



K.R. MANGALAM UNIVERSITY
THE COMPLETE WORLD OF EDUCATION

SCHOOL OF MANAGEMENT & COMMERCE
(SOMC)

Bachelor for Business Administration (BBA)

Programme Code: 08

2020-23

(Approved in the 23rd Meeting of Academic Council Held on 23 June 2020)




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



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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 center 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: In still 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.

The curriculum is based on choice-based credit system (CBCS) and learning out come based transfer (LOCF).

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 all the three year 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.

Scheme of Studies as per Choice-Based Credit System and Learning Outcome-Based Curriculum Framework

Bachelor of Business Administration (BBA)

Semester I

| ODD SEMESTER | | | | | | | | | |
|--------------|------|---------------------------------------|-------------|-------------------------------------|---|---|---|---|-----------|
| Year | S.N. | | Course Code | Proposed Titles | L | T | | P | C |
| | 1 | Ability Enhancement Compulsory Course | SMEL145A | Communications Skills | 4 | 0 | 0 | 0 | 4 |
| FIRST | 2 | Ability Enhancement Compulsory Course | SMCH125A | Environmental Studies | 3 | 0 | 0 | 0 | 3 |
| | 3 | Ability Enhancement Compulsory Course | SMDM301A | Disaster Management | 3 | 0 | 0 | 0 | 3 |
| | 4 | Elective: Generic | | Open Elective-I | 4 | 2 | 0 | 0 | 6 |
| | 5 | CORE COURSE | SMMC123A | Business Applications of Economics | 3 | 0 | 0 | 0 | 3 |
| | 6 | CORE COURSE | SMMC121A | Management Thought and Applications | 3 | 0 | 0 | 0 | 3 |
| | 7 | CORE COURSE | SMMC115A | Financial Reporting and Analysis | 4 | 0 | 0 | 0 | 4 |
| | 8 | Skill Enhancement Course | SMHA151A | Foreign Language-I | 2 | 0 | 0 | 0 | 2 |
| | | TOTAL | | | | | | | 28 |

Semester II

| EVEN SEMESTER | | | | | | | | |
|---------------|--------------------------|-------------|---|---|---|---|---|-----------|
| S.N. | | Course Code | Proposed Titles | L | T | | P | C |
| 1 | CORE COURSE | SMAW218A | Laws Governing Companies in India | 4 | 0 | 0 | 0 | 4 |
| 2 | CORE COURSE | SMMA109A | Mathematical Analysis of Business Situations | 4 | 0 | 0 | 0 | 4 |
| 3 | CORE COURSE | SMMC124A | Macro Economic Dynamics | 3 | 0 | 0 | 0 | 3 |
| 4 | CORE COURSE | UCIT131A | Introduction to Computers & IT, Office Automation | 4 | 0 | 0 | 0 | 4 |
| 5 | CORE COURSE | UCIT161A | Introduction to Computers & IT, Office Automation Lab | 0 | 0 | 0 | 2 | 1 |
| 6 | Elective: Generic | | Open Elective-II | 4 | 2 | 0 | 0 | 6 |
| 7 | Skill Enhancement Course | | Foreign Language-II | 2 | 0 | 0 | 0 | 2 |
| TOTAL | | | | | | | | 24 |

Semester III

| | S.N. | | Course Code | Proposed Titles | L | T | | P | C |
|--------------|------|-----------------------------------|-------------|--------------------------------------|---|---|--|-----------|---|
| SECOND | 1 | CORE COURSE | SMMC211A | Human Capital Management | 4 | 0 | | 0 | 4 |
| | 2 | CORE COURSE | SMMC303A | Production and Operations Management | 4 | 0 | | 0 | 4 |
| | 3 | CORE COURSE | SMAW217A | Laws Governing Business in India | 4 | 0 | | 0 | 4 |
| | 4 | CORE COURSE | SMMC116A | Marketing for Contemporary Business | 4 | 0 | | 0 | 4 |
| | 5 | CORE COURSE | SMMA120A | Business Statistics | 4 | 0 | | 0 | 4 |
| | 6 | Elective: Discipline Specific DSE | | Discipline Specific Elective -I | 4 | 0 | | 0 | 4 |
| TOTAL | | | | | | | | 24 | |

Semester IV

| S.N. | | Course Code | Proposed Titles | L | T | P | C |
|--------------|-----------------------------------|-------------|---|---|---|---|-----------|
| 1 | Skill Enhancement Course | SMCS212A | E-Commerce | 3 | 0 | 0 | <u>3</u> |
| 2 | Skill Enhancement Course | SMMC310A | Chasing The Rainbow: The Entrepreneurial Streak | 4 | 0 | 0 | 4 |
| 3 | CORE COURSE | SMMC501 A | Analysing Cost for Managerial Decision Making | 4 | 0 | 1 | 5 |
| 4 | CORE COURSE | SMMC218A | Research Methodology for Business | 4 | 0 | 0 | 4 |
| 5 | CORE COURSE | SMMC224A | Financial Decision Making | 4 | 0 | 0 | 4 |
| 6 | Elective: Discipline Specific DSE | | Discipline Specific Elective -II | 4 | 0 | 0 | 4 |
| TOTAL | | | | | | | 24 |

Semester V

| | S.N. | | Course Code | Proposed Titles | L | T | P | C |
|--------------|------|-----------------------------------|-------------|------------------------------------|---|---|-----------|---|
| THIRD | 1 | Skill Enhancement Course | SMMC312A | Summer Training Project Report | 0 | 0 | 0 | 4 |
| | 2 | CORE COURSE | SMMC315A | Taxation for Managers | 4 | 0 | 0 | 4 |
| | 3 | CORE COURSE | SMCS313A | Management Information System | 3 | 0 | 0 | 3 |
| | 4 | Elective: Generic | | Open Elective -III | 6 | 0 | 0 | 6 |
| | 5 | Elective: Discipline Specific DSE | | Discipline Specific Elective - III | 4 | 0 | 0 | 4 |
| | 6 | Elective: Discipline Specific DSE | | Discipline Specific Elective - IV | 4 | 0 | 0 | 4 |
| | 7 | VAC | | Value Added Course | 2 | 0 | 0 | 0 |
| TOTAL | | | | | | | 25 | |

Semester VI

| S.N. | | Course Code | Proposed Titles | L | T | P | C |
|--------------|-----------------------------------|-------------|--|---|---|---|-----------|
| 1 | CORE COURSE | SMMC302A | Strategic Orientation for Business | 4 | 0 | 0 | 4 |
| 2 | CORE COURSE | SMMC304A | Project Planning and Evaluation | 4 | 0 | 0 | 4 |
| 3 | CORE COURSE | SMEL217A | Personality Development and Communication Skills | 3 | 0 | 0 | 3 |
| 4 | Elective: Generic | | Open Elective -IV | 6 | 0 | 0 | 6 |
| 5 | Elective: Discipline Specific DSE | | Discipline Specific Elective - V | 4 | 0 | 0 | 4 |
| 6 | Elective: Discipline Specific DSE | | Discipline Specific Elective - VI | 4 | 0 | 0 | 4 |
| 7 | VAC | | Value Added Course | 2 | 0 | 0 | 0 |
| TOTAL | | | | | | | 25 |

| S. No. | Course Code | Value Added Course | Credits |
|--------|-------------|----------------------------------|---------|
| 1 | SMMC651A | Leadership Development | 0 |
| 2 | SMCS652A | Cyber Security | 0 |
| 3 | SMMC653A | SPSS & its Research Applications | 0 |
| 4 | SMEL654A | Soft Skill Development | 0 |
| 5 | SMMC655A | Micro, Small, Medium Enterprises | 0 |
| 6 | SMMC656A | Value Management | 0 |
| 7 | SMMC657A | Green Marketing | 0 |
| 8 | SMMC658A | Yoga Lessons | 0 |

| 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 |

| S.NO. | Course Code | Course Title | L | T | P | C |
|--------------|--------------------|--|----------|----------|----------|----------|
| 1 | SMMC 466A | Stress Management (Open Elective -I) | 6 | 0 | 0 | 6 |
| 2 | SMMC 468A | Self-Management (Open Elective -II) | 6 | 0 | 0 | 6 |
| 3 | SMMC661A | Ethics ,Values & Corporate Social Responsibility (Open Elective -III) | 6 | 0 | 0 | 6 |
| 4 | SMMC662A | Business Environment in India (Open Elective -IV) | 6 | 0 | 0 | 6 |

SEMESTER I

| | | |
|-----------|-------------------------------------|---|
| SMMC 121A | MANAGEMENT THOUGHT 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 examines 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 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, Behavioural, 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.

| | | | | | |
|------------------|-----------------------------|----------|----------|----------|----------|
| SHEL145 A | COMMUNICATION SKILLS | L | T | P | C |
| | | 4 | 0 | 0 | 4 |

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 help the 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 and encourage them to speak fluently. Through practical learning and delivery, the learners will be able to identify their areas of strengths and weaknesses and improvise their personality 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.

Course Level Learning Outcomes

1. Understand the basics of Grammar to improve written and oral communication skills.
2. Understand the correct form of English with proficiency
3. Improve student's personality and enhance their self-confidence.
4. Improve professional communication.
5. Enhance academic writing skills.

Course Content

UNIT I

Introduction to Communication: Meaning, Forms & Types of Communication; Process of Communication; Principles of Effective Communication/7Cs, Barriers in Communication.

Emily Dickinson: “A Bird Came Down the Walk”

UNIT II

Essentials of Grammar: Parts of Speech: Noun, Pronoun, Adjective, Verb, Adverb, Preposition, Conjunction, Interjection; Using tenses; Articles; Types of sentences; Reported Speech; Punctuation.

Robert Frost: “Stopping by Woods”

UNIT III

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);

O’Henry: The Gift of Magi

UNIT IV

Personality Development: Etiquette & Manners; Leadership; Inter & intra personal skills; Attitude, Self-esteem & Self-reliance; Public Speaking; Body Language: Posture, Gesture, Eye Contact, Facial Expressions; Presentation Skills/ Techniques.

Rabindranath Tagore: “My Prayer to Thee”

Suggested Readings:

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

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

Tickoo, M.L., A. E. Subramanian and P.R. Subramaniam. *Intermediate Grammar, Usage and Composition*. Orient Blackswan, 1976.

| | | |
|-----------------|---|----------|
| SMMC115A | FINANCIAL REPORTING & 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 analyse 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

Course Content

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.

| | | |
|----------|------------------------------------|---|
| SMMC123A | BUSINESS APPLICATIONS OF ECONOMICS | C |
| | | 3 |

Overview:

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

The fundamental and unique course of Micro Economics would encourage the action - leaning and value adding 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. As Micro economics gives practical inside to solve business dilemmas by using its tools for other disciplines.

Microeconomics is one of the most important parts of economics. It has both theoretical and practical importance. Different theories of microeconomics help in the study of various problems of microeconomics. The analysis of microeconomics has great importance in the fields such as production, pricing, social welfare, optimum allocation of resources etc. Microeconomics is also used in making business decision.

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 micro 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, given the recent examples of current markets simulation merger and the like disruptive new models of business forms and its impact of new business ecosystem.

They will appreciate dynamic micro economic principles 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 principles of micro economics insightful will take future managers locally and globally acceptable. Most specifically, this course will make learners-

- To understand the factors influence Customers choice and how their decisions affect the goods markets by affecting the price, the supply and demand?

- Overview of economic tools, theories and principles, the exciting concepts of Marginal Decisions and Incremental Decisions.
- Understand the various types of elasticities as consumer shift from one market from to another as this adds 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 of resources, modes of production and quantity of production. For the knowledge of this type of free economy to the businessmen microeconomics has a great importance.
- Profit maximization and cost minimization are the fundamental goals of a firm which, one can be understand through the dynamics of Cost Analysis & Price Output Decisions, and thereby leading to optimal costing decisions with the help of interesting curves.
- It helps to understand the concept of market and its various forms which are influenced by the demand and price forces, contributing to a holistic understanding of economic principles in a changing world.

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 Behaviour 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.

| | | |
|-----------------|----------------------------|----------|
| SMDM301A | DISASTER MANAGEMENT | C |
| | | 3 |

COURSE OBJECTIVE: The objective of the course is to create awareness about various types of disasters and to educate the learners about basic disaster management strategies. The course examines disaster profile of our country and illustrates the role played by various governmental and non- governmental organizations in its effective management. It also acquaints learners with the existing legal frame work for disaster management.

LEARNING OUTCOME: The course will -

1. Provide students an exposure to disasters, their significance and types.
2. Ensure that the students begin to understand the relationship between vulnerability, disasters, disaster prevention and risk reduction.
3. Provide the students a preliminary understanding of approaches of Disaster Risk Reduction (DRR)
4. Develop rudimentary ability to respond to their surroundings with potential disaster response in areas where they live, with due sensitivity.

UNIT I

Introduction to Disasters: Concept and definitions- Disaster, Hazard, vulnerability, resilience, risks.

Different Types of Disaster: Causes, effects and practical examples for all disasters.

- Natural Disaster: such as Flood, Cyclone, Earthquakes, Landslides etc
- Man-made Disaster: such as Fire, Industrial Pollution, Nuclear Disaster, Biological Disasters, Accidents (Air, Sea, Rail & Road), Structural failures (Building and Bridge), War & Terrorism etc.

UNIT- II

Disaster Preparedness and Response Preparedness

- Disaster Preparedness: Concept and Nature
- Disaster Preparedness Plan
- Prediction, Early Warnings and Safety Measures of Disaster.
- Role of Information, Education, Communication, and Training, Role of Government, International and NGO Bodies.
- Role of IT in Disaster Preparedness
- Role of Engineers on Disaster Management.
- Relief and Recovery

- Medical Health Response to Different Disasters

UNIT III

Rehabilitation, Reconstruction and Recovery

- Reconstruction and Rehabilitation as a Means of Development.
- Damage Assessment
- Post Disaster effects and Remedial Measures.
- Creation of Long-term Job Opportunities and Livelihood Options,
- Disaster Resistant House Construction
- Sanitation and Hygiene
- Education and Awareness,
- Dealing with Victims' Psychology,
- Long-term Counter Disaster Planning
- Role of Educational Institute.

UNIT IV

Disaster Management in India

- **Disaster Management Act, 2005:**
Disaster management framework in India before and after Disaster Management Act, 2005, National Level Nodal Agencies, National Disaster Management Authority
- **Liability for Mass Disaster**
 - Statutory liability
 - Contractual liability
 - Tortious liability
 - Criminal liability
 - Measure of damages
- **Epidemics Diseases Act, 1897: Main provisions, loopholes.**
- **Project Work:** The project/ field work is meant for students to understand vulnerabilities and to work on reducing disaster risks and to build a culture of safety. Projects must be conceived based on the geographic location and hazard profile of the region where the institute is located.

Reference Books:

- Government of India, Department of Environment, Management of Hazardous Substances Control
- Act and Structure and Functions of Authority Created There under.
- Indian Chemical Manufacturers' Association & Loss Prevention Society of India, Proceedings of the National Seminar on Safety in Road Transportation of Hazardous Materials: (1986).
- Author Title Publication Dr. Mrinalini Pandey Disaster Management Wiley India Pvt. Ltd.
- Tushar Bhattacharya Disaster Science and Management McGraw Hill Education (India) Pvt. Ltd.
- Jagbir Singh Disaster Management: Future Challenges and Opportunities K W Publishers Pvt. Ltd.
- J. P. Singhal Disaster Management Laxmi Publications.
- Shailesh Shukla, Shamna Hussain Biodiversity, Environment and Disaster Management Unique Publications
- C. K. Rajan, Navale Pandharinath Earth and Atmospheric Disaster Management: Nature and Manmade B S Publication
- Indian Law Institute (Upendra Baxi and Thomas Paul (ed.)), Mass Disasters and Multinational Liability: The Bhopal Case (1986)
- Indian Law Institute, Upendra Baxi (ed.), Environment Protection Act: An Agenda for Implementation (1987)
- Asian Regional Exchange for Prof. Baxi., Nothing to Lose But our Lives: Empowerment to Oppose
- Industrial Hazards in a Transnational world (1989)
- Gurudip Singh, Environmental Law: International and National Perspectives (1995), Lawman (India) Pvt. Ltd.
- Leela Krishnan, P, The Environmental Law in India, Chapters VIII, IX and X (1999), Butterworths, New Delhi.

