



K.R. MANGALAM UNIVERSITY
THE COMPLETE WORLD OF EDUCATION

SCHOOL OF MANAGEMENT & COMMERCE
(SOMC)

Bachelor of Business Administration (BBA)

Programme Code: 08

2021-24

(Approved in the 26th Meeting of Academic Council held on 11 August 2021)



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



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PREFACE

The objective of any programme at Higher Education Institute is to prepare their students for the society at large. The K. R. Mangalam University visualizes all its programmes in the best interest of their students and in this endeavour; it offers a new vision to all its under-Graduate courses. It imbibes a Learning Outcome-based Curriculum Framework (LOCF) for all its Under Graduate programmes. The LOCF approach is envisioned to provide a focused, outcome-based syllabus at the undergraduate level with an agenda to structure the teaching-learning experiences in a more student-centric manner. The LOCF approach has been adopted to strengthen students' experiences as they engage themselves in the programme of their choice. The under-graduate Programmes will prepare the students for both, academia and employability. The programmes also state the attributes that it offers to inculcate at the graduation level. The graduate attributes encompass values related to emotional stability, well-being, critical thinking and also skills for employability.

The new curriculum of BBA offer courses in the areas of Management concepts, Financial Accounting, Organizational Behavior, Business Statistics, Research Methodology, Business Law, Strategic Management, Supply Chain Management, E-commerce, Entrepreneurial development. All the courses are having defined objectives and Learning Outcomes, which will help prospective students in choosing the elective courses to broaden their skills in the field of management and interdisciplinary areas. The courses will train students with sound theoretical and experimental knowledge that suits the need of academics and industry. The course also offers ample skills to pursue research as career in the field of management. The K. R. Mangalam University hopes the LOCF approach of the programme BBA will help students in making an informed decision regarding the goals that they wish to pursue in further education and life, at large.

Prepared By:

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Verified By:

Prof. VA Dubey
Dean SOMC

Approved By:

Prof. P. Prakash
Vice Chancellor- KRMU

ACKNOWLEDGEMENT

The development of an outcome-based Model Curriculum for Undergraduate degree courses in the Department of Commerce is a result of thoughtful deliberations at various stages of dedicated and specialized experts. This model curriculum has been framed to meet the expectations of an academically challenging environment, develop problem-solving skills by students, and aligns with current standards and to enrich the students to make them self-enablers and/or match job requirements on successful completion of their degrees. I wish to acknowledge all our experts who have been involved in the process of developing this outcome-based curriculum for Bachelors of Business Administration (BBA).

We are thankful to Dr. Rashmi Jain and Dr. RichaNangia with their team of Academic and Industry experts who were devotedly committed towards framing this curriculum. I am greatly gratified Ms. Manvi Arora for her supervision contribution, guidance, and support throughout the development of this curriculum. Special thanks and gratitude to Prof. P. Prakash, Vice Chancellor, K.R. Mangalam University and Prof. PushplataTripathi, Pro-Vice Chancellor and Registrar, K.R. Mangalam University who have been instrumental and encouraging throughout the process of developing this curriculum.

Prof. VA Dubey

Dean

School of Management
and Commerce

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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 interdisciplinary 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 stakeholders through teaching, research, exchange & collaborative programmes with Foreign, Indian Universities/Institutions and MNCs.
- iv. To act as a nodal centre for transfer of technology to the industry.
- v. To provide job oriented professional education to the students.

2. About School

The School of Management & Commerce takes pride in its professional and highly qualified intellectual capital, its faculty members. The school boasts of its modern infrastructure and latest technology and resources in the field of General Management, Human Resource, Finance, Operations, Marketing, Information Technology, Economics and International

Business. The school aims at creating professionals who are committed to excellence in their personal and professional endeavors by adopting the best of industry practices with a keen focus on research, training and consultancy programmes. The approach to pedagogy combines fieldwork, case studies and instrumented feedback with a strong emphasis on concepts and theory.

School 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.

School Mission

SOMC is committed to:

- **M 1:** Foster employability and entrepreneurship through futuristic curriculum and progressive pedagogy with cutting-edge technology.
- **M 2:** Instill 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 centers, industries and professional bodies.
- **M 4:** Enhance leadership qualities among the youth having understanding of ethical values and environmental realities.

Graduate Attributes

- **Deep Knowledge and Intellectual breadth:** In-depth knowledge of subject areas in the program of study through project based education with eventually builds the confidence and leadership skills.
- **Social and civic responsibilities:** The graduates will be capable to take up the social and other civic responsibilities relating to the society and environment.
- **Interpersonal and communication skills:** Graduate will be able to convey ideas and information effectively to a wide array of audiences for different purposes and contribute in a positive and collaborative manner to achieve the ultimate goals.
- **Critical thinking and problem solving:** The graduate will be able to instill the ability to think, assess the problems and find solutions to them.
- **Digital Literacy:** The graduates are well prepared to gear up with the ever-changing digital environment and work in digital society.

- **Self-awareness and sense of responsibility:** The graduates are self-aware and act with integrity and sense of ownership for their actions.
- **Leadership skills and personal attributes:** The graduates exhibit professional behavior and potential to be entrepreneurs and absorb leadership roles in the chosen careers.

3. Programmes offered by the School of Management in Undergraduate Courses

The school offers a wide array of Undergraduate, Postgraduate, and Doctoral programmes under its umbrella. In undergraduate programmes school offers BBA Programme, BBA (HR/ Marketing/ IB/ Finance/ Travel & Tourism) Programmes and BBA Specialization in Business Intelligence and Analytics with Samatrix.

Program Educational Objectives (PEO)

PEO 1: Compete on global platform by applying business concepts to managerial decision-making and develop a systematic understanding of globalization and its impact on business.

PEO 2: Communicate effectively and demonstrate professional behaviour while working in diverse teams in multidisciplinary settings.

PEO 3: Inculcate ethical qualities in self and demonstrate concern for society and environment.

PEO 4: Ability to use knowledge, management-oriented skills and tools in an integrated manner for managerial practice.

PEO 5: Pursue higher education and/or engage in continuous up-gradation and life-long learning.

Programme Outcomes (POs)

PO1: Multi-disciplinary knowledge: The Management programme is designed to develop the conceptual and practical skills of the students to select their professional career from a number of options available in the market. It delivers professional in Management- both Profit and Non-Profit Organization, industry openings in the stream of Marketing, Finance, IB, HR, IT, Operations, Business Analytics, Quality Management, Entrepreneurship, PSUs and Civil Services etc.

PO2: Conceptual and practical skills: The programme enables the students to acquire necessary knowledge and skills required for organizing and carrying out entrepreneurial activities, to develop the ability of analyzing and understanding business situations in which entrepreneurs act and to master the knowledge necessary to plan entrepreneurial activities.

PO3: Employability: The Management programme aims to develop students' intellectual pursuit of knowledge of various management methods and processes in every area of activity. So, the students can equip with knowledge, skills and attitude to become more employable for the present and emerging job market.

PO4: Complex Global Business Environment: The Management Programme aims to develop students into leaders ready to tackle the challenges of today's complex global business environment.

