Brief History of Rational Thought-Pascal-Fermat to Friedman-Savage, Prerequisites for Rational Choice and Quasi-Rational Choice

UNIT III

Decision-making- Risk and uncertainty, Expected Utility Theory, Decision-making in historical prospective , Allais and Elsberg's paradoxes, Errors in Decision-Making, Prospect theory, Loss aversion theory, and Mental Accounting

UNIT IV

Heuristics and biases, overconfidence and emotion, financial decision-making stemming from heuristics and biases, overconfidence and emotion

Group Behaviour-Conformism, herding, fatal attractions

Text Book:

H. Kent Baker, John R. Nofsinger : Behavioural Finance: Investors, Corporations, and Markets, John Wiley and Sons

Reference Books:

1. William Forbes : Behavioural Finance, John Wiley and Sons
2. Lucy Ackert, Richard Deaves : Behavioral Finance: Psychology, Decision- Making, and Markets. Cengage Learning