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| 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 genera 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. Erach Bharucha, 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.

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| SMHA151 | FRENCH-I | C |
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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 (Method de français) Author: Manjiri Khandekar Roopa Luktuke

Publication: Lingers

REFERENCE BOOKS:

JUMELAGE 1 (Cahier de français) Author:Manjiri Khandekar Roopa Lettuce

Publication: Langers

GRAMMAIRE FRANÇAISE PAR ÉTAPES, Author: Sanjay Kumar Publication: Lingers

SEMESTER II

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| SMMC 121A | MANAGEMENT THOUGHT 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 examines 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 have:
- Discuss and communicate the management evolution and how it will affect future managers.
- Observe and evaluate the influence of historical forces on the current practice of management.
- Explain how organizations adapt to an uncertain environment and identify techniques managers use to influence and control the internal 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.

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

REFERENCE BOOKS:

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

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| SHEL145 A | COMMUNICATION SKILLS | L | T | P | C |
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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 help the 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 and encourage them to speak fluently. Through practical learning and delivery, the learners will be able to identify their areas of strengths and weaknesses and improvise their personality 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.

Course Level Learning Outcomes

6. Understand the basics of Grammar to improve written and oral communication skills.
7. Understand the correct form of English with proficiency
8. Improve student's personality and enhance their self-confidence.
9. Improve professional communication.
10. Enhance academic writing skills.

Course Content

UNIT I

Introduction to Communication: Meaning, Forms & Types of Communication; Process of Communication; Principles of Effective Communication/7Cs, Barriers in Communication.

Emily Dickinson: "A Bird Came Down the Walk"

UNIT II

Essentials of Grammar: Parts of Speech: Noun, Pronoun, Adjective, Verb, Adverb, Preposition, Conjunction, Interjection; Using tenses; Articles; Types of sentences; Reported Speech; Punctuation.

Robert Frost: “Stopping by Woods”

UNIT III

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);

O’Henry: The Gift of Magi

UNIT IV

Personality Development: Etiquette & Manners; Leadership; Inter & intra personal skills; Attitude, Self-esteem & Self-reliance; Public Speaking; Body Language: Posture, Gesture, Eye Contact, Facial Expressions; Presentation Skills/ Techniques.

Rabindranath Tagore: “My Prayer to Thee”

Suggested Readings:

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

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

Tickoo, M.L., A. E. Subramanian and P.R. Subramaniam .Intermediate Grammar, Usage and Composition. Orient Blackswan, 1976.

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| SMMC115A | FINANCIAL REPORTING & 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 :

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

The course gives students the necessary background to:

- (4) Understand the concepts and measurements that underlie financial statements,
- (5) Develop the skills needed to analyze financial statements effectively, and
- (6) 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.
- g) Distinguish between book-keeping and accounting, highlighting the sustainable practices.
- b) Explain the nature and objectives of accounting.
- h) Discuss the branches, role and limitations of accounting in various business sectors, including financial practices in the field.
- c) To ascertain profit or loss of the business, considering the ethical financial decisions.
- d) To depict financial position of the business.

Course Content

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:

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

REFERENCE BOOKS:

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

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| SMMC123A | BUSINESS APPLICATIONS OF ECONOMICS | C |
| | | 3 |

Overview:

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

The fundamental and unique course of Micro Economics would encourage the action - leaning and value adding 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. As Micro economics gives practical inside to solve business dilemmas by using its tools for other disciplines.

Microeconomics is one of the most important parts of economics. It has both theoretical and practical importance. Different theories of microeconomics help in the study of various problems of microeconomics. The analysis of microeconomics has great importance in the fields such as production, pricing, social welfare, optimum allocation of resources etc. Microeconomics is also used in making business decision.

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 micro 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, given the recent examples of current markets simulation merger and the like disruptive new models of business forms and its impact of new business ecosystem.

They will appreciate dynamic micro economic principles 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 principles of micro economics insightful will take future managers locally and globally acceptable. Most specifically, this course will make learners-

- To understand the factors influence Customers choice and how their decisions affect the goods markets by affecting the price, the supply and demand?
- Overview of economic tools, theories and principles, the exciting concepts of Marginal Decisions and Incremental Decisions.
- Understand the various types of elasticities as consumer shift from one market from to another as this adds 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 of resources, modes of production and quantity of production. For the knowledge of this type of free economy to the businessmen microeconomics has a great importance.
- Profit maximization and cost minimization are the fundamental goals of a firm which, one can be understand through the dynamics of Cost Analysis & Price Output Decisions, and thereby leading to optimal costing decisions with the help of interesting curves.
- It helps to understand the concept of market and its various forms which are influenced by the demand and price forces.

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 Behaviour 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:

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

REFERENCE BOOKS:

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

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| SMDM301A | DISASTER MANAGEMENT | C |
| | | 3 |

COURSE OBJECTIVE:

The objective of the course is to create awareness about various types of disasters and to educate the learners about basic disaster management strategies. The course examines disaster profile of our country and illustrates the role played by various governmental and non-governmental organizations in its effective management. It also acquaints learners with the existing legal frame work for disaster management.

LEARNING OUTCOME: The course will -

5. Provide students an exposure to disasters, their significance and types.
6. Ensure that the students begin to understand the relationship between vulnerability, disasters, disaster prevention and risk reduction.
7. Provide the students a preliminary understanding of approaches of Disaster Risk Reduction (DRR)
8. Develop rudimentary ability to respond to their surroundings with potential disaster response in areas where they live, with due sensitivity.

UNIT I

Introduction to Disasters: Concept and definitions- Disaster, Hazard, vulnerability, resilience, risks.

Different Types of Disaster: Causes, effects and practical examples for all disasters.

- Natural Disaster: such as Flood, Cyclone, Earthquakes, Landslides etc
- Man-made Disaster: such as Fire, Industrial Pollution, Nuclear Disaster, Biological Disasters, Accidents (Air, Sea, Rail & Road), Structural failures (Building and Bridge), War & Terrorism etc.

UNIT- II

Disaster Preparedness and Response Preparedness

- Disaster Preparedness: Concept and Nature
- Disaster Preparedness Plan
- Prediction, Early Warnings and Safety Measures of Disaster.
- Role of Information, Education, Communication, and Training, Role of Government, International and NGO Bodies.
- Role of IT in Disaster Preparedness

- Role of Engineers on Disaster Management.

UNIT III

Rehabilitation, Reconstruction and Recovery

- Reconstruction and Rehabilitation as a Means of Development.
- Damage Assessment
- Post Disaster effects and Remedial Measures.
- Creation of Long-term Job Opportunities and Livelihood Options,
- Disaster Resistant House Construction
- Sanitation and Hygiene
- Education and Awareness,
- Dealing with Victims' Psychology,
- Long-term Counter Disaster Planning
- Role of Educational Institute.

UNIT IV

Disaster Management in India

- **Disaster Management Act, 2005:**
Disaster management framework in India before and after Disaster Management Act, 2005, National Level Nodal Agencies, National Disaster Management Authority
- **Liability for Mass Disaster**
 - Statutory liability
 - Contractual liability
 - Tortious liability
 - Criminal liability
 - Measure of damages
- **Epidemics Diseases Act, 1897: Main provisions, loopholes.**
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- Act and Structure and Functions of Authority Created Thereunder.
- Indian Chemical Manufacturers' Association & Loss Prevention Society of India, Proceedings of the National Seminar on Safety in Road Transportation of Hazardous Materials: (1986).
- Author Title Publication Dr. Mrinalini Pandey Disaster Management Wiley India Pvt. Ltd.
- Tushar Bhattacharya Disaster Science and Management McGraw Hill Education (India) Pvt. Ltd.
- Jagbir Singh Disaster Management: Future Challenges and Opportunities K W Publishers Pvt. Ltd.
- J. P. Singhal Disaster Management Laxmi Publications.
- Shailesh Shukla, Shamna Hussain Biodiversity, Environment and Disaster Management Unique Publications
- C. K. Rajan, Navale Pandharinath Earth and Atmospheric Disaster Management: Nature and Manmade B S Publication
- Indian Law Institute (Upendra Baxi and Thomas Paul (ed.)), Mass Disasters and Multinational Liability: The Bhopal Case (1986)
- Indian Law Institute, Upendra Baxi (ed.), Environment Protection Act: An Agenda for Implementation (1987)
- Asian Regional Exchange for Prof. Baxi., Nothing to Lose But our Lives: Empowerment to Oppose
- Industrial Hazards in a Transnational world (1989)
- Gurudip Singh, Environmental Law: International and National Perspectives (1995), Lawman (India) Pvt. Ltd.
- Leela Krishnan, P, The Environmental Law in India, Chapters VIII, IX and X (1999), Butterworths, New Delhi.

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| 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 genera 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 & Kyoto 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:

3. ErachBharucha, Textbook of Environmental Studies, Universities Press (P) Ltd., Hyderabad, India.
4. 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.

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| SMHA151 | FRENCH-I | C |
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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 III

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| SMMC 211A | MANAGING HUMAN CAPITAL | C |
| | | 4 |

Overview:

Human resources 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 resource 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 resource 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 resource 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 resource 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.

Objective and Expected Outcome

Today's competitive business environment owes its success to effective management of its human resource. 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 students the knowledge, understanding and key skills that are required by today's HR professionals and to enable students to effectively contribute to dynamic organizations. Students will also gain an understanding of key terms, theories/concepts and practices within the field of human resource management. Students shall learn to identify and analyse the problems in the field of HRM and be able to provide innovative solutions. They shall be able to identify and appreciate the significance of ethical issues in HR practices and the management of people in the workplace.

The students of human resources management must be aware of basic aspects of human resource management to understand the functioning of human resource management in an organizational setting. Therefore, this course on Human Resource Management is designed for students to have an understanding of the basic concepts, functions and processes of human resource management. During the study of this course, student know about the theory and application of human resource management, the broad range of influences acting on human resource management, about the 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. Compensation and workers participation in management including the discipline matters and strategic human resources management. 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 them to develop ways in which human resources management might diagnose a business strategy and then facilitate the internal change necessary to accomplish the strategy. This evaluates the developing role of human resources in the global arena.

Course 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.

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| SMMC303A | PRODUCTION AND OPERATIONS MANAGEMENT | L | T | P | C |
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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, , promoting employability and responsible decision-making.

This course provides participants with concepts, techniques and tools related to

- Design core operational capabilities
- Analyze the processes and systems
- Improve performance of organizations by applying them to a broad range of application domains

OBJECTIVES AND EXPECTED OUTCOMES

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. Course designed helps to develop students to make business decisions; this 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.

This course helps to apply accounting, marketing and management techniques in a business setting and to gain a fundamental understanding of business and accounting operations from a legal perspective.

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.

Course 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.

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| SMAW 217A | LAWS GOVERNING BUSINESS IN INDIA | C |
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Overview:

The purposes and functions of business law 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.
- 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
- 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.

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. Sulphery,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.

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| SMMC116A | MARKETING FOR CONTEMPORARY BUSINESS | C |
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Overview:

To convince someone is the basic requirement in our daily life. Irrespective of the audience type, we need to put our thoughts in best way into the minds of the audience and it is our prime focus in the social life. Similarly, we as a marketer, required to convince the potential target market (Audience) and then deliver them in best way.

For this we are required to assess the Communicate, deliver values, convince and satisfy the needs of the audience i.e. potential target market is the prime work area in now days even in general life. Audience could of any type; the aim here is to satisfying their needs and wants in best possible manner.

Objective and Expected Outcome:

The aim of marketing is to;

- Assess the market, with a focus on sustainable research and innovation.
- Segregate the market on particular basis
- Prepare proper marketing mix potential market, emphasizing ethical and responsible marketing practices.
- Deliver the superior value for the requirements of the target segment
- Enrich the satisfied customer database for the firm
- Building the brand image of the firm, emphasizing the role of marketing in local, regional and national contexts.
- Innovate the product in due course to engage the customers, with focus on human values and ethical decision-making.
- Maintain the relationship with the customers in perpetuity

After studying the course, candidate is expected to understand the basic philosophy of the marketing in right way. The understanding of the customer's psychology would be gained, by applying various tools. The aim is to assimilate the applicability of the basic strategies in students as, what is to be done for gaining the customer's attention, How they should be targeted, How to be in touch with the market for maintaining the relationship in perpetuity. These are some of the true practices with which candidate would be in regular touch through kind of case studies, discussions and projects etc.

Course Contents:

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 Behaviour: 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.

TEXT BOOKS:

Kotler, P., Keller, K., Koshy, L., & Jha, M. (2016). Marketing management (16th ed.). New Delhi: Pearson.

REFERENCE BOOKS:

1. Kurtz, D. L., & Boone, L. E. (2013), Principles of contemporary marketing (16th ed.). New Delhi: Cengage Learning India.
2. Etzel, M. J., Bruce, J. W., Stanton, W. J., & Pandit, A. (2010). Marketing (14th ed.). New Delhi: Tata McGraw-Hill.
3. Kumar, A., & Meenakshi, N. (2011). Marketing management (2nd ed.). New Delhi: Vikas Publishing House.
4. Ramaswamy, V. S., & Namakumari, S. (2013). Marketing management: Global perspective Indian context (5th ed.). New Delhi: McGraw Hill Education (India) P. Ltd.
5. Kumar, S. R. (2012). Case studies in marketing management. New Delhi: Pearson.

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| SMMA120A | BUSINESS STATISTICS | C |
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Overview:

Statistics, quite simply, is about learning from sample data. You face a group of individuals – perhaps people, but maybe cans of tomatoes, or automobiles, or fish in a lake, or even something as nebulous as calendar weeks. This group is the population of interest to you. There is something you would like to know about this population: How likely are the people to try a new product you are thinking of bringing to the market? Are the cans properly sealed? What determines the cost of keeping the cars in working condition? How many fish are there? What will demand for your product be in the weeks to come? The answer to your question will guide you in making a decision.

If you could simply collect data from all the members of your population, you would know what you need to know. However, there can be many reasons why this might not be possible. It might be too expensive: If the potential purchasers of your product are all the adult consumers in the United States, the sheer size of the population makes contacting every individual prohibitively costly. It may be that collecting data does direct damage: If you open all the cans of tomatoes to test the contents, you have nothing left to sell. More subtly, the population is often somewhat ill-defined. If you manage a fleet of automobiles, you might consider the population of interest to be cars actually in your fleet in recent months, together with cars potentially in your fleet in the near future. In this case, some members of the population are not directly accessible to you.

For any of these reasons, you might find yourself unable to examine all members of the population directly. So, you content yourself with collecting data from a sample of individuals drawn from the population. Your hope is that the sample is representative of the population as a whole, and therefore anything learned from the sample will give you information concerning the entire population, and will consequently help you make your decisions.

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

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;

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:

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

REFERENCE BOOKS:

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.

SEMESTER IV

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| SMCS212A | E-COMMERCE | C |
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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 explored. Students will build their own web presence and market it using an online platform

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)

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, E-Commerce Sales Product Life Cycle (ESLC) Model.

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.

E-Marketing- Scope and Techniques of E-Marketing, Traditional web promotion; Web counters; Web advertisements, Role of Social media.

UNIT III

World Wide Web and E-enterprise: Offline secure processing, laws relating to online transactions, World Wide Web-Reasons for building own website, Benefits of Website, Registering a Domain Name, Role of web site in B2C E-commerce; push and pull approaches; Web site design principles. EDI and paperless trading; Pros & Cons of EDI; Related new technologies use in Ecommerce.