PO5: Integrative Experience and Experimental Learning: The programme provides integrative experience and experimental learning through the application of multi-disciplinary knowledge and analyzing the impact of decisions and actions on various stake holders.

PO6: Innovative thinking for Effective Decision Making: The Programme prepares students to demonstrate awareness about the economic, ecological, political, legal and regulatory aspects of global business practices. The students acquire strategic and innovative thinking skills to enable effective decision making and problem solving in complex and uncertain condition.

PO7: Analytical Thinking: The Programme aims at developing a student's intellectual ability, executive personality and managerial skills through an appropriate blending of business and practical education. It seeks to develop students as analytical and rigorous thinkers so that they are able to apply the concepts learnt to all pertinent issues that affect an organization's performance and effectiveness.

PO8: Industry Exposure: The Programme exposes students to the diverse area of application of knowledge in business firms and industrial organizations and enables them to gain the practical knowledge in order to be globally competent.

PO9: Team Building: The programme prepared students to work effectively in a team based environment, persuade and influence others to work collectively for a common goal.

PO10: Blended Learning: : Throughout the management programme, students gain valuable insight and skills from class room, lectures, case studies, conferences, industrial visits and guest lectures delivered by industry professionals and leading academicians from across the world through various teaching methods and platforms.

3.1 Bachelors of Business Administration (BBA)

This programme aims at developing a student's intellectual ability, executive personality and managerial skills through "just-the business, and management practices, ethical values and general education. The program helps the student in understanding and developing unique leadership qualities required for successfully managing business functions of an enterprise.

Eligibility Criteria: Pass in 10+2 examination conducted by Central Board of Secondary Education or equivalent examination from a recognized board with a minimum of 50% in aggregate.

Course Outline: The course covers: Management concepts/Financial Accounting/Organizational Behavior/Business Statistics/Research Methodology/Business Law/ Strategic Management/ Supply Chain Management/ E-commerce/ Entrepreneurial development.

Career Options: Commerce & Business, Marketing Research, Research Analyst, Banking & Finance, Advertising, Tour & Travel, HR, Sales executive, Entrepreneur, etc.

3.1 BBA

This programme aims at developing a student's intellectual ability, executive personality and managerial skills through "just-the business, and management practices, ethical values and general education. The program helps the student in understanding and developing unique leadership qualities required for successfully managing business functions of an enterprise. The programme offers specialization options in Human Resources, Finance, International Business, Marketing and Travel and Tourism.

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

Eligibility Criteria: Pass in 10+2 examination conducted by Central Board of Secondary Education or equivalent examination from a recognized board with a minimum of 50% in aggregate.

Course Outline: The course covers: Management concepts/Financial Accounting/Organizational Behavior/Business Statistics/Research Methodology/Business Law/ Strategic Management/ Supply Chain Management/ E-commerce/ Entrepreneurial development.

Career Options: Commerce & Business, Marketing Research, Research Analyst, Banking & Finance, Advertising, Tour & Travel, HR, Sales executive, Entrepreneur, etc.

Programme Specific Outcomes (PEOs)

A BBA program offering specialization options in Human Resources, Finance, International Business, Marketing and Travel and Tourism excels the students in various economic and

business activities by providing a comprehensive understanding about the fundamentals of general management. It helps:

- **PSO1: Fundamental Knowledge:** To understand the knowledge in the business management at both fundamental and advanced levels.
- **PSO2: Critical Thinking:** Demonstrate proficiency with the ability to engage in critical thinking by analyzing situations and apply their skills on decision making and forward planning on both business and personal life.
- **PSO3: Corporate Social Responsibility:** To excel the ability to perform official and social responsibility in a way.
- **PSO4: Effective Leadership:** To Demonstrate the knowledge of the fundamental principle of managing a project in a multi-disciplinary environment and apply the same in one's own work as a member and as a leader of a team.

4. Programme Duration: 3 Years (6 Semesters)

5. Class Timings

The classes will be held from Monday to Friday from 09:10 am to 04:00pm.

6. Syllabi

The syllabi of all courses for three year offered by BBA at 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 and syllabus

For each course, the first line contains; Course Code, Course Title and Credits of the course.

This is followed by the course objectives, course outcome and the syllabus (Unit I to IV), Text book and reference books.

PROGRAMME AT A GLANCE

Semester	1	2	3	4	5	6	Total
Courses	8	7	6	6	7	7	41
Credits	27	24	24	24	23	23	145

Bachelors of Business Administration (BBA)

Scheme of Studies based on Choice Based Credit System (CBCS) and Learning Outcome Based Curriculum Framework (LOCF)

SEMESTER I

ODD SEMESTER									
Year	S. N.	Nature of Course	Course Code	Course Title	L	T		P	C
	1	Ability Enhancement Compulsory Course	UCCS155A	Communications Skills	4	0	0	0	4
FIRST	2	Ability Enhancement Compulsory Course	UCES125A	Environmental Studies	3	0	0	0	3
	3	Ability Enhancement Compulsory Course	UCDM 301A	Disaster Management	3	0	0	0	3
	4	Elective: Generic		Open Elective I	4	0	0	0	4
	5	CORE COURSE	SMMC123A	Business Applications of Economics	3	0	0	0	3
	6	CORE COURSE	SMMC191A	Management Thought and Applications	4	0	0	0	4
	7	CORE COURSE	SMMC115A	Financial Reporting and Analysis	4	0	0	0	4
	8	Skill Enhancement Course (SEC)		Foreign Language-I	2	0	0	0	2
	TOTAL								27

SEMESTER II

EVEN SEMESTER									
S.N.	Nature of Course	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	0	0	0	4
7	Skill Enhancement Course (SEC)		Foreign Language-II	2	0	0	0	2
TOTAL								24

SEMESTER III

SECOND	1	CORE COURSE	SMMC211A	Human Capital Management	4	0	0	0	4
	2	CORE COURSE	SMMC303A	Production and Operations Mangement	4	0	0	0	4
	3	CORE COURSE	SMAW217A	Laws Governing Business in India	4	0	0	0	4
	4	CORE COURSE	SMMC116A	Marketing for Contemporary Business	4	0	0	0	4
	5	CORE COURSE	SMMA120A	Business Statistics	3	1	0	0	4
	6	Elective: Discipline Specific DSE		Discipline Specific Elective -I	4	0	0	0	4
	7	VAC		Value Added Course (VAC)	2	0	0	0	0
	8	Skill Enhancement Course (SEC)		MOOC	0	0	0	0	2
TOTAL								26	

SEMESTER IV

1	Skill Enhancement Course (SEC)	SMCS212A	E-Commerce	3	0	0	0	<u>3</u>
2	Skill Enhancement Course (SEC)	SMMC310A	Chasing The Rainbow: The Enterprenuerial Streak	4	0	0	0	4

3	CORE COURSE	SMMC501 A	Analysing Cost for Managerial Decision Making	4	0	0	1	5
4	CORE COURSE	SMMC218A	Research Methodology for Business	4	0	0	0	4
5	CORE COURSE	SMMC224A	Financial Decision Making	4	0	0	0	4
6	Elective: Discipline Specific DSE		Discipline Specific Elective -II	4	0	0	0	4
7	VAC		Value Added Course (VAC)	2	0	0	0	0
TOTAL								24

SEMESTER V

	1	Skill Enhancement Course (SEC)	SMMC312A	Summer Training Project Report	0	0	0	0	4
THIRD	2	CORE COURSE	SMMC315A	Taxation for Managers	4	0	0	0	4
	3	CORE COURSE	SMCS313A	Management Information System	3	0	0	0	3
	4	CORE COURSE	SMMC220A	Ethics ,Values & Corporate Social Responsibility	4	0	0	0	4
	5	Elective: Discipline Specific DSE		Discipline Specific Elective -III	4	0	0	0	4
	6	Elective: Discipline Specific DSE		Discipline Specific Elective -IV	4	0	0	0	4
	7	VAC		Value Added Course (VAC)	2	0	0	0	0
TOTAL								23	

SEMESTER VI

1	CORE COURSE	SMMC302A	Strategic Orientation for Business	4	0	0	0	4
2	CORE COURSE	SMMC304A	Project Planning and Evaluation	4	0	0	0	4

3	CORE COURSE	SMEL217A	Personality Development and Communication Skills	3	0	0	0	3
4	CORE COURSE	SMMC319A	Business Environment in India	4	0	0	0	4
5	Elective: Discipline Specific DSE		Discipline Specific Elective - V	4	0	0	0	4
6	Elective: Discipline Specific DSE		Discipline Specific Elective - VI	4	0	0	0	4
TOTAL								23

SEMESTER I

SMEL155A	Communication Skills	L	T	P	C
Version 1.0		4	0	0	4
Pre-requisites/Exposure					
Co-requisites	--				

Course Objectives

1. Identify key elements and principles of communication.
2. Demonstrate understanding of the communication process
3. Describe individual communication strengths and growth areas
4. Demonstrate ability to prepare and present a short oral presentation
5. Appreciate the role of body language and voice tone in effective communication
6. Communicate their message in an effective and engaging way for the recipient

Course Outcomes

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

CO1. Understand the basics of Grammar to improve written and oral communication skills.

CO2. Understand the correct form of English with proficiency.

CO3. Improve student's personality and enhance their self-confidence.

CO4. Improve professional communication.

CO5. Enhance academic writing skills.

Catalog Description

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

Course Content

Course Syllabus:

UNIT I

6 lecture hours

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

UNIT II

6 lecture hours

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

UNIT III

6 lecture hours

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

UNIT IV

6 lecture hours

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

UNIT V

6 lecture hours

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

Text book [TB]:

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

Reference Books/Materials

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

**Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination
Examination Scheme:**

Components	Quiz I/ Assignment I	Mid Term Exam	Attendance	Presentation/ Assignment/ etc.	End Term Exam
Weightage (%)	10	20	10	10	50

Programme and Course Mapping														
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
C01	3						2				3			
C02	3			2		2							1	
C03				2	2	2	2							
C04		2			2									
C05														
1=lightly mapped 2=moderately mapped 3=strongly mapped														

BSCH125A	Environmental Studies	L	T	P	C
Version 2.0		3	0	0	3
Pre-requisites/Exposure	Basics of Environment				
Co-requisites	--				

Course Objectives

1. To aware the students about the environment.
2. To learn the students concepts and methods from ecological and physical sciences and their application in environmental problem solving.
3. To think across and beyond existing disciplinary boundaries, mindful of the diverse forms of knowledge and experience that arises from human interactions with the world around them.
4. Communicate clearly and competently matters of environmental concern and understanding to a variety of audiences in appropriate forms.

Course Outcomes

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

- CO1. To comprehend and become responsive regarding environmental issues.
- CO2. 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.
- CO3. Enable the students to discuss their concern at national and international level with respect to formulate protection acts and sustainable developments policies.
- CO4. To know that the rapid industrialization, crazy consumerism and over-exploitation of natural resources have resulted in degradation of earth at all levels.
- CO5. Become consciousness about healthy and safe environment.

Catalog Description

This course imparts the basic concepts of environment which enable them to solve basic problems related to their surroundings. This course helps them to get an idea adverse effect of industrialization, population and degradation of natural resources on the environment. The course introduces the concepts of renewable and non-renewable resources.

Course Content

UNIT I

8 hours

Environment and Natural Resources:

Multidisciplinary nature of environmental sciences; Scope and importance; Need for public awareness.

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

7hours

Ecosystems and Biodiversity:

Ecosystem: 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: 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

7hours

Environmental Pollution and Environmental Policies:

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.

Sustainability and sustainable development; 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.

UNIT IV

8hours

Human Communities and the Environment and Field work:

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).

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. Kaushik and Kaushik, Environmental Studies, New Age International Publishers (P) Ltd. New Delhi.

Reference Books/Materials

1. A.K. De, Environmental Chemistry, New Age International Publishers (P) Ltd. New Delhi.
2. S.E. Manahan, Environmental Chemistry, CRC Press.
3. S.S Dara and D.D. Mishra, Environmental Chemistry and Pollution Control, S.Chand& Company Ltd, New Delhi.
4. R. Gadi, S. Rattan, S. Mohapatra, Environmental Studies Kataria Publishers, New Delhi.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Quiz I/ Assignment I	Mid Term Exam	Attendance	Presentation/ Assignment/ etc.	End Term Exam
Weightage (%)	10	20	10	10	50

Programme and Course Mapping														
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CO1	3	3	-	-	-	-	-	-	-	-	3	-	-	-
CO2	-	-	-	3	-	-	-	-	-	-	-	-	-	-
CO3	-	-	-	-	-	3	-	-	-	-	-	-	3	-
CO4	-	-	-	-	3	-	-	3	-	-	-	-	-	-
CO5	-	3	-	3	-	-	-	-	-	-	-	-	-	-
1=lightly mapped 2=moderately mapped 3=strongly mapped														

UCDM 301A	Disaster Management	L	T	P	C
Version 1.0		3	0	0	3
Pre-requisites/Exposure					
Co-requisites	--				

Course Objectives

1. To provide basic conceptual understanding of disasters and its relationships with development
2. To understand Medical and Psycho-Social Response to Disasters
3. To enhance awareness of Disaster Risk Management institutional processes in India
4. To understand the institutional and legal framework for India

Course Outcomes

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

CO1. To increase the knowledge and understanding of the disaster phenomenon, its different contextual aspects, impacts and public health consequences

CO2. To increase the knowledge and understanding of the International Strategy for Disaster Reduction (UN-ISDR) and to increase skills and abilities for implementing the Disaster Risk Reduction (DRR) Strategy.

CO3. To ensure skills and abilities to analyze potential effects of disasters and of the strategies and methods to deliver public health response to avert these effects..

CO4. To ensure skills and ability to design, implement and evaluate research on disasters.