Applications of E-commerce and E-enterprise- Applications to Customer Relationship Management- Types of E-CRM, Functional Components of E-CRM.

Managing the E-enterprise- Introduction, Methodologies to manage the E-enterprise, Comparison between Conventional and E-organisation, Organisation of Business in an E-enterprise, Benefits and Limitations of E- enterprise

UNIT IV

Legal and Regulatory Environment and Security issues of E-commerce: Introduction to Cyber Laws-World Scenario, Cyber-crime& Laws in India and their limitations, Hacking, Web Vandals, E-mail Abuse, Software Piracy and Patents. Taxation Issues, Protection of Cyber Consumers in India and CPA 1986, Importance of Electronic Records as Evidence.

Security Issues in E-Commerce- Risk management approach to Ecommerce Security - Types and sources of threats, Protecting electronic commerce assets and intellectual property.

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.

REFERENCE BOOKS:

1. Amor, Daniel – Pearson Edude, “E Business R (Evolution)”
2. Greenslein & Feinman, “Electronic Commerce”, TMH.
- 3.Kosiur, Understanding E-Commerce, Prentice Hall of India, New Delhi.

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| SMMC 310A | CHASING THE RAINBOW: THE ENTREPRENEURIAL STREAK | C |
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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 around 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:

At the end of this 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 mindset 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.

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 Yuva Yojna, 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

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| SMMC 501A | ANALYSING COST FOR MANAGERIAL DECISION MAKING | C |
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Overview:

This unique and exciting course in ‘Cost analysis for managerial decision making’ would make you learn how to use accounting to facilitate and align decisions made by owners, managers, and employees. You 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.

Also, our business students need to have an edge in our 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, you 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.
- 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.

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 Centres

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 atleast two managerial illustrations/caselet.

TEXT BOOKS:

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.

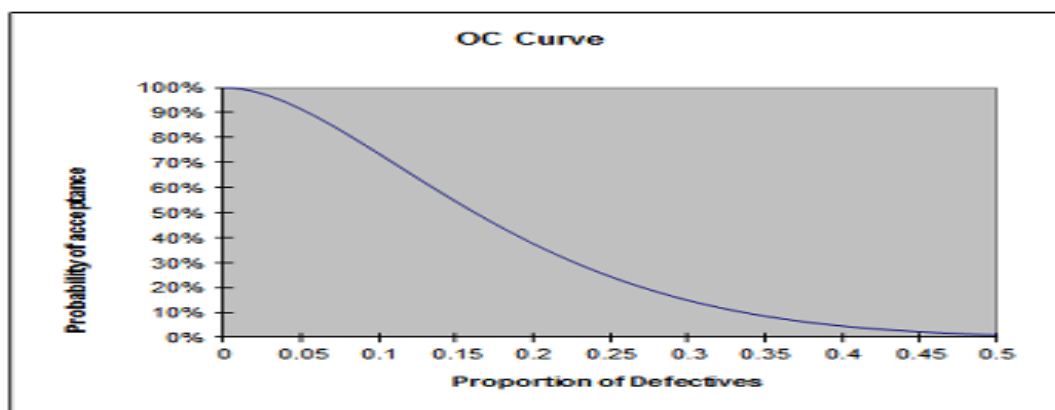
REFERENCE BOOKS:

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.

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| SMMC 218A | RESEARCH METHODOLOGY FOR BUSINESS | C |
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OVERVIEW

Research 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 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. 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 Contents

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, Advertising research.

Text Book:

1. Kothari C R, Research Methodology (Methods and Techniques) 2nd edition, New age international (P) ltd

Reference Book:

1. Zikmund,Babin,et.al.Business Research Methods,8th edition,Cengage Learning.
2. Chawla Deepak, Research Methodology, 2nd edition,Vikas Publications.
3. Dash Priaranjan, Research Methodology,3rd edition, Vrinda Publication

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| SMMC224A | FINANCIAL DECISION MAKING | C |
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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 goals and functions of financial management.
2. Prepare and present Cash Flow statements.
3. Analyze financial statements and describe the economic health of a company.
4. Explain the benefits of financial forecasting and prepare proforma financial statements.
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.

Every Specialization includes a hands-on project. 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.

SEMESTER V

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| SMMC 312A | SUMMER TRAINING PROJECT REPORT | C |
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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 while working on a business plan or trying out a new industry, job function or organization

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

The university will arrange for evaluation of the SIP reports submitted by the students. For the purpose, the university will nominate a panel of internal faculty members along with the Dean of the respective school from the University. 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 questions by the examiners.

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 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 to be appointed. 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 examiners.

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| SMMC315 A | TAXATION FOR MANAGERS | C 4 |
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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 you can take up for a job in both private and government sectors. Professionally you can also opt teaching jobs in colleges and universities.

Objectives and Expected Outcome:

1. Enables you 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, you 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 meanings. This unit 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. Explain 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.

Course Content

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

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| SMCS313 A | MANAGEMENT INFORMATION SYSTEM | C |
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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 OUTCOMES

The aim of the course is to enable students to assess the opportunities and problems that managers in a wide range of organisations 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:

- understand and articulate fundamental concepts of information technology management.
- assess and apply IT to solve common business problems.
- suggest and defend effective solutions to business problems, and design a database application to solve a business problem.
- discuss the ethical aspects of information technology use in the organization and its governance issues.

Course Contents

UNIT I

Introduction: Definition, Purpose, Objectives and Role of MIS in Business Organization with particular reference to Management Levels. MIS Growth and Development, Location of MIS in the Organization – Concept and Design. Transaction Processing System, Decision Support System, Executive Information System, Expert System, and the recent developments in the Field of MIS.

UNIT II

System Development: Concept of System, Types of Systems – Open, Closed, Deterministic, Probabilistic, etc. Relevance of Choice of System in MIS, Integration of Organization Systems and Information Systems, System Development Life Cycle, System Analysis, Design and Implementation, MIS Applications in Business.

UNIT III

Information Concepts: Data and Information – Meaning and importance, Relevance of Information in Decision Making, Sources and Types of Information, Cost Benefit Analysis – Quantitative and Qualitative Aspects, Assessing Information Needs of the Organization.

UNIT IV

Information Technology: Recent Developments in the Field of Information Technology: Multimedia Approach to Information Processing. Decision of Appropriate Information Technology for proper MIS. Choice of Appropriate IT Systems – Database, Data warehousing & Data mining Concepts, Centralized and Distributed Processing.

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.

SEMESTER VI

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| SMMC 302A | STRATEGIC ORIENTATION FOR BUSINESS | C |
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Overview of the course:

This course gives an overview of all essential aspects of business policy and 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 your ability to do the job of a general manager 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 facing firms we will study, but to appreciate the strengths of the firm and anticipate opportunities in the external environment. Your role in this course is to correct organizational failures and expand upon organizational successes; however failure and success may be defined.

- To provide an integrative framework that will allow students to synthesize knowledge from other business courses into a comprehensive understanding of competitive advantage.
- 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.

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. Distinguish the two primary types of competitive advantage: cost and differentiation and formulate strategies to create a cost and/or a differentiation advantage.
6. Formulate strategies for exploiting international business opportunities including foreign entry strategies and international location of production.
7. Make recommendations for horizontal changes in the boundary of the firm based on an understanding of the conditions under which diversification creates value.
8. Demonstrate the ability to think critically in relation to a particular problem, situation or strategic decision through real-world scenarios.
9. Recognize strategic decisions that present ethical challenges and make appropriate recommendations for ethical decision-making, fostering responsible leadership in complex organizational contexts.

Course 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.

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| SMMC 304A | PROJECT PLANNING AND EVALUATION | C |
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Overview

This exciting course in Project Planning and Evaluation would encourage the action-oriented business learners to appreciate the post economic liberalization era, "**Project Management**" is a subject that is assuming greater importance and is bound to be one of the dominant topics of discussion and study during the 21st century. This is as it should be, with the accelerated growth of industry in particular and economy in general in India.

Project management is a critical tool for the success of ventures. Its importance enhances with the growth of business activities as well as projects.

It is a unique subject that has assumed greater importance and is continued to be one of the dominant topics of discussion during the next millennium. This is as it should be, with the accelerated process of industrial development in India. This study on Project Management should be read by anyone interested in economic revitalization, rapid industrialization, growth and development of an area, and also by economic planners, big and small entrepreneurs, bankers, industrialists, members of chambers and industry and every concerned citizen, who is an entrepreneur at heart.

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.

They would be asked/encouraged to go through interesting book on-**The Productivity Project: Proven Ways to Become More Awesome Kindle Edition**

by **Chris Bailey (Author)**

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.

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| SMEL 217A | PERSONALITY DEVELOPMENT & COMMUNICATION SKILLS | C |
| | | 3 |

Overview:

Communication Skills are designed to support candidates to develop a range of transferable 21st century communication skills that can have a positive impact in both education and the workplace. The exams assess the following skills through a range of contexts:

- ▶ 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

By working towards these exams, 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 a range of transferable communication skills, including problem-solving, creativity, team working and organisational skills, that will have a positive impact in both education and the workplace
- Feature practical tasks that reflect real-world situations such as preparing and delivering CVs for interview, stories for broadcast, and presentations that debate current issues
- Now offer Group Initial exams, giving beginner candidates a goal and preparation for Grade 1 onwards
- Offer candidates the choice to have their skills assessed individually or within a group
- Provide clear instructions for teachers and candidates, with the specifications now in a new format
- Are accompanied by digital support resources that provide: advice and support on exam structure and preparation, and interviews with examiners, teachers and past candidates

On successful completion of this exam, the candidate will be able to:

- . Participate clearly and with some fluency in simple conversational exchanges
 - ▶ Describe and discuss objects or pictures and a prepared topic with some clarity
 - ▶ Prepare and organise material and present it with some understanding
 - ▶ Use appropriate body language and facial expression to help convey a mood or attitude as part of presenting the prepared material
 - ▶ Listen and respond appropriately in conversation on prepared material.

Course Level Learning Outcomes

To develop fluency in language skills LSRW

1. To enable students to read and appreciate literary works
2. To make students capable of expressing their views using apt vocabulary and sentences.

Course 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

Suggested Readings

- Raman Meenakshi & Sharma, Sangeetha. Technical Communication Principles and Practices, 2nd Ed. Oxford University Press, New Delhi, 2011
- Sinha, K.K. Business Communication. Galgotia Publishers.
- Tickoo, M.L, Subramanian A. E. and Subramaniam P.R. Intermediate Grammar, Usage and Composition. Orient Blackswan.
- “Best Poems”, <http://100.best-poems.net/>. 20 July 2016.
- “Classic English Short Stories”, <http://www.eastoftheweb.com/short-stories/Collections/ClasEngl.shtml>, 20 July 2016.
- Mitra, Barun K. Personality Development and Soft Skills, OUP, Delhi, 2012.
- Web Sources: www.slideshare.com
- www.authorstream.com

FOREIGN LANGUAGE

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|---------|----------|---|---|--|---|
| SMHA151 | FRENCH I | L | T | | 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

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.

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|---------|-----------|---|---|---|---|
| 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

Passe compose (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 Francaise

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|----------------|-------------------|----------|----------|--|----------|
| SMHA251 | FRENCH III | L | T | | 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 Franchise

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|---------|-----------|---|--|---|---|
| SMHA252 | FRENCH IV | L | | 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

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|----------------|------------------|----------|----------|----------|----------|
| SMHA161 | SPANISH I | L | T | P | C |
| | | 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.

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|----------------|-------------------|----------|----------|----------|----------|
| SMHA162 | SPANISH II | L | T | P | C |
| | | 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

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|---------|-------------|---|---|---|---|
| SMHA261 | SPANISH III | L | T | P | C |
| | | 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.

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|---------|------------|---|---|---|---|
| SMHA262 | SAPNISH IV | L | T | P | C |
| | | 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

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|---------|----------|---|---|---|---|
| SMHA171 | GERMAN I | L | T | P | C |
| | | 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

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|---------|-----------|---|---|---|---|
| SMHA172 | GERMAN II | L | T | P | C |
| | | 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

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|---------|------------|---|---|---|---|
| SMHA271 | GERMAN III | L | T | P | C |
| | | 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 | - | - | - |

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 Schonher.

OPEN ELECTIVE

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|----------|-------------------|---|
| 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. The basic purpose of this subject is transforming the learners from the inside out so that they can see the world in a new way, without the filters of their limitations.

Course Content:

Unit I

Understanding the Nature of Stress, its Symptoms, Causes, Relaxation Technique: The concept of focussed & unfocussed mind, the journey from unfocussed to focussed mind. Keeping an object as an ideal to deal with stress. The technique of Relaxation & its outcome.

Unit II

Stress & its Management with Meditative Practices through Yogic Transmission: Methods of managing stress through Meditation with Transmission & the outcome. Cumulative effect of numerous meditations on personality. Reaching the finest stages of consciousness through various tools, viz: right attitude, no expectations & acceptance.

Unit III

Stress Detox through Cleaning: Understanding the pattern of thinking, emotional reactivity & behavioural tendencies through points in heart's region. Removal of mental & emotional complexities from its roots. Dealing stress at sub-conscious level. The Primal & Proximal causes of mental & emotional states. Cleaning, its method & outcome.

Unit IV

The Overall Stress Solution- Connecting through Prayer: The Art of expressing Gratitude. Creating inner emptiness/vacuum in order to be filled up. Some pearls as solution to Stress are- The concept of passion & compassion, generosity of heart, humility & selfless intentions.

Text Books:

1. Patel. Kamlesh D., Pollok Joshua "Heartfulness Way": Heart based Meditations for Spiritual Transformation Westland Publications Private Ltd, 61,2nd Floor, Silverline Building, Alpakkam, Main Road Maduravoyal, Chennai 600095.
2. Allen James "As a Man Thinketh" Paperback Publications

Reference Books:

1. Patel. Kamlesh D., "Designing Destiny", Westland Publications Private Ltd, 61,2nd Floor, Silverline Building, Alpakkam Main Road Maduravoyal, Chennai 600095.
2. Nanette Tummers, Stress Management: A Wellness Approach, Champaign, IL: Human Kinetics.
3. Kottler, J. A. & Chen, D. D. (2011). Stress management and prevention: Applications to daily life (2nd Ed.). London and New York: Routledge.
4. Allen Elkin, Stress Management for Dummies, Wiley Publication

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|-----------------|------------------------|----------|
| 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.

Course Content:

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- Proactivity of powers-Interactivities of powers.

Unit-IV

Managing interferences Perceptual Challenges-Attitudinal Challenges-Experience Challenges-Habituation Challenges Mental 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

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|-----------|---|---|
| SMMC 661A | ETHICS ,VALUES AND CORPORATE SOCIAL RESPONSIBILITY | C |
| | | 6 |

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.

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

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| SMMC662A | BUSINESS ENVIRONMENT IN INDIA | C |
| | | 6 |

Overview:

This course helps to understand the theoretical framework of Business Environment – its concept, significance and changing dimensions. The purpose of Business Environment is to analyse macro environmental factors such as economic, political, legal, socio-cultural, technological and international. The study of economic environment includes economic systems, economic planning, government policies, role of public sector banks and development banks, economic reforms like Liberalisation, Privatisation, Globalisation and their impact on business entity.

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 also 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 through 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:

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

- Understand the concept, significance and changing dimensions of Business Environment.
- Identify various types of Business Environment and tools for scanning the Environment.
- 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.
- 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.

COURSE CONTENT

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.



K.R. MANGALAM UNIVERSITY
THE COMPLETE WORLD OF EDUCATION

| Elective | Course Code | Human Resource Management | Credit |
|-----------------|--------------------|----------------------------------|---------------|
| Elective 1 | SMMC 601A | Training and Development | 4 |
| Elective 2 | SMMC 602A | Organisational Behaviour | 4 |
| Elective 3 | SMMC 603A | Talent Management | 4 |
| Elective 4 | SMMC 604A | Performance Reward Management | 4 |
| Elective 5 | SMMC 605A | Leadership, Influence & Power | 4 |
| Elective 6 | SMMC 606A | Emotional Intelligence | 4 |

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|----------|--------------------------|---|
| SMMC601A | TRAINING AND DEVELOPMENT | C |
| | | 4 |

OVERVIEW:

Training and development is based on the premise that people are the most valuable asset of an organization which helps an employee to improve his/her performance. One of the mandates of the human resources department is to develop and administer policies, practices, and procedures to provide for the effective training and development of employees. This ensures the organization achieves its goals and objectives, and employees fulfill their career potential. This course provides students with an understanding of the skills required to assess employee training needs, design and administer employee training and development programs, and evaluate both the efficiency and effectiveness of such programs. This course deals with the process of training and developing people in organizations. It covers a variety of approaches to instruction and learning and contrasts these with their practical application. It also includes the study of core functions of human resource development and the development of an understanding of workplace competency standards. Student will learn to design and conduct needs analyses and to plan, implement and evaluate training programs. Student will also learn training techniques and the skills required to deliver a training program.

OBJECTIVES AND EXPECTED OUTCOME:

In the context of global competition, organizations are committing more resources, in the forms of both time and money towards training that enables employees to continuously update and develop their competencies. The present course is designed to study the concepts and processes of training and development. The endeavor is also to provide, as far as possible, hands - on learning experience related to aims. The aim of this subject is to develop students' understanding of the concepts of Training and Development. In particular the subject is designed to develop the underpinning knowledge and skills required to Manage, organize and conduct Training & Development. The students on completion of the course shall develop the skills and competencies about concept of training and development, practice systematic approach towards training and development, knowledge of various methods and styles of training for their effectiveness and evaluation of methods and styles of training for their effectiveness.

COURSE CONTENT

UNIT I

Training: Concept and Rationale; Training process; Role of Stakeholders in Training Programme; Organization and Management of Training Function; Training Needs Assessment – Organizational Analysis, Operational Analysis, Person Analysis; Competency Mapping.

UNIT II

Designing the Training Programme: Process of Learning in Training Programme – Attributes and Factors Influencing; Learning Process; Learning Styles; Training Climate and Pedagogy; Developing Training Modules; Training Aids.

UNIT III

Training Methods and Techniques: Role Playing, Business Games, In Basket Exercises, Laboratory Training, Incidents and Cases, Seminars, Syndicates and Group Discussion, Lecture, Programmed Instructions; Inspirational Techniques – Brainstorming, Mind Mapping, Creative Problem Solving.

UNIT IV

Evaluation of Training: Need for Evaluation, Principles of Evaluation, Criteria and Approaches; Return on Investment in Training; Process of Calculating ROI In Training; Emerging Trends In Training and Development; New Perspectives on Training – Cross Cultural Training, E-Learning, Knowledge Management.

TEXT BOOK:

1. Blanchard, P Nick, James W. and V Ananad Ram (2014). Effective Training – Systems, Strategies, and Practices (4e). New Delhi: Pearson Education.
2. Sahu, R.K. (2010). Training for Development. New Delhi: Excel Book.

SUGGESTED READINGS:

1. Agochia, Devendra (2009). Every Trainer's Handbook. New Delhi; Sage Publications.
2. De Simone, R.L. and Harris, D.M. (2012). Human Resource Development. Bombay: Thomson Learning.
3. Goldstein (1993). Training in Organization. Bombay: Thomson Learning.
4. McGrath (1997). Training for Life and Leadership in Industry. New Delhi: Prentice Hall of India.
5. Dinesh Kumar, Dr. Mansoor Ali (2011). Fundamentals of Training and Development. Delhi: Vrinda Publication Ltd.
6. Raymond A Noe, Amitabh deo Kodwani (2015). Employee Training and Development (5e). New Delhi:Mc Graw Hill Education.

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|-----------------|---------------------------------|----------|
| SMMC602A | ORGANISATIONAL BEHAVIOUR | 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. 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.

COURSE Content:

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. Robbins, S.P., Organisational Behaviour , Prentice Hall of India, New Delhi

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

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| SMMC603A | TALENT MANAGEMENT | C |
| | | 4 |

OVERVIEW:

Improving Managerial Talent and Creativity, as the name itself suggests is managing the ability, competency and power of employees within an organization. The concept is not restricted to recruiting the right candidate at the right time but it extends to exploring the hidden and unusual qualities of your employees and developing and nurturing them to get the desired results. Hiring the best talent from the industry may be a big concern for the organizations today but retaining them and most importantly, transitioning them according to the culture of the organization and getting the best out of them is a much bigger concern. Talent Management in organizations is not just limited to attracting the best people from the industry but it is a continuous process that involves sourcing, hiring, developing, retaining and promoting them while meeting the organization’s requirements simultaneously. It can be said that talent management is a full-fledged process that not only controls the entry of an employee but also his or her exit. To understand the talent and creativity, concepts associated with continuous improvement in individual and group processes will be discussed.

OBJECTIVES AND EXPECTED OUTCOME:

This course focuses on the attraction, acquisition, and retention of talent in organizations. In particular, the course focuses on the alignment of the talent management process with business strategy, with culture, and with people. In addition, the course aim is to discuss the issues from two perspectives: managing talent in organizations as well as managing one’s own talents as an individual. The course also explore the major facets of talent management from developing core competencies to the design and implementation of performance management systems to identifying, assessing and developing talent, to delivering performance coaching for individuals and teams to driving employee engagement and retention.

Overall, this course will help the students to develop critical thinking skills which enable them to strategically formulate talent management tools in order to foster a cutting-edge approach to manage human capital in their organizations. In addition, as this course will also discuss the issues from multiple perspectives, the students should deepen their understanding of how to manage other people (i.e. their subordinates or peers) and themselves with regard to career-related issues. The students will be able to sharpen their intellectual capital in order to enhance their talent management and leadership development capability.

After completing this course the students will learn best practices for selecting, recruiting, and onboarding talent. The students will also demonstrate an understanding of the practices used by organizations to attract, engage, develop, and retain talent across cultural settings and will learn the impact of culture, gender, and age differences represented in today’s workforce as demonstrated by actual examples within companies and real world experiences. They will also learn about the key approaches to measuring performance and evaluation techniques of employees. In addition, the students will learn how to develop and coach their talent so that they can realize their full potential at work. Altogether, the students will gain a thorough understanding of the complete cycle of managing talent and creating a robust talent pipeline for your team and organization.

COURSE CONTENT

UNIT I

Introduction :Concept of talent management, scope and need of talent, Talent Management requirements, process of talent management, consequences of failure in managing talent, tools for managing talent.

UNIT II

Talent Procurement and Deployment :Identifying talent needs, Talent Acquisition, developing talent, deployment of talent, establishing talent management system, talent multiplication

UNIT III

Talent Engagement & Retention :Introduction, talent Engagement Approach and Objectives, Talent Retention Strategies, improving Employee Retention, Role of HR in Talent Management

UNIT IV

Compensation and Reward Strategies, Talent Management in India: Contemporary issues, challenges and best practices.

TEXT BOOK:

1. Cheese, Peter, Robert J Thomas and Elizabeth Craig (2007). “The Talent Powered Organization” Kogan Page Ltd.

REFERENCE BOOKS:

1. Stringer, Hank & Rusty Rueff, Talent Force: A New Manifesto for the Human Side of Business, Pearson Education, Prentice Hall Upper Saddle River, New Jersey
2. Sears David, Successful Talent Strategies, American Management Association, AMACOM, Press, New York
3. Lawyer III, Edward E, Talent: Making People your Competitive Advantage, Dave Ulrich, Jossey-Bass, A Wiley Imprint
4. Phillips, Jack J, Lisa Edwards, Managing Talent Retention, An ROI Approach, Pfeiffer, A Wiley Imprint
5. David, Tony, Maggie Cutt, Neil Flynn, Peter Mowl and Simon Orme, Talent Assessment, Gower Publishing Ltd., Hampshire Ltd.

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| SMMC604A | PERFORMANCE REWARD MANAGEMENT | C |
| | | 4 |

OVERVIEW:

This course aims at providing key concepts concerned with the formulation and implementation of strategies and policies in order to reward people fairly, equitably and consistently in accordance with their value to the organization. It deals with the development of reward strategies and the design, implementation and maintenance of reward systems (reward processes, practices and procedures) which aim to meet the needs of both the organization and its stakeholders. Reward can be regarded as the fundamental expression of the employment relationship.

COURSE OBJECTIVES AND EXPECTED OUTCOME:

Performance reward management frameworks are designed with the objective of improving both individual and organizational performance by identifying performance requirements, providing regular feedback and assisting the employees in their career development.

Students will develop an understanding about the rating distribution, compensation, employee's competency gaps and areas of improvement in the performance. They will be able to identify skills of high potential employees, succession planning of an organization & how high potential employees can be nurtured and can turn out future leaders.

This course will enable the students towards achievement of superior standards of work performance; identify the knowledge and skills required for performing the job efficiently as this would drive their focus towards performing the right task in the right way; boosting their own & others' performance by encouraging empowerment, motivation and implementation of an effective reward mechanism; identifying the barriers to effective performance and resolving those barriers through constant monitoring, coaching and development intervention.

This course will be creating a basis for several administrative decisions like strategic planning, succession planning, promotions and performance based payment. Promoting personal growth and advancement in the career of the students by helping them in acquiring the desired knowledge and skills.

COURSE CONTENT

UNIT I

Basics of Performance Management: Concept, essence, scope, need for performance management as a system, principles, PM vs. PA, performance management process, performance management and strategic planning linkages, performance and potential management

UNIT II

Measuring Performance: Managing for results, managing behaviour, managing competencies, conducting performance reviews

UNIT III

Compensation: Economic and Behavioral Theories related to Compensation; Strategic Perspectives of Compensation; Compensation as Motivational Tool; Compensation Policy; Internal and External Equities in Compensation System; Compensation Differentials; Determining the Worth of Jobs; Retirement Plans; Pay for Performance Plans.

UNIT IV

Different Components of Compensation Package: Basic Components, Fringe Benefits, Incentives; Designing Pay Structure; Compensation of Special Group: Corporate Directors, Chief Executives, Knowledge Workers, Sales Compensation Plan, International Compensation.

TEXT BOOK:

1. Armstrong, Michael, Performance Management – Key strategies and Practical Guidelines, Kogan Page
2. Milkovich, G. T., Newman J.M., & Venkata, C.S. (2010). Compensation (9th ed.). New Delhi: Tata McGraw-Hill Education.

REFERENCE BOOKS

1. Bhattacharyya, D. K. (2014). Compensation management (2nd ed.). New Delhi: Oxford University press.
2. Martocchio, J.J. (2015). Strategic compensation: A human resource management approach (8th ed.). New Delhi: Pearson Education.
3. Singh, B.D. (2007). Compensation reward management (1st ed.). New Delhi: Excel Books.
4. Cokins, Gary, Performance Management, Finding the Missing Pieces, John Wiley and Sons
5. Shields, John, Managing Employees Performance and Reward, Cambridge University, NODA
6. Aguinis, Herman, Performance Management, Pearson Education

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| SMMC605A | LEADERSHIP, INFLUENCE & POWER | C |
| | | 4 |

OVERVIEW:

This course focuses on the development of leadership potential to meet the challenges and opportunities of today’s dynamic work environment. Students learn about values alignment, knowledge and skills that foster positive relationships and promote organizational commitment. During the course we will look at the theory regarding topics such as management, leadership, power and influence, and trust as well as discussing how the theories actually play out in today’s work place.

OBJECTIVES AND EXPECTED OUTCOME:

- Describe key leadership theories and models
- Discuss individual attributes of leadership
- Explore the situational factors that influence leadership
- Describe emerging trends in leadership
- Examine current leadership models that guide and inform practice
- Describe the Extended Full Range model of leadership
- Explain Transformational, Instrumental, and Transactional leadership
- Discuss Ethical leadership and the dark side of leadership
- Analyze leadership in the context of change
- Examine the practice of leadership in today’s context (in business, in society, and in a technology-driven, globally distributed, diverse workforce).

The methodology followed by this course will be one of knowledge acquisition, practice, and reflection. The learning objectives are designed to give you insights into leadership theory and how it applies in real world contexts. Specifically, you will improve and address your skills in key areas of leadership, including change and innovation, reflection, collaboration, communication, conflict, and multi-cultural awareness.

COURSE CONTENT

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*

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| SMMC606A | EMOTIONAL INTELLIGENCE | C |
| | | 4 |

OVERVIEW:

This course on emotional Intelligence is a skill which gives the learner an insight in to understanding self & others better. Like any other skill, the learner can get better at it with training and practice. It allows reading the personality style of individuals and adjusting their communications accordingly without being controlled by their underlying emotions.

This course will focus on the five core competencies of emotional Intelligence: self-management, self-awareness, self-regulation, self-motivation and empathy, and it also include a review of learner's interpersonal skills.

The students will learn to develop and implement these competencies to enhance their relationships in work and life by increasing their understanding of social and emotional behaviors, and learning how to adapt and manage their responses to particular situations. This course will teach the students about building stronger relationships, to better empathize with others, managing their stress levels, overcoming challenging situations, to diffuse personal conflicts and much more.

OBJECTIVES AND EXPECTED OUTCOME:

After completing this course the students will be able to understand -Emotional Intelligence (EQ) in detail , Identify the benefits of having higher emotional Intelligence, learn the five core skills required to practice emotional Intelligence like practice self-management, self-awareness, self-regulation, self-motivation and empathy etc.

Students will be able to successfully communicate with others in a non-verbal manner, verbally communicate with others with emotional awareness. Interpret and manage emotions in any situation. Master tools to regulate and gain control of emotions of self. Balance optimism and pessimism for best outcomes. Effectively impact others' emotional experiences. Relate emotional Intelligence to workplace situations, Implement these concepts and techniques in the workplace.

After completing the course, students will be able to create Healthy Emotions, Clear Thinking, which will eventually lead to appropriate action & further result in High EQ.

COURSE CONTENT.

UNIT I

Introduction to Emotional Intelligence (EI): Emotional Intelligence and various EI models, the EQ competencies of self-awareness, self-regulation, motivation, empathy, and interpersonal skills. Understand EQ and its importance in life and the workplace.

Unit II

Know your emotions: Understanding emotions; the different levels of emotional awareness; increase your emotional knowledge of yourself; recognise 'negative' and 'positive' emotions.

Unit III

Manage your emotions: The relationship between emotions, thought and behaviour; Discover the importance of values; the impact of not managing and processing ‘negative’ emotions ; techniques to manage your emotions in challenging situations.

Unit IV

Recognise emotions in others: The universality of emotional expression; learn tools to enhance your ability to recognise and appropriately respond to others' emotions; perceiving emotions accurately in others to build empathy.

TEXT BOOK:

1. Patrick M. Lencioni, Travis Bradberry, Jean Greaves, Emotional Intelligence, 2009

REFERENCE BOOKS:

1. The Brain and Emotional Intelligence: New Insights, Book by Daniel Goleman
2. HBR’s 10 Must Reads on Emotional Intelligence, Book by Annie McKee, Daniel Goleman, Richard E. Boyatzis, and Sydney Finkelstei
3. Emotional Intelligence at Work Book by Hendrie Weisinger
4. The Little Book of Emotional Intelligence: How to Flourish in a Crazy World Book by Amy Bradley and Andrew Cope

| Elective | Course Code | International Business | Credit |
|-----------------|--------------------|---|---------------|
| Elective 1 | SMMC 613A | International Trade Operations | 4 |
| Elective 2 | SMMC 614A | International Supply Chain & Logistics Management | 4 |
| Elective 3 | SMMC 615A | International Buyer Behaviour | 4 |
| Elective 4 | SMMC 616A | International Banking & Business Laws | 4 |
| Elective 5 | SMMC 617A | Managing Export and Logistics | 4 |
| Elective 6 | SMMC 618A | Management of Technology & Innovation | 4 |

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| SMMC613A | INTERNATIONAL TRADE OPERATIONS | C |
| | | 4 |

COURSE OBJECTIVE: This course will facilitate students with an excellent understanding of how to analyse the difficulties and opportunities of international trade.