Catalog Description

Under the Disaster Management Act 2005, the Institute inter alia, has been entrusted with the following functions: develop training modules, undertake research and documentation in disaster management and organize training programme, formulate and implement a comprehensive human resource development plan covering all aspects of disaster management; provide assistance in national level policy formulation; provide required assistance to the training and research institutes for development of training and research programmes for various stakeholders; provide assistance to the State Governments and State training institutes in the formulation of State level policies, strategies, disaster management framework and any other assistance as may be required for capacity-building; develop educational materials for disaster management including academic and professional courses; promote awareness among stakeholders including college/ school teachers and students, technical personnel and others associated with multi-hazard mitigation, preparedness and response measures; undertake, organize and facilitate study courses, conferences, lectures, seminars within and outside the

country to promote disaster management; undertake and provide support for publication of journals, research papers and books and establish and maintain libraries etc

Course Content

Unit I: 8 hours

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: 7 hours

Disaster Preparedness and Response Preparedness

- i. Disaster Preparedness: Concept and Nature
- ii. Disaster Preparedness Plan
- iii. Prediction, Early Warnings and Safety Measures of Disaster.
- iv. Role of Information, Education, Communication, and Training, Role of Government, International and NGO Bodies.
- v. Role of IT in Disaster Preparedness
- vi. Role of Engineers on Disaster Management.
- vii. Relief and Recovery
- viii. Medical Health Response to Different Disasters

Unit III: 8 hours

Rehabilitation, Reconstruction and Recovery

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

Unit IV: 7 hours

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

- i. Statutory liability
- ii. Contractual liability
- iii. Tortuous liability
- iv. Criminal liability
- v. 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.

Text Books

1. Author Title Publication Dr. Mrinalini Pandey Disaster Management Wiley India Pvt. Ltd.
2. Tushar Bhattacharya Disaster Science and Management McGraw Hill Education (India) Pvt. Ltd.

Reference Books/Materials

1. Jagbir Singh Disaster Management: Future Challenges and Opportunities K W Publishers Pvt. Ltd.
2. J. P. Singhal Disaster Management Laxmi Publications.
3. Shailesh Shukla, Shamna Hussain Biodiversity, Environment and Disaster Management Unique Publications
4. C. K. Rajan, Navale Pandharinath Earth and Atmospheric Disaster Management: Nature and Manmade B S Publication
5. Indian Law Institute (Upendra Baxi and Thomas Paul (ed.)), Mass Disasters and Multinational Liability: The Bhopal Case (1986)
6. Indian Law Institute, Upendra Baxi (ed.), Environment Protection Act: An Agenda for Implementation (1987)
7. Asian Regional Exchange for Prof. Baxi., Nothing to Lose But our Lives: Empowerment to Oppose
8. Industrial Hazards in a Transnational World (1989)
9. Gurudip Singh, Environmental Law: International and National Perspectives (1995), Lawman (India) Pvt. Ltd.
10. Leela Krishnan, P, The Environmental Law in India, Chapters VIII, IX and X (1999), Butterworths, New Delhi.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Quiz I/ Assignment I	Mid Term Exam	Attendance	Presentation/ Assignment/ etc.	End Term Exam
Weightage (%)	10	20	10	10	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Programme and Course Mapping														
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CO1	3						2				3			
CO2	3			2		2							1	
CO3				2	2	2	2							
CO4		2			2									
CO5														
1=lightly mapped 2=moderately mapped 3=strongly mapped														

SMMC123A	Business Applications of Economics	L	T	P	C
Version 2.0		3	0	0	3
Pre-requisites/Exposure	Basic Knowledge of Economics				
Co-requisites	--				

Course Objectives

1. To get an overview of economic tools, theories and principles, the exciting concepts of Marginal Decisions and Incremental Decisions.
2. To understand the factors influence Customers choice and how their decisions affect the goods markets by affecting the price, the supply and demand?
3. To understand the various types of elasticity as consumer shift from one market to another as this adds an insight about the fluctuations in commodity market
4. To understand profit maximization and cost minimization as the fundamental goals of any firm through the dynamics of Cost Analysis & Price Output Decisions
5. It helps to understand the concept of market and its various forms which are influenced by the demand and price forces.

Course Outcomes

CO1. Microeconomics as a discipline develops skills in the students to understand functioning of entire economy on the basis of individual.

CO2. Students would be exposed to economic dilemmas as per the course boundaries which will be updated with new thinking and gears while delivering the course.

CO3. Microeconomics enables studying the causes, effects and solutions of general redundancy.

CO4. Structural market framework gives immense understanding about the market at a large level.

Catalog Description

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, Engineering and the like. As Micro economics gives practical inside to solve business dilemmas by using its tools for other disciplines.

Course Content

UNIT – I**8 Hours**

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**8 Hours**

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

UNIT III 6 Hours

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 8 Hours

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 [TB]:

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

Reference book(s) [RB]:

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

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Quiz I/ Assignment I	Mid Term Exam	Attendance	Presentation/ Assignment/ etc.	End Term Exam
Weightage (%)	10	20	10	10	50

Programme and Course Mapping														
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
C01	2	3	3		2	3	2		3		3	3	3	
C02		3									3		3	
C03							3			3				
C04					3	3						3		
C05														
1=lightly mapped 2=moderately mapped 3=strongly mapped														

SMMC191A	MANAGEMENT THOUGHTS AND APPLICATIONS	L	T	P	C
Version 2.0		4	0	0	4
Pre-requisites/Exposure	Basics of Management				
Co-requisites	--				

Course Objectives

1. The course aims at providing fundamental knowledge and exposure to the concepts, theories and practices in the field of management.
2. Observe and evaluate the influence of historical forces on the current practice of management.
3. To understand the concept of Managerial function.

Course Outcomes

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

CO1. Practice the process of management's four functions: planning, organizing, leading, and controlling.

CO2. 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.

CO3. Evaluate leadership styles and motivation theory to anticipate the consequences of each leadership style and motivation theory.

CO4. Apply course concepts and theory in a practical context.

Catalog Description

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.

Course Content

Unit I:

7 lecture hours

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

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

Unit II: 8 lecture hours

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: 8 lecture hours

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: 7 lecture hours

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.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Quiz I/ Assignment I	Mid Term Exam	Attendance	Presentation/ Assignment/ etc.	End Term Exam

Weightage (%)	10	20	10	10	50
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Programme and Course Mapping														
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CO1	3	3	2	2	1	1	2				3	1	2	
CO2	3	3	2	2	1	1	2				3	1	2	
CO3	3	3	2	2	1	1	2				3	1	2	
CO4	3	3	2	2	1	1	2				3	1	2	
CO5														
1=lightly mapped 2=moderately mapped 3=strongly mapped														

SMMC115A	Financial Reporting and Analysis	L	T	P	C
Version 2.0		4	0	0	4
Pre-requisites/Exposure					
Co-requisites	--				

Course Objectives

1. To familiarise students with the concepts and measurements that underline financial statements.
2. To make the students learn the accounting standards.
3. To develop the skills needed to analyse financial statements effectively.
4. To develop an understanding on concept and treatment of issue of shares and debentures.

Course Outcomes

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

CO1. Understand the concepts and measurements that underline financial statements and will be able to prepare Balance Sheet of Joint Stock Company.

CO2. Acquire knowledge on accounting standards and principles

CO3. Comprehend the knowledge about capital and revenue receipts and expenditures

CO4. Understand accounting treatment of Issue of shares and debentures.