COURSE CONTENT

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.

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| SMMC614A | INTERNATIONAL SUPPLY CHAIN & LOGISTICS MANAGEMENT | C |
| | | 4 |

COURSE OBJECTIVES:

The purpose of the paper is to expose the students to the practical aspects of international trade and the domestic and international institutional and regulatory arrangements for this part of international business.

COURSE CONTENT

UNIT I

Supply Chain Management : Concepts, Issues in Supply Chain Management; Demand Volatility and information distortion, Managing networks and relationships; Sourcing Internationally, Subcontracting within an International Dimension, The Architecture of Physical distribution network in a Global Operation Approach, International Distribution Management: Types of Intermediaries, Channel Objectives and Constraints, Channel Selection and Management, Global Retailing, International Channel Innovation.

UNIT II

Logistics Framework: Concept, Objective and Scope; Transportation, Warehousing, Inventory Management; Packing and Unitization; Control and Communication, Role of Information Technology in Logistics, Logistics Service Firms and Third Party Logistics.

UNIT III

Logistics Network Design for Global Operations: Global Logistics Network Configuration, Orienting International Facilities: Considerations and Framework, Trade-offs Associated with each Approach, Mapping the different Approaches, Capacity Expansion Issues; Information Management for Global Logistics: The Global LIS/LITS: Capabilities and Limitations, Characteristics of Logistics Information and Telecommunications Systems.

UNIT IV

Performance Measurement and Evaluation in Global Logistics: Operations and Logistics Control: Key Activities Performance Information, Measuring Performance in Functional Integration, Measuring Performance in Sectoral Integration; Organizational Structure for Global Logistics Excellence; The Organizational Implications of Sectoral Logistics Cooperation, The International Factor in Global Organizations.

TEXT BOOKS :

1. Rushton, A., Croucher, P. and Peter Baker, Handbook of Logistics and Distribution Management, Kogan Page Pub.

REFERENCE BOOKS:

1. Chopra Sunil and Peter Meindl, Supply Chain Management, 4th Edition, Pearson Education.
2. Ballou, R. H. , Business Logistic Management, Prentice Hall, New Delhi.
3. Bowersox, D. J., David, J & Cooper, Supply Chain Logistics Management, McGraw Hill.

4. Alan Harrison, Remko Van Hook, Logistics Management & Strategy-Competing Through the Supply Chain, Pearson Education.
5. Christopher Martin, Logistics & Supply Chain Management Creating Value-adding Networks, Pearson Education.

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| SMMC615A | INTERNATIONAL BUYER BEHAVIOUR | C |
| | | 4 |

COURSE OBJECTIVE: The course seeks to explain the application of consumer behavior in devising effective marketing strategies for global markets. It lays down the emphasis on the importance of management of cross-cultural differences among the diverse consumer groups.

COURSE CONTENT

UNIT I

Introduction: Introduction to consumer behavior; personnel consumer vs. organizational consumers; consumer behavior and marketing strategy.

Consumer Motivation: Meaning, needs, goals and significance; Maslow's hierarchy of human needs and *Herzberg's* two factor theory; motivational research.

Consumer involvement: Concept; learning theories; cognitive learning theories; brand loyalty; concept and significance of perception, dynamics of perception; consumer attitudes and attitude change; attitudes formation.

UNIT II

Consumer group dynamics and psychographics: Meaning, significance and applications; types of group - consumer relevant groups, reference groups; concept of psychographics and life styles; applications of psychographic analysis in market segmentation and promotional campaigns.

UNIT III

Consumer's personality and consumer decision making: Meaning and nature of personality; theories of personality; concept of decision making and its process; levels of consumer decision making; four views of consumer decision making; model of consumer decision making.

UNIT IV

Industrial and cross-cultural buying behavior: Concept organizational buying behavior vs. consumer buying behavior, model of organizational buying behavior; cross-cultural buyer behavior in international perspectives and cross-cultural consumer analysis; comparison of consumer behavior in India and a few selected foreign countries; consumer behavior audit.

TEXT BOOKS:

1. Jagdish N. Seth, Banwari Mittal & Bruce I. Newman: Customer Behavior – Consumer Behavior & Beyond.
2. Leon G. Schiffman & Daslic Lazar Kanuk : Consumer Behavior.

REFERENCE BOOKS:

1. Thomas S. Robertson, John Zielinski & Scott Ward : Consumer Behavior.
2. James F. Engle, David T. Kollat & Roger D.B. Blackwell : Cases in Consumer Behavior.
3. Peter D. Bannett and Harold H. Kassajar : Consumer Behavior.

4. J. Paul Peter & Jerry C.Olson : Consumer Behavior : Marketing Strategy Behavior.
5. D.R. Sainy : Marketing - A Behavioral Approach.
6. John C. Mowen : Consumer Behavior

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| SMMC616A | INTERNATIONAL BANKING & BUSINESS LAWS | C |
| | | 4 |

COURSE OBJECTIVE:

The course is intended to expose the students to the various facets of international banking operations and business laws.

COURSE CONTENTS:

UNIT I

International Banking: Meaning, purpose and functions; universal banking; TQM in banking; relationship banking; role of commercial banks in international banking; forms of international banking; operation of foreign branches of Indian banks.

Asset liability management: Whole sale and retail banking; international financial centres; risks in international banking. exposure management. Forex risk management by banks.

UNIT II

Borrowing function: General principles of lending with special reference to MNCs; lending process; assessment of risks (particularly credit risk), syndicated loans; project loans; concept of asset classification and management of NPAs in Indian Context; purpose of security in international banking, Negative Pledge, General Lien.

Law regulator in international banking and jurisdiction of courts.

UNIT III

International business law: Meaning; public law and private law; sovereignty; introduction to countervailing duty; antidumping law and anti-trust law.

representation abroad: forms; legal aspects; essential clauses in agency agreements.

The contract for the international sale of goods: Concept; formation of the contract-offer, acceptance form of sales agreement; obligations of seller, obligations of the buyer; seller's remedies for breach of contract; rejection of the goods; non-performance by the seller.

UNIT IV

Commercial arbitration for settlement of international disputes: concept and role; arbitration vs. litigation; arbitration vs. conciliation and mediation; salient features of UNICITRAL - model law, jurisdiction, choice of applicable law/proper law of contract; appointment of arbitrators; courts, assistance and control over arbitration proceedings; venue of arbitration; enforcement of arbitral awards.

TEXT BOOKS:

1. Indian Institute of Bankers : International Banking – Legal and Regulation Aspects
2. Wood P. : Law & Practices of International Finance

REFERENCES:

1. Indian Institute of Bankers: International Banking Operations.
2. Indian Institute of Bankers: International Corporate Finance.

3. Srivastava, R.M.: Management of Financial Institutions.
4. Maurice D. Levi: International Finance.
5. Alan C. Shapiro: Foundations of Multinational Financial Mgmt.
6. Faud A. Abdullah: Financial Mgmt. for the Multinational Firms.
7. Dennis J.D. Connor & Alberto T. Buero: International Dimensions of Financial Management.

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| SMMC617A | MANAGING EXPORT & LOGISTICS | C |
| | | 4 |

COURSE OBJECTIVE:

The course equips the about the critical aspects of export-import procedures, documentation and logistics.

COURSE CONTENTS:

UNIT I

Foundation: Export documentation framework; Incoterms 2000 and terms of payment in international trade.

Export Finance: Pre and post shipment finance; Foreign exchange risk management.

UNIT II

FEMA: Concept, it's rationale and implications

Procedures: For clearance of excisable goods for exports, for custom's clearance and for availing different export incentives; export documentation and role of clearing and forwarding agents.

UNIT III

Marketing logistics system: Concept and it's relevance in international marketing; trends and structure of world shipping; ports and overseas marketing logistics.

UNIT IV

Developments in international transport system: Various modes of transport, their comparison and technological developments; concept and Role of MIS in logistics; logistics information system as a subsystem of MIS.

TEXT BOOKS:

1. Phillip R. Cateore & John M. Hess : International Marketing Management.
2. Van Buytenen P.M. : Business Logistics.

REFERENCES:

1. Gorden E. Miracle & Gerald S. Albaum : International Marketing Management
2. Felix R.L. Wentworth : Physical Distribution Management
3. Damodar Pande : Cargo Handling in Major Ports in India
4. H.B.R. Reprint Series on "Manufacturing Management - Logistics, Materials Inventory" (Ref. No. 8531/Series No. 18081).
5. John F. Magee : The Logistics of Distribution (HBR July- August, 1960)
6. Mc Garth R.E. : Logistics for International Manufacturing (HBR Vol. 44 No. 2, March-April, 1966).

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| SMMC618A | MANAGEMENT OF TECHNOLOGY AND INNOVATIONS | C |
| | | 4 |

COURSE OBJECTIVES:

This course is designed to help students to understand the importance of managing technology, innovation and change at the firm's level and also at the national level.

COURSE CONTENT

UNIT I:

Technology Management: Understanding Technology and its Relationship with Wealth of Nations and Firms Specific Knowledge; Technology Life Cycles, Technology Acquisition and Absorption; Technology Exports / Joint venture Abroad. Technological Forecasting and Perspective Planning in Business Enterprises. Global Trends in Technology Management.

UNIT II

Understanding the Nature, Importance, Forces, Types of Change; Diagnosing Organizational Capability to Change-strategy, Structure, Systems and Society.

UNIT III

Innovations Management: Invention vs. Innovation; Innovation Strategies, Models; Concurrent Engineering; Process Innovation. Economics of Innovation. Innovation Management.

UNIT IV

Creative and Lateral Thinking Management: Creative Thinking, Problem Solving, Managing Lateral Thinking.

TEXT BOOKS:

1. Azad, R. R. Technology Transfer & Joint Ventures Abroad. Deep & Deep Publications, India.
2. Tushman, M.L. & Lawrence, P.R Managing Strategic Innovation & Change. Oxford University Press, USA, New York.
3. Jones T. Innovating at the Edge: How Organizations Evolve and Embed Innovation Capability. Butterwork Heinemann, U. K.

REFERENCE BOOKS:

1. "Technology Information Forecasting & Assessment Council" (TIFAC) Tele communication: Technology Vision 2020, TIFAC, New Delhi, India.
2. Richard, C. D. Technology, Human and Society: Towards a Sustainable World. Academic Press, USA.
3. Carnall, C. Change Management Tool Kit. Thomson Learning Press, Singapore.

4. Amidon, D. M. Innovation Strategy for the Knowledge Economy: The Kan
Awakening. Butterworth-Heinemann, New Delhi, India.

Specialization Electives Finance

| Elective | Course Code | Finance | Credit |
|-----------------|--------------------|---|---------------|
| Elective 1 | SMMC318A | Investment Management | 4 |
| Elective 2 | SMMC 608A | International Financial Management | 4 |
| Elective 3 | SMMC317A | Management of Financial Institutions and Services | 4 |
| Elective 4 | SMMC 610A | Entrepreneurial Finance | 4 |
| Elective 5 | SMMC325A | Banking and Insurance Management | 4 |
| Elective 6 | SMMC 612A | Behavioural Finance | 4 |

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| SMMC318A | INVESTMENT MANAGEMENT | C |
| | | 4 |

OVERVIEW:

Analyzing security before committing funds into it is the most important and primitive step one starts with. The analysis of various financial instruments traded in the market is security analysis which determines the real worth of the security. We see its application in normal life routines as well, like we make sure the price what we pay for any item we purchase is worth it or not. It may be overpriced and sometimes it could be underpriced as well if compared with the benefits it possesses and a rational buyer would undoubtedly go for the one which is underpriced. The stock is analyzed in all the contexts possible and the overall net worth is thus accurately arrived at. It's important to reduce the cost line to enhance the bottom line and same goes with the investment. The stock which is bought should be assessed in light of all past, present and hidden information's. The investor puts his investments in group of assets to make sure the portfolio he makes gives the maximum return and carries less risk. The portfolio construction which in other words is diversification is built optimally and managed from time to time and revised if the need arises.

OBJECTIVE AND EXPECTED OUTCOME:

The course would help the learner to fundamentally and technically study the security or any stock before considering it for investments. Since the investor makes a portfolio and makes investment in a group of assets, the learner studies to select the securities in a way that would combat the risk of other security keeping the portfolio theory as the base. The beauty of the course is that it enables one to plan investments for oneself as well as act as financial advisors for others. The investment objective and the risk appetite of the individual differs from others and this acts as a stepping stone before suggesting or considering the stock for investments and the course provide a deep insights into this context.

The course will make the learner to understand how securities are analyzed and a portfolio is built, managed/revised to enjoy the optimum return from the investment in the given risk. It enables one to decide at what rate the security will be a good buy and how much funds to hold in each security.

COURSE CONTENT

UNIT I

Investment: meaning, nature and process; Investment alternatives, concept and Measurement of Investment risk and return, Identification of Investment Opportunity;

UNIT II

Trading of Securities: Stock Exchange; Functions, trading system, Regulation and listing of securities.

UNIT III

Valuation of Securities: equity, bonds and convertible securities.

UNIT IV

Investment Analysis: Fundamental analysis; company analysis; industry analysis and economy analysis; Technical, Fundamental analysis; Implications for investment decision-making; Technical analysis; Dow theory, Charting techniques, Volume indicators; Efficient market hypothesis.

TEXT BOOKS:

1. Pandian, P. (2013). Security analysis and portfolio management (2nd edition). New Delhi: Vikas publication.

REFERENCE BOOKS:

1. Chandra, Prasanna. Investment analysis and portfolio management. Tata McGraw Hill.
2. Kevin, S. Security analysis and portfolio management. Prentice Hall of India.
3. Khatri, Investment management and security analysis. Macmillan.
4. Ranganatham, M. Investment analysis and portfolio management. Pearson Education.
5. Jones, C.P. Investments analysis management. Wiley

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| SMCMC608A | INTERNATIONAL FINANCIAL MANAGEMENT | C |
| | | 4 |

OVERVIEW:

This unique and exciting course in ‘Financial Strategy For Global Business’ would encourage the action-oriented and value adding potential business learners who are passionate and excited with the thought of working in International behemoths and soon-to-be-Indian behemoths of today,-as SBI is one of them- it could be in IT, print & media, FMCGs and the like. Also, then they need to be abreast of exciting world of international finance with global finance jargons & frameworks to conceptualize finance strategies.

Also, our business students need to have an edge in our VUCA times and as chaos and disruption is order of the day, the finance professionals need to be abreast of new financial tools & techniques in the global context as forewarned is forearmed. They need to be aware of financial engineering and exciting hedging tools and financial jargon.

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 financial ecosystem in this digital world & sensitizing them of Corporate Governance issues.

OBJECTIVE AND EXPECTED OUTCOME:

International boundaries are blurring therefore MNCs can raise funds domestically and globally. The purpose of this paper is to equip the students with financial and investment decision of MNCs/TNCs.

While going through this course, students would be exposed to financial-sourcing dilemmas as per the course boundaries which will be updated with new thinking and tools while delivering the course. Also , given the recent Brexit from EU, etc.& its implications on foreign trade & TNCs.

They will appreciate pros and cons of globalization, CACs and FCACs, international flows, financial derivatives and the like so they truly get into mindset today's global manager and surely make India INC. proud in the global and competitive era. And at the same time it will be emphasized that business has values which are most significant than valuations.