Catalog Description

This course imparts the basic concepts of Accounting, the aim of this course is to make the students learn the concepts of auditing principles and standards. Students will be able to understand accounting treatment and reporting procedure of Joint Stock Company. The participants are expected to carefully go through the pre class readings before each session to facilitate an interactive discussion in the class.

Course Content

Unit I:

8 lecture hours

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: 12 lecture hours

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: 12 lecture hours

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 deprecation, causes of deprecation, basic features of deprecation, 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: 8 lecture hours

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.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination
Examination Scheme:

Components	Quiz I/ Assignment I	Mid Term Exam	Attendance	Presentation/ Assignment/ etc.	End Term Exam
Weightage (%)	10	20	10	10	50

Programme and Course Mapping														
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CO1	3	3	2	2	1	1	2				3	1	2	
CO2	3	3	2	2	1	1	2				3	1	2	
CO3	3	3	2	2	1	1	2				3	1	2	
CO4	3	3	2	2	1	1	2				3	1	2	
CO5														
1=lightly mapped 2=moderately mapped 3=strongly mapped														

SMHA151A	French-I	L	T	P	C
Version 2.0		2	0	0	2
Pre-requisites/Exposure					
Co-requisites	--				

Course Objectives

- Discuss the French terminology with the help of translator.
- Understand the elements of articles and its applicability
- Understanding the concept of ER, IR verbs
- Gaining the clarity about vocabulary and translation terminology

Course Outcomes

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

CO1. Ability to analyze the language of French and its applicability

CO2. Ability to speak and write the French as a language

CO3. An ability to learn about the various tricks and tips on vocabulary speaking

CO4. Formulation of verbs in day to day speaking and how to deliver remarks

Catalog Description

Offers lower division / novice speakers opportunities to enhance their speaking proficiency in the target language by focusing on oral verbal production. Teaches how to improve authentic pronunciation, reduce errors in authenticity of language structure, generate thought in the target language spontaneously as a substitute for translation, sharpen listening comprehension, and develop conversational strategies such as circumlocution and managing a conversation with useful expressions for starting a conversation, gaining time to think, helping the other speaker, seeking agreement, etc. Contrasts with all other first year courses which must strive to produce mastery of the whole range of language acquisition components, including writing, grammar, etc. Facilitates lowering the affective filter when conversing in the target language by increasing the frequency of speech opportunities and defusing concern for such matters as spelling, etc. Increases mastery of lexical items through increased frequency of oral usage. May be repeated for a maximum of 2 credits toward graduation. Offers lower division / novice speaker's opportunities to enhance their speaking proficiency in the target language by focusing on oral verbal production. Teaches how to improve authentic pronunciation, reduce errors in authenticity of language structure, generate thought in the target language spontaneously as a substitute for translation, sharpen listening comprehension, and develop conversational strategies such as circumlocution and managing a conversation with useful expressions for starting a conversation, gaining time to think, helping the other speaker, seeking agreement, etc. Contrasts with all other first year courses which must strive to produce mastery of the whole range of language acquisition components, including writing, grammar, etc. Facilitates lowering the affective filter when conversing in the target language by increasing

the frequency of speech opportunities and defusing concern for such matters as spelling, etc. Increases mastery of lexical items through increased frequency of oral usage.

Course Content

Course Syllabus:

MODULE I

8 hours

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

MODULE II

6 hours

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

7 hours

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

7 hours

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:ManjiriKhandekar

Roopa Luktuke

Publication :Langers

REFERENCE BOOKS:

JUMELAGE 1 (Cahier de français)

Author:ManjiriKhandekar

Roopa Luktuke

Publication :Langers

GRAMMAIRE FRANÇAISE PAR ÉTAPES

Author :Sanjay Kumar

Publication :Langers

**Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination
Examination Scheme:**

Components	Quiz I	Attendance	Mid Term Exam	Presentation/ Assignment/ etc.	End Term Exam
Weightage (%)	10	10	20	10	50

Programme and Course Mapping														
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CO1	2	3							2					
CO2		2	3							2				
CO3					2	2	3							
CO4			3				2	2						
CO5														
1=lightly mapped 2=moderately mapped 3=strongly mapped														

SEMESTER II

SMAW 218A	LAWS GOVERNING COMPANIES IN INDIA	L	T	P	C
Version 2.0		3	0	0	3
Pre-requisites/Exposure					
Co-requisites	--				

Course Objectives

1. Discuss the basics of The Companies Act, 2013.
2. Identify the documents involved in the process of formation and incorporation of a company.
3. Demonstrate awareness of management of a company.
4. Analyse about the types of meetings of a company and also about the process of winding up of a company.

Course Outcomes

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

- CO1. Analyze the basic concepts in The Companies Act, 2013.
 CO2. Understand the kind of documents involved in the process of formation and incorporation of a company.
 CO3. Gain the clarity about management of a company.
 CO4. Comprehend the concept of meetings of a company, its types and also the process of winding up of a company.

Catalog Description

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

Course Content

Course Syllabus:

UNIT I **8 hours**

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

UNIT II **8 hours**

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

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

UNIT III **7 hours**

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

UNIT IV **7 hours**

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

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

Text Books

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

Reference Books/Materials

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

**Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination
Examination Scheme:**

Components	Quiz I/ Assignment I	Mid Term Exam	Attendance	Presentation/ Assignment/ etc.	End Term Exam
Weightage (%)	10	20	10	10	50

Programme and Course Mapping														
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
C01	2	3							2					
C02		2	3							2				
C03					2	2	3							
C04			3				2	2						
C05														
1=lightly mapped 2=moderately mapped 3=strongly mapped														

SMMA109A	Mathematical Analysis of Business Situations	L	T	P	C
Version 2.0		4	0	0	4
Pre-requisites/Exposure					
Co-requisites	--				

Course Objectives

1. To provide opportunities to experience hand-on practices on numerical analyses, graphical illustrations, and analysis of various parameters
2. To enable students by comprising of a mix of practical mathematics, group discussions, and instructor-led demonstrations
3. To provide students with a comprehensive mathematical exercises covering key Algebraic formulae

Course Outcomes

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

CO1. Solve day to day mathematics problems for more elaborative understanding.

CO2. Understanding and creating various mathematics models which helpful for their calculations.

CO3. Understand mathematics from the basics level back-up.

CO4. Speedy calculation and logical mathematics uses with tricks.

Catalog Description

This course will typically use in commerce includes elementary arithmetic, elementary algebra, statistics and probability. Business management can be done more effectively in some cases by use of more advanced mathematics such as calculus, matrix algebra and linear programming. It is also helpful for CAT, MAT and other entrances for making basic mathematics calculations.

Course Content

Unit I: **10 lecture hours**

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

Unit II: **12 lecture hours**

Introduction to calculus: Derivative as slope of tangent. Derivative as rate of change. Differentiation of polynomials, exponential functions, and logarithmic functions. Integration as the inverse operator of differentiation. Indefinite integral formulae. Concept of definite integral – area under curve.