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

- To appreciate and understand an overview of multinational financial management
- To appreciate euro currency market, euro bond market and placement of bonds.
- Understanding the advantages of cash management-netting, currency diversification, pooling and financial efficiency.
- Understand the concept of optimal portfolio and CAPM and understand the benefits of international diversification.

- Understand the techniques to measure country risk and explain how the assessment of country risk is used by MNC when making financial decisions. Also to appreciate GDRs, ADRs and IDRs.
- Understand the types of tax-havens.
- Understand the concept of double taxation and ways to avoid it.

COURSE CONTENT

UNIT I

An overview of multinational financial management - International monetary and financial systems, IBRD and development banks, finance function in multinational firms, international flow of funds.

UNIT II

International working capital management: International cash management, international receivable management, managing short term assets and liabilities, international capital money markets, euro dollar and currency market; Financial market instruments – GDRs, ADRs, Euro issues, CP and ECB.

UNIT III

Multinational capital budgeting, cost of capital and capital structure decisions, dividend policy of multinational firm.

UNIT IV

Developments in foreign exchange markets, exchange rate determination, measuring and managing various risks and exposure, country risk analysis, taxation in multinational firms.

TEXT BOOK:

1. Apte, P.G. (2011). International financial management (6th ed.). Noida, Uttar Pradesh: Tata McGraw Hill.

SUGGESTED READINGS:

1. Shapiro, A. (2002). Multinational financial management (7th ed.). New Jersey, United States: John Wiley & Sons.
2. Levi, M. D. (2009). International finance (5th ed.). Abingdon, United Kingdom: Routledge.
3. Jeff, M. (2015). International financial management (12th ed.). New Delhi: Cengage Learning.
4. Sharan, V. (2012). International financial management (6th ed.). New Delhi: PHI.
5. Eiteman, D. K., Stonehill, A. I., & Moffett, M. H. (2016). Multinational business finance (14th ed.). Noida, Uttar Pradesh: Pearson Education.

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| SMMC317A | MANAGEMENT OF FINANCIAL INSTITUTIONS AND SERVICES | C |
| | | 4 |

COURSE 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 of 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.

COURSE CONTENT

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, Bombay: 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.

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| SMMC610A | ENTREPRENEURIAL FINANCE | C 3 |
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OVERVIEW:

Entrepreneurial Finance gives a detailed insight to the student about the various intricacies related to financial management and valuation of new ventures and young firms throughout business lifecycle. It addresses key questions which bothers all entrepreneurs: how much money can be raised; should be raised; when should it be raised and who is going to foot the bill; what is a reasonable valuation of the start up; and how should funding contracts and exit decisions be structured.

OBJECTIVE AND EXPECTED OUTCOME:

Entrepreneurial Finance is primarily designed for students who plan to get involved with a new venture at some point in their career -- as a founder, early employee, advisor or investor. However, the course is also appropriate for students interested in gaining a broader view of the financing landscape for young firms, going beyond the basics of venture capital and angel financing to look at venture debt, bank finance, corporate venture capital and receivables financing. The goal of Entrepreneurial Finance is to prepare students make better investment and financing decisions in entrepreneurial settings both as entrepreneurs and as investors.

The course begins with taking an idea from its inception to a business plan and bringing it into reality with various financing options such as venture capital, angel investors and venture debt etc. The strategic financial decisions, evaluation of projects, risk assessment and forecasting within the venture will be analysed. Valuation of firms, exit strategies and harvesting will be covered.

After completing the course, students will be able to weigh the various financial decisions related to real-world business phenomenon and provide a sound feasible solution at every stage of business life.

COURSE CONTENT:

UNIT I

Business Evaluation and Valuation: Tools to evaluate early stage business opportunity, review the standard tools of valuation applied to start-up situations, venture capital method, the real options approach to valuation.

UNIT II

Financing: Ways to finance entrepreneurs , analyze the role of financial contracts in addressing information and incentive problems in uncertain environments.

UNIT III

Venture Capital Funds: structure of venture capital funds and their fund raising process, issues of corporate venture capital and private equity funds in emerging market economies.

Exit: how founders should exit. Should they sell to another company, take it public, or continue independently as a private company

UNIT IV

Employment Strategies for attracting and compensating employees in start-ups.

TEXT BOOKS:

1. Levin, Jack S. *Structuring Venture Capital, Private Equity, and Entrepreneurial Transactions*. Aspen Publishers, 2009. ISBN: 9780735581609.

REFERENCE BOOKS:

1. Metrick, Andrew, and Ayako Yasuda. *Venture Capital and the Finance of Innovation*. Wiley, 2010. ISBN: 9780470454701.
2. Bhavesh, M Patel, *Project Management*, Vikas Publishing House, New Delhi.
3. Machiraju, H. R., *Project Finance*, Vikas Publishing House, New Delhi.
4. Rao, P.C.K., *Project Management and Control*, Sultan Chand & Sons, N.Delhi.

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| SMMC 325A | BANKING & INSURANCE OPERATIONS | 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.

COURSE CONTENT

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.

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|----------|---------------------------|----------|
| SMMC612A | BEHAVIORAL FINANCE | C |
| | | 4 |

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's which could be vital and relevant are easily ignored and thereby making the investors takes 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.

Behavioral finance is majorly based on herding which technically called as snowball effect. People just replicate what other people do and when most of the people get into same behavior it causes major fluctuations in the market.

OBJECTIVE 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. It defies the old and traditional models which focus on the rationality of the investors who bases decisions only on wealth maximizing parameter.

The subject fills the vacuum which left unattended by the traditional theories and models. People react differently and act against the rationalism because of the psychological biases which behavi finance studies and complete the package of learning who then assess the decisions of the investors accurately.

The course will make the learners to go beyond numbers and also connect to the individuals' emotions while making financial decisions.

COURSE CONTENT

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 perspective , Allais and Elsbberg'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:

1. 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

Specialisation Electives Marketing

| Elective | Course Code | Marketing | Credit |
|-----------------|--------------------|--------------------------------|---------------|
| Elective 1 | SMMC 619A | Consumer Behaviour | 4 |
| Elective 2 | SMMC 620A | Advertising & Brand Management | 4 |
| Elective 3 | SMMC 621A | Digital Marketing | 4 |
| Elective 4 | SMMC 622A | Service Marketing | 4 |
| Elective 5 | SMMC 623A | Retail Management | 4 |
| Elective 6 | SMMC 624A | Product Strategy & Management | 4 |

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| SMMC619A | CONSUMERS BEHAVIOUR | C |
| | | 4 |

OVERVIEW:

This course introduces the theory of consumer behavior and relates it to the practice of marketing. It will present relevant material drawn from psychology, anthropology, social and behavioral sciences within the framework of the consumer decision process and its main influencing factors. Understanding how and why consumers behave in a given way enables marketers to design and implement better marketing strategies. Consumer Behavior focuses upon understanding consumer decision-making processes and the various factors that influence these processes. Collaborative work processes, inquiry and communication skills within marketing contexts are focused upon for student attribute development

OBJECTIVE AND EXPECTED OUTCOME:

The purpose of this course is to introduce students to consumers, consumer behavior in the market place and their impact on marketing strategy. Discussing the principal factors that influence consumers as individuals and decision makers with an application to the buying decision process.

The course deals with the behavioral aspects of marketing management. It explains how the markets, consumers behave under circumstances and how the cultural, social, personal and psychological factors influence their behavior. The course enables students to develop marketing strategies that are consumer based and create and enhance customer value.

After completion of this course students would be able to: Identify and explain factors which influence consumer behavior; demonstrate how knowledge of consumer behavior can be applied to marketing; display critical thinking and problem solving skills; gain, evaluate and synthesize information and existing knowledge from a number of sources and experiences; in a team, work effectively to prepare a professional, logical and coherent report on consumer behavior issues within a specific context; deliver an oral presentation in a professional and engaging manner.

COURSE CONTENT

UNIT I

Significance and Underlying Principles of Consumer Behavior; The Basic Consumer Decision Process; Methods of Studying Consumer Behavior; Using Consumer Analysis to Build Consumer Relationships and Loyalty.

UNIT II

Pre-Purchases Processes; Consumer Resources and Purchase Decision Process; Post-Purchase Behavior; Consumer Demographics and Psychographics; Personality Factors in Consumer Behavior; Consumer Motivation and its Challenges; Managing Consumer Knowledge; Consumer Behavior towards New and Innovative Products.

UNIT III

Impact of Culture; Ethnicity and Social Classification on Consumer Behavior; Family Influences; Household Consumer Behavior; Group Influences; Influence through Dyadic Exchanges.

UNIT IV

Approaches to Attracting Consumer Attention; Managing Consumer Exposure; Process of Customer Opinion Formation; Approaches to Changing Consumer Opinion; Improving Consumer Memory through Cognitive Learning and Retrieval; Brand Recognition and Recall Measures.

TEXT BOOK

1. Schiffman L. G., Wisenblit J., & Kumar, S.R. (2015). Consumer behavior (11th ed., 4 color). New Delhi: Pearson Publication.
2. Blackwell, R. D., Engel, J. F., & Miniard, P. W. (2006). Consumer behavior (10th ed.). New Delhi: Thomson, South-Western.

REFERENCE BOOKS

1. Hawkins. (2012). Consumer behavior: Building marketing strategy (12th ed.). New Delhi: McGraw Hill Education.
2. Kumar, S. R. (2009). Consumer behavior and branding: Concepts, readings and cases- The Indian context, (1st ed.). New Delhi: Pearson Education.

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|----------|--------------------------------|---|
| SMMC620A | Advertising & Brand Management | C |
| | | 4 |

OVERVIEW:

The practice of increasing a products perceived value to the customer - known as brand management - has grown out of all proportion to its original foundations, leading some to use the term "obsessive branding disorder" in recent years. Most introductions to brand management concentrate on how marketing managers can "do" branding. To be of value to firms, branding must operate in the "real" world, not a theoretical one, unlocking latent commercial potential and delivering tangible business results. The imperative is to change as you go, making simple branding changes that deliver a commercial difference. Therefore, the goal of competitive strategy for a brand is to find a position in the industry where the brand can:

- 1) Articulate a compelling value proposition,
- 2) Defend itself against competitive forces and influence them in its favor and
- 3) Leverage communication resources to sell the brand message and build brand equity

Author of Brand Management like “Blackston” extends his theory on consumer brand relationships introduced in the 90s. He introduces a new construct called "brands attitude", which complements the idea of brand image and introduces a typology of consumer relationships that is richer and more varied than the familiar concept of brand love. This construct describes more fully the two-way street that exists between consumers and brands and fills a crucial gap in traditional branding literature in explaining consumers’ brand purchasing and usage behavior.

OBJECTIVE AND EXPECTED OUTCOME:

In this course, students examine how a favorable brand and memorable brand experiences can influence a firm’s ability to withstand competitive pressures and thrive in dynamic market conditions. They will study brand management from the consumer perspective to highlight the importance of customer perceptions in bringing brands to life and the role of brand knowledge in building brand equity. Students will become acquainted with cutting-edge frameworks, concepts and tools that have been adopted across industries and around the globe to build lucrative brand franchises. Additionally, students will consider the role of marketing communication and platforms in effective brand management i.e. IMC.

Further, this course aims to empower students with knowledge and capacities to understand , analyze the brand and create brand equity, from a corporate and consumer perspective.

COURSE CONTENT

UNIT I

Role of Integrated Marketing Communication: Process of Marketing Communication; Definition and Scope of Advertising Management; Determination of Target Audience, Advertising and Consumer Behavior; Setting Advertising Objectives, DAGMAR; Determining Advertising Budgets; Advertising Strategy and Planning, Creative Strategy Development and Implementation.

UNIT II

Media Planning: Setting Media Objectives; Developing Media Strategies, Evaluation of Different Media and Media Selection; Media Buying; Measuring Advertising Effectiveness; The Organization for Advertising; Social, Ethical and Legal Aspect of Advertising.

UNIT III

Brand-concept: Nature and Importance of Brand; Types of brands , Strategic Brand Management Process; Brand Identity perspectives , Brand identity prism, Identity levels, Concepts and Measures of Brand Equity, Brand Assets and liabilities, Aaker Model of Brand Equity, Designing marketing programs to build brand Equity, customer based brand equity, Brand Loyalty, Measures of Loyalty; Branding strategies – product, line, range and umbrella branding, Brand Personality: Definition, Measures and, Formulation of Brand Personality; Brand Image dimensions, Stages of Concept Management for functional, symbolic and experiential brands.

UNIT IV

Brand Positioning: Concepts and Definitions, 3 Cs of positioning ,Brand positioning and differentiation strategies, Repositioning, Celebrity Endorsements, Brand Extension; Managing brands over time, Brand reinforcement , brand revitalization, managing global brands ,Branding in different sectors.

TEXT BOOK:

1. Wells W., Burnet J. and Moriarty S. (2005). Advertising: Principles & Practice, (7th Edition). Pearson Education.
2. Keller K. L., (2013). Strategic Brand Management, (4th Edition). Pearson Education.

REFERENCE BOOKS:

1. O'Guinn, T. & Allen, C., (2015). Advertising Management with Integrated Brand Promotion, (7th Edition). Cengage Learning, New Delhi.
2. Gupta R. (2012). Advertising: Principle and Practice (1st Edition). Delhi S Chand.
3. Belch, G. E. & Belch, M. A. (2005). Advertising and Promotion (6th Edition). Tata McGraw Hill.
4. Semnik A.(2012). Advertising and Promotion (6th Edition). Delhi, Cengage.
5. Chunawala S A, (2011). Foundations of Advertising (7th Edition). Mumbai Himalaya.

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| SMMC621A | DIGITAL MARKETING | C |
| | | 4 |

OVERVIEW:

It's a paradigm shift in the corporate culture with IT revolution. Again the evolution of the social media like Twitter, Facebook, Instagram etc. has created new warfare among the firms to get strategic advantage in the industry. With the up gradation of the technology, and recently the key campaign launched by the Government of India - Digital India and the decision of Demonetization has acted like catalyst in boosting the Digital Marketing as Paytm went from 125 million wallet customers before demonetization to 185 million three months later, and kept on growing in continuity with hitting 280 million users by November 2017.

OBJECTIVE AND EXPECTED OUTCOME:

The course aims to help students understand digital marketing methods, from a variety of perspectives—as analysts, consumers, and entrepreneurs. Any firm may go for digital marketing, if it aims at-

- brand positioning in efficient way
- Empowering the brand
- For increasing the sales
- To improve conversion rate
- To reduce bounce rate in business

The success of Mr Obama in USA elections and Shri Narendra Modi in General Elections 2014, has proved the success story of the Powerful Digital Marketing Strategy. This course will cover basic marketing and statistical concepts and provide an introduction to different online marketing tools like email marketing, SEO/SEM and social media analytics. Through the application of the digital marketing strategies a firm may get maximum sales. Strengthening the brand is another mile stone in the way of digital marketing application. The mass media coverage of the marketing communication is very much efficient and impactful.

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

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| SMMC622A | SERVICE MARKETING | C |
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OVERVIEW:

From the past decades, growth in the service sector across all developed economies has far exceeded growth of expenditures on tangible goods. This trend is expected to continue in the future

Service jobs still account for around 80% of all employment within most developed economies. Alongside the figures relating to employment growth, the services sector contributes around 53% of the Gross Domestic Product of India, 2018.

Projections for the five fastest growing jobs in the year 2018 are all in service industries: physician’s assistants, physical therapists, manicurists and pedicurists, environmental science technicians, and gaming and sports book writers and runners

This course will focus on the role of marketing in managing services. However, it is expected to address human resource, information management, operational, and financial overlaps with marketing. The strategic application of marketing requires cross-functional integration; this is particularly true when one speaks about the marketing of services.