Unit III: **10 lecture hours**

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

Unit IV: 8 lecture hours

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

Text Books

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

Reference Books/Materials

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

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Quiz I	Quiz II	Mid Term Exam	Presentation/ Assignment/ etc.	End Term Exam
Weightage (%)	10	10	20	10	50

Programme and Course Mapping														
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CO1	3										3	3		
CO2		3									3	3		
CO3					2						3	3		
CO4							3				3	3		
CO5														
1=lightly mapped 2=moderately mapped 3=strongly mapped														

SMMC124A	Macro Economics Dynamics	L	T	P	C
Version 2.0		3	0	0	3
Pre-requisites/Exposure					
Co-requisites	--				

Course Objectives

1. To understand the overall nature and functioning of an economy
2. To understand the determinants of an economy which governs the structures of the country
3. Students will learn and be aware about Money, Inflation and their impact on domestic and foreign market
4. To aware students about the importance of Fiscal Policy and other Government policies and their impact on the business.

Course Outcomes

CO1. Macroeconomics as a discipline develops skills in the students to understand functioning of entire economy.

CO2. Students would be exposed to economic dilemmas as per the course boundaries which will be updated with new thinking and gears while delivering the course.

CO3. Correct economic policies formulated at macro level make it possible to control business cycles (inflation and deflation) and resultantly, violent booms and depressions rarely occur.

CO4. Macroeconomics enables studying the causes, effects and solutions of general redundancy.

Catalog Description

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

Course Content

UNIT – I

8 lecture Hours

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

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

UNIT – II **6 Lecture Hours**

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

UNIT – III **8 Lecture Hours**

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

UNIT – IV **8 Lecture Hours**

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

Text book [TB]:

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

Reference book(s) [RB]:

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

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination
Examination Scheme:

Components	Quiz I/ Assignment I	Mid Term Exam	Attendance	Presentation/ Assignment/ etc.	End Term Exam
Weightage (%)	10	20	10	10	50

Programme and Course Mapping														
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CO1	3										3			

C02		3												
C03			3			3					3			
C04				3			3							
C05														
1=lightly mapped 2=moderately mapped 3=strongly mapped														

SMCA131A	INTRODUCTION TO COMPUTERS & IT, OFFICE AUTOMATION	L	T	P	C
Version 2.0		3	1	0	4
Pre-requisites/Exposure	Basics of Computer				
Co-requisites	--				

Course Objectives

1. To introduce IT in a simple language to all undergraduate students, regardless of their specialization.
2. To pursue specialized programs leading to technical and professional careers and certifications in the IT industry.
3. To introduce skills relating to IT basics, computer applications, programming, interactive media, Internet basics, etc.
4. To develop good programming skills and to develop problem solving skills.
5. Clearly formulate a program's requirements and develop an algorithm for solving a problem Identify functions for solution of a problem, and identify and classify the parameters.
6. Build sets of test data in order to evaluate computer programs and thoroughly test a program

Course Outcomes

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

- CO1. Understand basic concepts and terminology of information technology.
- CO2. Have a basic understanding of personal computers and their operations.
- CO3. Understand the process of algorithm development and documentation.
- CO4. Identify the basic elements required in a computer system.
- CO5. Illustrate the role of the computer for personal and professional uses.
- CO6. Students should develop fundamental skills such as problem solving and abstract reasoning through computer programming.
- CO7. Understand the fundamental hardware components that make up a computer's hardware and the role of each of these components.
- CO8. Understand the difference between an operating system and an application program, and what each is used for in a computer.

Catalog Description

Computing and programming is essential to leverage the technical skills of a student. These techniques equip the students with know-how of the latest technologies and reduce considerable time in solving problems. The course of Information Technology Fundamentals has become essentially the present age of computer technology and information, as the applications of information technology can be found in all aspects of our lives.

Course Content

Unit I: 12 lecture hours

Introduction to Computers: The evolution of computers: Computer Generation from First Generation to Fifth Generation. Classifications of Computers: Micro, Mini, Mainframe and super computers, Distributed Computer System, Parallel Computers. Computer Hardware: Major Components of a digital computer, Block Diagram of a computer Input devices, Output Device. Computer Memory: Memory Cell, Overview of Memory Organization, Primary Memory: RAM & ROM, Secondary memory: Magnetic tapes, Magnetic disk, CD-ROM, DVD.

Unit II: 8 lecture hours

Introduction to System Software and Operating System: Computer Software: Machine language, assembly language, high-level languages, fourth generation language, assemblers, compilers, interpreters, linkers, loaders. Operating System concepts: different types of operating systems, functions of operating system, concept of multiprogramming, multitasking, multithreading, multiprocessing, timesharing, real time, single-user & multi-user operating system.

Unit III: 12 lecture hours

Programming Concepts & Techniques: Algorithms, flow chart, decision tables, pseudo code, characteristics of a good programming language, Planning the Computer Program: Concept of problem solving, Problem definition, Program design, Debugging, Types of errors in programming, Documentation. Structured programming concepts, Programming methodologies viz. top-down and bottom up programming, Advantages and disadvantages of Structured programming.

Unit IV: 8 lecture hours

Computer Networks & The Internet: Basic elements of a communication system, Data transmission modes, Data transmission media, Network topologies, Network Types (LAN, WAN and MAN), Client and Servers, Intranet, Extranet. Internet: Terminology related to Internet: Protocols, TCP/IP, HTTP, Internet addressing, Domain Names, DNS, URL, World Wide Web. Overview of various services on Internet: Webservers, E-mail, FTP, Telnet.

Text Books

1. P. K. Sinha & Priti Sinha, "Computer Fundamentals", BPB Publications.

2. Anita Goel “Computer Fundamentals”, Pearson.

Reference Books/Materials

1. B.Ram Computer fundamentals Architecture and Organization, New Age Intl.
2. Alex Leon & Mathews Leon, “Introduction to Computers”, Vikas Publishing.
3. Norton Peter, “Introduction to computers”, TMH.
4. Vikas Gupta, “Comdex Computer Kit”, Wiley Dreamtech, Delhi

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Quiz I/ Assignment I	Mid Term Exam	Attendance	Presentation/ Assignment/ etc.	End Term Exam
Weightage (%)	10	20	10	10	50

Programme and Course Mapping														
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
C01	3	3												
C02				3										
C03					3									
C04					3									
C05				3		3								
C06							2					3		
C07									3		3			
C08	3										3			
1=lightly mapped 2=moderately mapped 3=strongly mapped														

SMHA152A	French-II	L	T	P	C
Version 1.0		2	0	0	2
Pre-requisites/Exposure	French-I (SMHA151A)				
Co-requisites	--				

Course Objectives

- Discuss the French terminology with the help of translator.
- Understand the elements of articles and its applicability
- Understanding the concept of ER, IR verbs
- Gaining the clarity about vocabulary and translation terminology

Course Outcomes

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

CO1. Ability to analyze the language of French and its applicability

CO2. Ability to speak and write the French as a language

CO3. An ability to learn about the various tricks and tips on vocabulary speaking

CO4. Formulation of verbs in day to day speaking and how to deliver remarks

Catalog Description

Offers lower division / novice speakers opportunities to enhance their speaking proficiency in the target language by focusing on oral verbal production. Teaches how to improve authentic pronunciation, reduce errors in authenticity of language structure, generate thought in the target language spontaneously as a substitute for translation, sharpen listening comprehension, and develop conversational strategies such as circumlocution and managing a conversation with useful expressions for starting a conversation, gaining time to think, helping the other speaker, seeking agreement, etc. Contrasts with all other first year courses which must strive to produce mastery of the whole range of language acquisition components, including writing, grammar, etc. Facilitates lowering the affective filter when conversing in the target language by increasing the frequency of speech opportunities and defusing concern for such matters as spelling, etc. Increases mastery of lexical items through increased frequency of oral usage. May be repeated for a maximum of 2 credits toward graduation. Offers lower division / novice speaker's opportunities to enhance their speaking proficiency in the target language by focusing on oral verbal production. Teaches how to improve authentic pronunciation, reduce errors in authenticity of language structure, generate thought in the target language spontaneously as a substitute for translation, sharpen listening comprehension, and develop conversational strategies such as circumlocution and managing a conversation with useful expressions for starting a conversation, gaining time to think, helping the other speaker, seeking agreement, etc. Contrasts with all other first year courses which must strive to produce mastery of the whole range of language acquisition components, including writing, grammar, etc. Facilitates lowering the affective filter when conversing in the target language by increasing

the frequency of speech opportunities and defusing concern for such matters as spelling, etc. Increases mastery of lexical items through increased frequency of oral usage.

Course Content

Course Syllabus:

UNIT I **6 hours**

Revision and introduction of basic grammar topics (definite and indefinite articles, professions, nationalities, opposites, prepositions, adjectives of colour)

UNIT II **8 hours**

Articles contractes,Articles partitifs

UNIT III **7 hours**

Vocabulary exercises,Translation exercises,Adjectifs qualificatifs

UNIT IV **7 hours**

Adjectifs demonstratifs,Adjectifs possessifs,ER, RE, IR verbs (present and imperative tense)

Text Books

1. JUMELAGE-1

Reference Books/Materials

1. GRAMMAIRE FRANCAISE PAR ETAPES

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Scheme:

Components	Quiz I	Attendance	Mid Term Exam	Presentation/ Assignment/ etc.	End Term Exam
Weightage (%)	10	10	20	10	50

Programme and Course Mapping														
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CO1	2	3								2		2	2	

C02		3		3				3		2		2	2	
C03				3	2	3				2		2	2	
C04			2				3		2			2	2	
C05														
1=lightly mapped 2=moderately mapped 3=strongly mapped														

SEMESTER III

SMMC 211A	Human Capital Management	L	T	P	C
Version 2.0		4	0	0	4
Pre-requisites/Exposure					
Co-requisites	--				

Course Objectives

- Students will understand the key terms, theories/concepts, and practices within the field of human capital management
- Students will develop an understanding and key skills that are required by today's HR professionals and to enable the students to effectively contribute to the dynamic organizations.
- Students shall be able to identify and appreciate the significance of ethical issues in human capital practices and the management of people in the workplace.

Course Outcomes

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

CO1. Analyze the basic concepts in Concept of HCM its Nature, Scope, Objectives, Importance & Evolution of HRM.

CO2. Understand the elements of HR Planning & acquisition of Human Resources.

CO3. Students will gain the clarity for developing human resources.

CO4. Students will develop an understanding for Managing Performance & Compensation.

Catalog Description

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

The concept behind human capital management is that employees who are subject to effective human resource management are able to more effectively and productively contribute to a

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

Course Content

UNIT I 8 hours

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 8 hours

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

UNIT III 7 hours

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

UNIT IV 7 hours

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.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:

Components	Quiz I/ Assignment I	Mid Term Exam	Attendance	Presentation/ Assignment/ etc.	End Term Exam
Weightage (%)	10	20	10	10	50

Programme and Course Mapping														
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
C01	3	2											3	
C02	2		3										3	
C03	2				3								3	
C04	2		3										3	
C05														
1=lightly mapped 2=moderately mapped 3=strongly mapped														

SMMC 303A	Productions and Operations Management	L	T	P	C
Version 1.0		4	0	0	4
Pre-requisites/Exposure					
Co-requisites	--				

Course Objectives

This course emphasizes the fundamentals of the various techniques used in practice of production and operations management to include location, sales forecast, quality and production planning and control.

Course Outcomes

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

CO1. Develop basic understanding and knowledge about production and operations management.

CO2. Understand the elements of production planning and scheduling

CO3. Operations management offers tools to measure performance, improve production, determine throughput, optimize capacity and cut operations cost

CO4. Understand the safety mechanism and tools for productivity improvement.

Catalog Description

This course reviews the management of operations in manufacturing, service, and government organizations. Topics include a review of the activities and responsibilities of operations management, the tools and techniques available to assist in running the operation, and the factors considered in the design of the system.

Course Content

Course Syllabus:

UNIT I

10 Hours

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

8 hours

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**10 hours**

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**12 hours**

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* (5thed.). New Delhi: Tata McGraw Hill.

Suggested Readings

1. Chunawalla, S. A., & Patel, D. R. (2016). *Production and operations management* (9thed.). Mumbai, Maharashtra : Himalaya Publishing House.
2. Aswathappa, K., & Bhat, K.S. (2015). *Production and operations management* (2nded.). 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.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Quiz Assignment I	I/ 20	Mid Term Exam	Attendance	Presentation/ Assignment/ etc.	End Term Exam
10	20		10	10	50

Programme and Course Mapping														
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CO1	3			2		3						3		
CO2		2		2		3						2		

C03			3			3		2			2			
C04			3			3		2	2			3		
C05														
1=lightly mapped 2=moderately mapped 3=strongly mapped														

SMAW 218A	LAWS GOVERNING COMPANIES IN INDIA	L	T	P	C
Version 2.0		3	0	0	3
Pre-requisites/Exposure					
Co-requisites	--				

Course Objectives

1. Discuss the basics of The Companies Act, 2013.
2. Identify the documents involved in the process of formation and incorporation of a company.
3. Demonstrate awareness of management of a company.
4. Analyse about the types of meetings of a company and also about the process of winding up of a company.

Course Outcomes

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

CO1. Analyze the basic concepts in The Companies Act, 2013.

CO2. Understand the kind of documents involved in the process of formation and incorporation of a company.

CO3. Gain the clarity about management of a company.

CO4. Comprehend the concept of meetings of a company, its types and also the process of winding up of a company.

Catalog Description

Corporate world is the most complex, dynamic and ever growing area of the whole economic system. The number of registered companies in India has grown from 30,000 in 1956 to nearly a million, as of date. Companies are mobilizing huge resources at a rapid pace and are entering into new range of activities. In view of increasing emphasis on adherence to norms of good corporate governance, Company Law assumes an added importance in the corporate legislative milieu, as it deals with structure, management, administration and conduct of affairs of Companies. A thorough study of various provisions of the Companies Act is a must for becoming a competent and efficient in conducting business. In the light of this, the syllabus has been designed to impart thorough knowledge to the students preparing for the Company Law paper of the CS Executive Program. The study material is based on those sections of the Companies Act, 2013 and the rules made there under which have been notified by the Government of India and came into force w.e.f. April 01, 2014 (including Amendments/clarifications/circulars issued there under up to June, 2014). In respect of sections

of The Companies Act, 2013 which have not been notified, applicable sections of Companies Act, 1956 have been dealt with in the course.