OBJECTIVE AND EXPECTED OUTCOME:

The objective of this course is to supplement basic of service marketing , focusing on problems and strategies specific to marketing of services. The emphasis in the course will be on service universals rather than on any particular industry (such as bank marketing). However, concepts will be illustrated using cases, examples, and exercises in service industries such as banking, health care, financial planning, consulting, the professions, and communication as well as manufacturing and high tech industries (both of which depend heavily on services to provide value).

The course is designed not just for students with careers in services industries but also careers in goods industries with high service components (e.g., industrial products, high tech products, durable products).

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.

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| SMMC623A | RETAIL MANAGEMENT | C 4 |
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OVERVIEW:

Demonstrate an understanding of the key concepts and issues pertaining to the retail environment of the firm and their retail marketing strategies including store composition, location, and image, target customer, merchandise management and pricing, human resource and logistic needs, and distribution channel.

Examine these concepts and issues in a global, ethical, and social framework of retailing as they pertain to facets of strategic planning, consumer buying behavior, customer relationship, and demand analysis etc.

Conduct analyses of the retail environment of firm and identify potential problems or opportunities for their operational retail program using trading area analysis, site selection procedures, merchandise management, planning, and market research techniques.

Develop alternative strategies for integrated retail marketing plans and explain suggestions for implementing such ideas in the future.

OBJECTIVE AND EXPECTED OUTCOME:

- Apply the principles, practices, and concepts used in retailing.
- Describe the complex nature and environment of retail marketing management together with the buying and selling of goods, services, and ideas to the final consumer.
- Understand the conceptual and organizational aspects of the retail sector, including strategic planning and implementation.

COURSE CONTENT

UNIT I

Introduction to Retail: retail in India; retail models and theories of retail development; understanding the retail consumers; ethical issues in retailing

UNIT II

Retail Marketing Strategy: retail franchising; retail store location and site selection; retail store design and visual merchandising; customer relationship management in retailing

UNIT III

Basics of Retail Merchandising: the process of retail merchandising; the method of merchandise procurement; retail pricing and evaluating merchandise performance; retail communication mix

UNIT IV

Retail Store Operations: servicing the retail customers; retail human resource management; financial aspects of retail management; retail information system; supply chain management in retailing

TEXT BOOK:

1. Pradhan, Swapna (2008). “Retailing Management; Texts & Cases” New Delhi ;Tata McGraw Hill.

REFERENCE BOOKS:

1. Newman, Andrew J. & Cullen, Peter (2011). “Retailing –Environment and Operations” New Delhi; Cengage Learning Pvt. Ltd.
2. Arif Sheikh, Kanneej Fatima (2012). “Retailing Management” Mumbai; Himalaya Publishing House.
3. Roger Cox, Paul Brittain (2011). “Retailing: An Introduction” 5e, New Delhi; Pearson Edu. Inc.
4. Jay Diamond, Gerald Pintel (2008). “Retail Buying” 8e, New Delhi; Pearson Edu. Inc.
5. Bajaj, Chetan, Tuli, Rajnish and Srivastava, Nidhi (2011). “Retail Management” New Delhi; Oxford University Press.
6. Berman, Barry & Evans, Joel R (2010). “Retail Management –A Strategic Approach” New Delhi; Pearson Edu. Inc.

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| SMMC624A | PRODUCT STRATEGY & MANAGEMENT | C |
| | | 4 |

OVERVIEW:

“If Finance is lifeblood for a firm, then the Product is Hemoglobin for the blood - the only source of finance”. There would be no marketing without a product. Only having a product line doesn't guarantee for the success of the firm, rather success is backed by a well-planned, organized, implemented and controlled product strategy. A Good product strategy is first step towards success. The most crucial step in marketing is Product management – starting from New Product Development upto product elimination, entire life cycle is significant. *“If marketing is a circle, Product is the center for the circle.”*

OBJECTIVE AND EXPECTED OUTCOME:

Being the basic focus area of a firm, it has risen with great significant in the field of marketing. It aims at implementation of the strategies to:

- Plan and develop new product
- Manage the entire life cycle
- Innovate/renovate
- Eliminate the product

The continuous monitoring on the performance of the product since its inception throughout the life cycle and simultaneous product research provide innovative edge to the product therefore the company, thus it can be termed as most significant dimension.

The timely innovation/renovation adds extra in ordinary scene, which leads in gaining what we can say advanced step in achieving the Vision of the firm. The key in the success of the product is timely implementation of the right strategy.

COURSE CONTENT

UNIT I

Theoretical foundations: The product, product & services, new service innovation; process of innovation, competitive edge and product strategy; models of buyer behavior; product life cycle, managerial applications and criticisms of PLC; concept of product portfolio, BCG growth share matrix, Shell's directional policy matrix; case study.

UNIT II

New product development(NPD): Product innovation strategy- need and components; new product development process, factors affecting success & failure of NPD; objectives and sources of new product ideas; screening new product ideas - meaning & screening process; concept development and testing; business analysis; product testing; case study.

UNIT III

Product management: Commercialization: test marketing and launching the new product; managing growth- resistance to change and sustaining differentiation; managing the mature product- nature & causes of maturity, offensive strategies and managing relationship; case study.

UNIT IV

Controlling the product: Product deletion- reason, significance and trigger for product deletion; process for deletion of a product; implementing the deletion decision; case study.

TEXT BOOK:

1. Baker, M. J. & Hart, S. J.,(2007).*Product strategy and management*.(2nd ed.). FT Prentice Hall.
2. Urban, G. L. & Hauser, J. R., *Design and marketing of new products*.(2nd ed.).Prentice hall India.

REFERENCE BOOKS:

1. Busuttil, J.,(2015).*The practitioner's guide to product management (top 5 things learn/hard way)*.US: Grand central publishing.
2. Trott, P., (2017).*Innovation management and new product development*.(6th ed.).Pearsons.
3. Lawley, B. & Schure, P.,(2017).*Product management for dummies*, John Wiley & sons.
4. Avlonitis, G. J. & Papastathopoulou, P.,(2006).*product and services management*, Sage publication.
5. Tidd, J.,(2006).*From knowledge management to strategic competence: measuring technological, market and organizational innovation*.(3rd ed.). Imperial College Press.
6. Cantamessa, M. & Montagna, F.,*Management of Innovation and Product Development: Integrating Business and Technological Perspectives*, Springer.
7. Stark, J.,(2015).*Product lifecycle management (volume 2)*.(3rd ed.), Springer.
8. Doole, I. & Lowe, R.,(2005).*Strategic marketing decisions in global markets*. Thomson learning.
9. Baker, H.K. & Filbeck, G.,(2013).*Portfolio theory and management*. New York: Oxford university press.

Specialization Electives Travel And Tourism

| Elective | Course Code | Travel And Tourism | Credit |
|-----------------|--------------------|----------------------------------|---------------|
| Elective 1 | SMMC 625A | FUNDAMENTALS OF TOURISM | 4 |
| Elective 2 | SMMC 626 A | TOURISM INDUSTRY | 4 |
| Elective 3 | SMMC 627A | FUNDAMENTALS IN HOTEL MANAGEMENT | 4 |
| Elective 4 | SMMC 628 A | TRAVEL MEDIA AND COMMUNICATION | 4 |
| Elective 5 | SMMC 629 A | DESTNATION MANAGEMENT | 4 |
| Elective 6 | SMMC 630 A | INTERNATIONAL TOURISM | 4 |

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| SMMC625A | FUNDAMENTALS OF TOURISM | C |
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COURSE OVERVIEW:

This paper intends to introduce and familiarize the concepts of tourism and to elaborate on how tourism originated. It also emphasizes on the different travel motivations and components of tourism. It helps to analyze the economic, environmental and socio-cultural impacts of tourism and emerging trends and changing scenario of the tourism industry.

COURSE OBJECTIVES AND OUTCOMES:

- To introduce and familiarize the concept of tourism.
- To elaborate on how tourism originated
- To elucidate the different travel motivations and components of tourism
- To analyze the impacts of tourism – economic, environmental and socio-cultural
- To throw light on the changing scenario of the tourism industry

COURSE CONTENT:

Unit I

Nature and Concept of tourism & Approaches to the study of tourism

Definition, Origin and growth of tourism; Characteristics of Tourism, Interrelationships and classifications Tourism System; Typologies of tourists, Distinction between travellers, visitor, tourists, excursionists and transit visitor. History of Tourism, Famous Travelers –Tourism Deterrents War, Political and Civil Unrest, Inadequate Facilities, Non-Accessibility, International and national growth; Development of tourism in India, Sargent committee, Tourist Information offices, Formation of Ministry of Tourism, Setting up of Department of Tourism, developments that have taken place, and the present position.

Product approach, institutional approach, managerial approach, geographical approach, sociological approach, historical approach, economic approach, inter-disciplinary approach.

Sociology of tourism; Effects on the individual, effects on the family, effects on the society, life characteristics and travel, emergence of group travel patterns, social(subsidized)tourism, Barriers to travel.

Unit II

Travel Motivations

Why do people travel, travel for business, travel for pleasure, romance of pleasure travel, changing perspective of pleasure, need for change, travel for health, travel for seeking knowledge, Vagabondage, Trip and fun, pleasures for pre and post travel, travel and second/holiday homes, travel as a challenge, travel as a means to sharpen perspectives, travel and the social perspective, holidaying as a cultural norm, to travel or no to travel- importance of motivation, travel as a satisfier of needs or wants, needs, wants and motives, Tourist learning process, motivation for travelling/ tourism, tourists with no or constrained choice, studies on travel motivations, Gray's interpretations, Lundberg's View; Educational and cultural motives,

relaxation and pleasure, ethnic and others, MacIntosh Categorisation, Robinson's Classifications; relaxation and refreshment of body and mind, health, pleasure, curiosity and culture, Interpersonal reasons, spiritual purpose, Professional or Business reasons, Maslow's Hierarchy of needs model and travel motivations, Plog's psychographics classification of tourists and travel motivations; Alo centric motivation, Near-Alo centric Motivations, Mid centric Motivations, Near- Psycho centric and Psycho centric Motivations, Travel Motivations as related to Demographics.

Unit III

Components & Impacts of Tourism

Major and Minor Components of Tourism: Attraction, Accommodation, Accessibility, Amenities, Activities; Ancillary components; geographical elements, Types of Travel: Leisure, Cultural Tourism, VFR, Corporate, Incentive, Wildlife, Adventure, Pilgrimage, Education, Ecotourism, Study and analysis, International – Domestic – Regional Tours Tourism Components and Supply; Supply components, Natural resources, Built environments, Operating sectors, Matching supply with demand.

Economic- The generation of economic impacts by tourist spending, leakages of expenditure, out of local economy, measurement of economic impact, multiplier concept, types of multiplier, methodological approaches, weakness and limitations of multiplier model, policy implication of multiplier analysis. Environmental Impacts- Environmental impact assessment, EIA process, environmental auditing, environmental action programmes. Socio- Cultural Impacts- Nature of socio-cultural impact of tourism approaches to the study of socio-cultural impact of tourism, tourism developmental process, psychological basis of tourism development, sociological basis of tourism development, general negative socio- cultural impacts of tourism, specific negative socio-cultural impacts of tourism, general positive socio-cultural impacts associated with tourism, methods of measuring the socio- cultural impacts of tourism.

Unit IV

Emerging trends in Tourism

Changing scenario of the tourism industry- SMERFS- tourists with special needs and differently abled tourist- emerging types of tourism- tourism distribution system- online travel agents- zero percent commission era- Government initiatives for tourism.

The future of tourism: The external environment for tourism; future drivers, social drivers of change, safety, security and risk, climate change, human resources for tourism, future drivers of the tourism system, future tourism product markets

TEXT BOOKS:

1. Walker, R., & Harding, K. (2010). *Tourism*. Oxford: Oxford University Press.
2. Robinson, P., Lück, M., & Smith, S. L. (2013). *Tourism*. Wallingford, Oxfordshire: CABI.

Reference Books:

1. Tan, E. S., Yeoh, B. S., & Wang, J. (2010). *Tourism management and policy: Perspectives from Singapore*. Singapore: World Scientific Pub.
2. Barwick, J., & Barwick, J. (2011). *Tourism*. Abbotsford, Vic.: Echidna.
3. Hannam, K., & Ateljevic, I. (2007). *Backpacker tourism: Concepts and profiles*. Clevedon, UK: Channel View Publications.

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| SMMC626A | TOURISM INDUSTRY | C 4 |
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COURSE OVERVIEW:

This subject intends to introduce new concepts and terminologies used in the Tourism Industry, throws light on the different components of tourism, formalities and regulations followed as well as role of tourism organizations. It even explains the future of the Tourism Industry with reference to new trends and issues.

COURSE OBJECTIVES AND OUTCOMES:

To introduce new concepts and terminologies in the Tourism Industry. To elucidate the different components of tourism infrastructure and their functions. To provide an understanding of how demand and consumer behavior is analyzed in the Tourism Industry. The module covers an array of tourism organizations which are nationally and internationally associated with the promotion and development of Tourism. The module will also highlight the future of tourism with regard to emerging trends and issues in the Tourism Industry.

COURSE CONTENT:

Unit I

Introduction to the Tourism Industry & Tourism Demand

Introduction, Tourism Business; Key Principles in Managing the Tourism Business, need for Management in Tourism Business, What Tourism Managers manage; Marketing as a Management Function, Challenges in Tourism Business Management, Forces affecting the Tourism Industry; Tourism as a Global Phenomenon

Managing Tourism demand; Definition, Concepts, Demand Schedule; Measuring Demand for Tourism – Demand for international tourism and domestic tourism, Use of Tourism Statistics; Research in tourism market; the value of research, Research process; Tourism Demand Determinants and Forecasting; Determinants of Demand for Tourism, Suppress Demand for Tourism, Forecasting Tourism Demand

Unit II

Tourism Infrastructure

Transportation - Air Transport; Domestic and International Airlines, Civil Aviation in India Scheduled & Charter Airlines, Low Cost Carriers, IATA, ICAO, Airports Authority of India Regulations in the Airlines Industry; Common Terminologies used in Air Travel; Rail Transport; Indian Railways, Railway zones, Tourist Trains, Ind-Rail Pass; Road Transport; National and State Highways; Automobile Associations, Car Rental Companies; Water Transport; Coastal Cruises and Inland water ways; Common Terminologies used in Cruise Travel

Accommodation – Primary Forms – Hotels, Definition, Types Meal Plans, Rooms & Beds, FHRAI; Supplementary Forms – Hostels, Guest Houses their definitions and types; Resorts; Definition & Types, Common Hotel Terminologies

Travel Agents and Tour Operators - Travel Agencies: Definition, History of Travel Agency, Function of Travel Agency; Travel Formalities – Passports, VISA, Health regulations for International Travel; Customs Regulations – Taxes paid by Travelers – Travel Insurances; Tour Operators; Types of Tour Operators, Types of Tours, Travel Guides, Importance and Role of Tourist Guides and Tour Escorts; UFTAA, TAAI; Common Terminologies used in Travel Agencies and Tour Operation

Unit III

Tourism Organizations

Need for Travel and Tourism Organizations, International Organizations, National and Regional Organizations; Non-governmental Organizations; International and National Travel and Tourism Associations (Governmental and Associated) involved in governing and promoting Tourism – UNWTO / WTTC / PATA; Ministry of Tourism, Government of India ITDC/HSTDC

Unit IV

Future of the Travel and Tourism Industry

Understanding the Future of Tourism, Forces affecting the Travel and Tourism Industry; Crises and Disasters in Tourism, Trends and Issues within control and beyond control; The External Environment for Tourism: Future drivers of Tourism System; Social drivers of change, Political drivers of change, Technological drivers of change; New Business Trends, Safety, Security and Risks, Climate change; Human Resources for Tourism, Future Tourism Product Markets

TEXT BOOKS:

1. Tan, E. S., Yeoh, B. S., & Wang, J. (2010). *Tourism management and policy: Perspectives from Singapore*. Singapore: World Scientific Pub.
2. Barwick, J., & Barwick, J. (2011). *Tourism*. Abbotsford, Vic.: Echidna.

REFERENCE BOOKS:

Bhatia, A. K. (2009), *Tourism Management and Marketing-The Business of Travel Agency Operations*, Sterling Publishers, New Delhi.

Negi, J. (2008), *Tourist Guide and Tour Operations; Planning and Organization*, Kanishka Publishers, New Delhi.

Khan, M.A. (2011), *Introduction to Tourism*, Anmol Publications, New Delhi.

Hannam, K., & Ateljevic, I. (2007). *Backpacker tourism: Concepts and profiles*. Clevedon, UK: Channel View Publications.

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| SMMC627A | FUNDAMENTALS IN HOTEL MANAGEMENT | C 4 |
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COURSE OVERVIEW:

To understand the structure, dynamics of hotel industry, hospitality management linkages. The course also exposes students to global practices in hospitality industry. It also equips students with relevant trade skills and knowledge to meet the challenges of hospitality industry.

COURSE OBJECTIVES AND OUTCOMES:

- To expose students to global practices in hospitality industry
- To equip students with relevant trade skills and knowledge to meet the challenges of hospitality industry.

COURSE CONTENT:

Unit I

Introduction to Hotel Industry

Introduction to Hotel Industry Hospitality Industry in World and Indian Context: Concept, Origin and Development over the ages, Future hotel concepts and outcome, Changing trends. Importance and role of hotel industry in tourism sector. Classification of Hotel Industry: Types of Hotels: Different basis/criterion classification of Hotels, Categorization of Hotels in India, Motels, etc. their functions, Organization, Structure of the Star Hotels. Principles of grading hotels, restaurant & resorts. New concepts in hotel industry.

Unit II

Operating & Non-Operating Departments of a Hotel

Operating Departments - Front Office: Introduction of Front Office – Organisation Structure – qualities and attributes of Front Office Personnel and Front Office Salesmanship – Job Responsibility. Housekeeping – Hierarchy- Organization Structure –Job Responsibility. Food and Beverages Service- Hierarchy- Organization Structure. Food and Beverages Production- Hierarchy- Organization Structure.

Non-Operating Departments - Maintenance, Personnel, Training, Security, Sales and Marketing, Accounts, etc. – Co-ordination.

Unit III

Classification of the Product & Facilities at the hotel

Classification of the Product – Types of Rooms – Types of Room Rates – Types of Plans – Types of clientele – Packages – Holiday Packages, Seasonal Packages etc – Room Status definition – eg occupied, vacant, departure blocked VIPs, UR etc. – Room billing – Modes of settlement – cash card, Travel Voucher, Travellers cheque, company.

Banqueting and Conventions - Conferences, Meetings, Seminars, Dealers Meet, Get-together, Receptions, Afternoon Tea and high tea etc. – Seating Plans – Facilities – Buffets – Ferial, working, sit-down. Restaurant – Layout – Types – 24 hours, coffee shops, specialty, Ethnic, Cocktail, Bars, Fast Food outlets etc. Menus – Ala Carte, Table d’ hote – factor affecting menus.

Unit IV

Marketing of hotels

Hotel Products & Markets: The Hotel as a Total Market Concept - Hotel Facilities & Services as Products - Hotel Accommodation Markets - Hotel Catering Markets - Hotel Demand Generating Sources - Hotel Market Areas - Hotel Market Segmentation - Buying & Paying for Hotel Services - Hotel Marketing Orientation - From Product to Sales to Marketing - The Marketing Concept - Special Features of Hotel Marketing - The Marketing Cycle - Marketing Resources.

TEXT BOOKS:

1. Verma, Maheshwari P. & Bhatnagar, Mamta(2019), Introduction to Hospitality Management and Tourism, Mumbai, SHROFF & SHROFF Pub.

REFERENCE BOOKS:

1. Andrews, S. (2003). *Hotel housekeeping – training manual*. (6 ed.).
2. Bhatanagar, A. K. (2001). *F.o. management* . (4 ed.). Hyderabad:
3. Dix, C., & Baird, C. (2005). *Hotel f.o. operations*. (6 ed.).
4. Wagen, L. V., & Goonetilleke, A. (2007). *Hospitality management: Strategy and operations*.

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| SMMC628A | TRAVEL MEDIA AND COMMUNICATION | C |
| | | 4 |

COURSE OVERVIEW:

An introductory paper that gives a broad overview on the field of communication and its impact in the field of Travel Media. The paper is aimed at introducing the student to the historical growth of media, the various sectors in Travel Media and the scope they have. Basically the students understand how communication works and what their role will be in the field of Travel Media.

COURSE OBJECTIVES AND OUTCOMES:

To know and appreciate the field of communication and within Travel Media

COURSE CONTENT:

Unit I

Introduction & Theories of Communication

What is communication – definition; nature and process of communication; Evolution and milestones in Communication; Types of communication –verbal and nonverbal communication; intra-personal, inter-personal, group and mass communication; purpose of communication; communication and change; communication and society

Communication models; channels of communication; Functions of Communication; feedback, role of audience; barriers – noise, effective communication

Unit II

Historical understanding of Mass Mediums

History of print media – Global and Indian context, Advent of printing; British and American streams of journalism; Overview of world mass media -- Sky Invasion, Newspapers and Globalization, Role of Travel Media

Unit III

Communication Message and its Construction

Idea of a successful message; Ethics, Standards and Practices; Relevance of effective messages, interpretation of cues; How and what you communicate; Self-awareness in travel communication –Power of message/words; Organization – converting information into convenient understandable messages, Interpretation – how easily the thoughts of the source is organized for the receiver to interpret it correctly

Unit IV

Travel Writing, Photography and Videography

News Worthiness of developed Ideas; Writing Travel Pieces; Writing and Submitting Stories for Travel Mediums; Articles and Short Pieces, Travel Magazines, Travel Newsletters, Travel and Guide Books; Travel Reviews; the Internet; Coffee Table Books and Anthologies; Preparing Scripts for Travel Programs; Conducting Interviews; Visual support; Practicality of taking photographs; Digital Camera Photography; Setting the Camera; Advanced Features of the Camera (self-timer, picture taking modes, aperture, shutter and exposure priority, film speed and focus control, picture size/ resolution, file type, color modes, digital zoom, white balance settings); Taking pictures in different settings (Full-frame portraits of people, Close-ups, Subjects in motion, Distant subjects, Distant scenery and people at night, low-light conditions, Sunset, Subjects in shadow or “backlit”, Candle light); Videography, Setting up the Video Camera; Practice basic lighting set-up, Framing and balancing the frame, Shooting video on auto mode and using advanced features of the camera; Shooting videos for different events; Shoot videos during daylight and night.

TEXT BOOKS:

1. Arvahan E. & Ketter E. (2008), *Media Strategies for Marketing Places in Crisis*, Elsevier, UK.

REFERENCE BOOKS:

1. Agarwal, VirBala and V. S. Gupta *Handbook of Journalism and Mass Communication*. Concept Pub. Co. New Delhi. 2001.
2. Arvahan E. & Ketter E. (2008), *Media Strategies for Marketing Places in Crisis*, Elsevier, UK.
3. Bitner, R. (1989). *Mass Communication: An Introduction*. New Jersey: Prentice Hall.
4. Brooks, B.S., Pinson, J., & Wilson, J.G. (2002). *Working with words: A handbook for media writers and editors*. New York: Bedford/St. Martin's.
5. Baran, Stanley J and Dennis K Davis (1999). *Mass Communication and Man – Mass Communication Theory (2nd Edition)*. Thomson/Wadsworth, USA.
6. Defleur, M.L. & Dennis E (1994). *Understanding Mass Communication*. Boston: Houghton Mifflin.
7. Garrison, B. (2004). *Professional feature writing (4th ed.)*. Mahwah NJ: Erlbaum.
8. Parthasarathy, Rangaswami. *Here is the News! Reporting for the Media*. Sterling Publications. New Delhi. 1994
9. Saxena, Ambrish. *Fundamentals of reporting and Editing*, Kanishka publishers, New Delhi, 2007

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| SMMC629A | DESTINATION MANAGEMENT | C |
| | | 4 |

COURSE OVERVIEW:

Destination management is offered with an objective to understand the tourism development and planning process providing a brief background of planning modules to enhance technical knowhow on the quality growth of tourism resources with a global inference. This paper highlights the methodical relevance and is conceptual in nature. The functional skill set offered through the course familiarizes the students to analyze the policy guidelines for effective tourism development and planning.

COURSE OBJECTIVES AND OUTCOMES:

This course aims to provide students with a broad understanding of the operational aspects of the tourism industry, together with knowledge of the basic principles which underpin the planning and operational aspects involved in tourism development.

COURSE CONTENT:

Unit I

Destination Management

Definition, Typology of destinations – Destination mix- Interdependencies between the destination mix elements – Hospitality resources - Reasons for destination development – Competitive destinations and futurity dimensions – Benchmarking destinations – Vigor and deficiencies of a tourism destination – Reasons for deterioration of destinations – Strategies to revitalize and restore competency. Tourism System: Modified Leiper’s Model. Tourism development: Introduction, components of tourism Development: Stakeholders and Agents in Development: Public and private sector, NGO’s, Local governing bodies etc. Destination management system and techniques.

Unit II

Public Sector and Tourism Policy

Concept, Need, Objectives and Principal lines of Public tourism policy- characteristics and elements in policy- Process of tourism policy - Formulation - Structure and composition of Tourism Policy- Approaches to Tourism policy. The role of Govt. public and private sector in the formation of tourism policy- Role of International, National, State and local tourism organizations in carrying out tourism policies- National Action Plan 1992 onwards-Policies on Tourism and -Tourism policy Analysis - Strategic planning and management in tourism - Strategic objectives and policies – premeditated approaches in policy formulation.

Unit III

Tourism and Deliberations in Destination Planning

Significance and need for tourism planning-purpose of tourism planning- contemporary planning approaches and techniques- Process of tourism planning-study preparation-

determination of objectives- Relevance of resource planning- Planning of destinations at transnational level - Master Plan- Planning process - Elements of tourism plan - Tourism impact analysis- recommendation-implementation and monitoring- Levels and types of tourism planning-international, national, regional and sub regional planning. Role of public and private sector in tourism planning - Challenges and issues addressed.

Determinants in destination planning - Planning Process - Sustainable destination development- Consequences of involuntary tourism development and barriers in destination planning- Destination Audit – Procedures involved - Renaissance and revitalizing procedures for developed destinations - Tourism Investment Strategy- Role of dominant stakeholders: Government sectors lead role and types of incentives – Criteria for government’s fiscal assistance. Role of private sectors initiatives and public private partnership for destination development.

Unit IV

Destination Development and Sustainable Future

Economic growth and development- Principal economic drivers – Fundamental determinants: Economic viability, social prosperity, visitor appreciation, physical integrity, biological diversity, resource efficiency and ecological purity. Sustainable tourism development – Steps taken by the Ministry of Tourism, Govt. of India to ensure methodical Tourism development - Linkage of tourism planning and tourism development – Prefeasibility study and economic feasibility aspects – Cost benefit analysis and environmental impact analysis. Case Studies on emerging trends in destination management.

TEXT BOOKS:

1. Bhatia, A.K. (2009). *Tourism Development: Principles & Practices*. Sterling Publishers.
2. Burkart, A. J, & Medlik, S. (1994). *Tourism Past, Present and Future*. London: William Heinemann Ltd.
3. Cooper, C. Fletcher, J. Gilbert, D. & Wanhill, S. (2000). *Tourism Principles and Practices*. London: Pitman Publishing.
4. Christie, R. M. & Morrison. A.M (2006). *The Tourism System*. 5th Edn. New York: Kendall/ Hunt Publishing Company
5. Swain, K.S & Mishra, M.M. (2012). *Tourism Principles and Practices*. Delhi: Oxford University Press

REFERENCE BOOKS:

1. Douglas, F. (1995). *Travel & Tourism Management*. London: Macmillan
2. Edward, I. (1991). *Tourism Planning – An integrated and sustainable Development Approach*. New York: John Wiley & Sons Inc.
3. Gartner, W. C. (1996). *Tourism Development Principles, Process and Policies*. New York: John Wiley & Sons.
4. Mill, R. C., & Morrison, A. M. (2006). *The Tourism System*. Kendall-Hunt Publishing Company.
5. Seth, P. (1997). *Successful Tourism Planning and Management*. Cross Section Publications.

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| SMMC630A | INTERNATIONAL TOURISM | C |
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COURSE OVERVIEW:

International Tourism is offered with an objective to introduce students to understand the significance of destination geography in international tourism. The modules are developed to familiarize students with the intra-regional tourism trends in major tourism generating areas. The paper comprehensively examines to develop in depth knowledge about major international destinations.

COURSE OBJECTIVES AND OUTCOMES:

The paper will provide a thorough overview to destination geography in international tourism. The learners should be able to develop an in-deep knowledge and understanding on the major international tourist destinations. They will gain a clear overview and familiarity on the intra-regional tourism trends in major tourism generating areas of the world.

COURSE CONTENT:

UNIT I

Introduction to Tourism Geography & World Time Calculation

Importance of Geography in Tourism; Destination Geography: 5 A's of Destination – Attractions – Accessibility – Cost and Standards of Living – Culture – Climate; Physical Geography; Cultural Geography; Introduction to World Continents and Oceans
Introduction to Latitudes, Longitudes, GMT, DST, Standard Time, International Date Line; Time Zones and OAG Time Calculator; Calculation of Time, Time Differences, Flying Time

UNIT II

International Tourism in the Middle East & Asia

Introduction to the Middle East Region; Countries in the Middle East; Tourist Attractions in Israel, Saudi Arabia, Oman, Qatar, Jordan and UAE; Map Plotting
Introduction to Asia, South East Asia, Far East Asia and the Indian Sub-Continent; Intra - regional Tourism trends in Asia; Major Tourist Attractions in Pakistan and Afghanistan, India, Nepal and Sri Lanka, Tourist Attractions in Russia and China, Tourist Attractions in Hong Kong, Singapore, Malaysia, Thailand, Indonesia, Cambodia, Laos and Vietnam; Map Plotting

UNIT III

International Tourism in Australia; North America (Canada and USA) & Latin America

Introduction and Intra-Regional Tourism in Australia, New Zealand and the Pacific Islands; Map Plotting; Introduction to North America, Intra-Regional Tourism between Canada and USA
Major Cities and their Tourist Attractions in Canada; Major Cities and their Tourist Attractions in United States of America; Introduction to Latin America; Intra-Regional Tourism between

Mexico and Central American Countries; Tourist Attractions in Mexico and in the Central American Countries

UNIT IV

International Tourism in Europe & Africa

Introduction to Europe; Intra-Regional Tourism in Western Europe; Major tourist attractions in the countries of Western Europe, namely United Kingdom, France, Germany, Austria, Switzerland, Italy, Spain and Portugal; Tourist Attractions in the Scandinavian and Nordic Countries and in Eastern Europe; Map Plotting

Introduction to Africa; Political, Geographical and Physical Features of Africa, Tourist Attractions in Morocco, Egypt, Kenya, Tanzania, Ethiopia, South Africa and Zimbabwe; Map Plotting

TEXT BOOKS:

1. Burton, Rosemary, Travel Geography, Longman Edn. 2010.
2. Cooper, Chris and Bonifare, Worldwide Destinations, the Geography of Travel and Tourism, Butterworth

REFERENCE BOOKS:

1. Hudman, Lloyd and Jackson Richard, Geography of Travel and Tourism, Delmar Publishers, Edn: 2011
2. Perlitz, Lee and Elliot, Steven, International Destinations, Prentice Hall, Edn. 2012.
3. IATA/UFTAA Foundation Course Study Materials