Course Content

Course Syllabus:

UNIT I

8 hours

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

UNIT II

8 hours

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

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

UNIT III

7 hours

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

UNIT IV

7 hours

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

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

Text Books

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

Reference Books/Materials

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

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Quiz I/ Assignment I	Mid Term Exam	Attendance	Presentation/ Assignment/ etc.	End Term Exam
Weightage (%)	10	20	10	10	50

Programme and Course Mapping														
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CO1		3		3	3						3			
CO2		3		3	3									
CO3		3		3	3						3			
CO4		3		3	3									
CO5														
1=lightly mapped 2=moderately mapped 3=strongly mapped														

SMMC 116A	MARKETING OF CONTEMPORARY BUSINESS	L	T	P	C
Version 2.0		4	0	0	4
Pre-requisites/Exposure					
Co-requisites	--				

Course objectives-

- Students will be able to apply the theoretical marketing concepts to the practical situations, demonstrate the ability to carry out a market research projects & construct written sales plans and professional interactive presentations
- Students would be able to assess the market opportunities by analyzing customers, competitors, collaborators, context, and the strengths and weaknesses of a company.
- They will develop an understanding for effective marketing strategies to achieve organizational objectives & would be able to design a strategy implementation program to maximize its chance of success.
- Students would be able to communicate and defend their recommendations and critically examine and build upon the recommendations both quantitatively and qualitatively.

Course Outcomes-

After completion of the course:

CO1 The students will be able to understand the core concepts, scope & functions of Marketing. Students get an opportunity to understand the the concepts of segmentation, targeting, positioning & marketing mix.

CO2 The students will understand product, its classifications, branding, packaging, labeling, PLC, & pricing

CO3 The students may be able to develop a promotional plan & decisions for a product, channels of distribution & the factors affecting.

CO4 This subject will provide the students with a tool for assessing consumer behaviour. Students get to know about the vivid concepts of advertising, green marketing, e-marketing, international marketing etc.

Catalogue Description

Student 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 Content**UNIT I****10 LECTURES**

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**10 LECTURES**

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**10 LECTURES**

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**10 LECTURES**

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

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

SUGGESTED READINGS

1. Kotler, P., Keller, K., Koshy, L., &Jha, M. (2016).*Marketing management* (16thed.). New Delhi: Pearson.
2. Kurtz, D. L., & Boone, L. E.(2013), *Principles of contemporary marketing* (16th ed.). New Delhi: Cengage Learning India.
3. Etzel, M. J., Bruce, J., W., Stanton, W. J., &Pandit, A. (2010). *Marketing* (14thed.). New Delhi: Tata McGraw-Hill.
4. Kumar, A., &Meenakshi, N.(2011). *Marketing management* (2nded.). New Delhi: Vikas Publishing House.
5. Ramaswamy, V. S., &Namakumari, S. (2013). *Marketing management: Global perspective Indian context* (5thed.). New Delhi: McGraw Hill Education (India) P. Ltd.
6. Kumar, S. R.(2012). *Case studies in marketing management*. New Delhi: Pearson.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination
Examination Scheme:

Components	Quiz I/ Assignment I	Mid Term Exam	Attendance	Presentation/ Assignment/ etc.	End Term Exam
Weightage (%)	10	20	10	10	50

Programme and Course Mapping														
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
C01	3	3	1	1	3	2	3	1	2	1	3	2	2	
C02	3	3	1	1	3	2	3	1	2	1	2	3	1	
C03	3	3	1	1	3	2	2	1	2	1	1	2	1	
C04	3	3	1	1	3	1	1	1	2	1	1	3	2	
C05														
1=lightly mapped 2=moderately mapped 3=strongly mapped														

SMMA120A	Business Analysis Using Statistical Tools	L	T	P	C
Version 2.0		3	1	0	4
Pre-requisites/Exposure	Knowledge of Statistics				
Co-requisites	Basics of Marketing Management				

Course Objectives

- 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.
- 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
- 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,
- To Fit a simple linear regressions model and Interpret the slope and intercept (when appropriate)

Course Outcomes

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

CO1: Understanding the fundamentals of statistics and its application in different fields of management i.e marketing, HR, Finance, cricket and data collection & presentation methods.

CO2: Critical understanding of central tendency and dispersion measures in field of management of business decision making.

CO3: Impart hands on practices with respect to the statistical tools like, regression and correlation methods in job, business and life.

CO4: Establishment of understanding about probability concepts and sampling methods with its application in fields of marketing HR and Finance and off course life decision making.

Catalog Description

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.

Course Content

UNIT I 12lecture hours

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 10lecture hours

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

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

UNIT III 12lecture hours

Linear regression models: Generating solutions; applications in marketing.

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

UNIT IV 12lecture hours

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/Materials

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

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Quiz I/ Assignment I	Mid Term Exam	Attendance	Presentation/ Assignment/ etc.	End Term Exam
Weightage (%)	10	20	10	10	50

Programme and Course Mapping														
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CO1	2	-	-	2	-	3	-	2	-					
CO2	-	2	-	2	-	-	-	-	3					
CO3	2	-	3	-	2	-	-	-	2					
CO4	2	-	2	-	-	-	-	-	2					
CO5														
1=lightly mapped 2=moderately mapped 3=strongly mapped														

SEMESTER -IV

SMCS 212A	E-COMMERCE	L	T	P	C
Version 1.0		3	0	0	3
Pre-requisites/Exposure					
Co-requisites	--				

Course Objectives

- Discuss electronic commerce and the stakeholders and their capabilities and limitations in the strategic convergence of technology and business.
- Appreciate the global nature and issues of electronic commerce as well as understand the rapid technological changes taking place.
- Identify advantages and disadvantages of technology choices such as merchant server software and electronic payment options
- Demonstrate awareness of ethical, social and legal aspects of e-commerce
- Analyse features of existing e-commerce businesses, and propose future directions or innovations for specific businesses

Course Outcomes

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

CO1. Analyze the basic concepts in E-Commerce and applicability of the different business models

CO2. Understand the elements of online business, their need, usage and advantages

CO3. Gain the clarity about security issues that exist while establishing business online

CO4. Comprehend the concept of virtual organizations and the conceptual framework requirements for e-business

Catalog Description

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

Course Content

Course Syllabus:**UNIT I****8 hours**

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

UNIT II**8 hours**

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

UNIT III**7 hours**

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

UNIT IV**7 hours**

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

Text Books

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

Reference Books/Materials

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

**Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination
Examination Scheme:**

Components	Quiz I/ Assignment I	Mid Term Exam	Attendance	Presentation/ Assignment/ etc.	End Term Exam
Weightage (%)	10	20	10	10	50

Programme and Course Mapping														
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
C01	2	-	-	2	-	3	-	2	-					
C02	-	2	-	2	-	-	-	-	3					
C03	2	-	3	-	2	-	-	-	2					
C04	2	-	2	-	-	-	-	-	2					
C05														
1=lightly mapped 2=moderately mapped 3=strongly mapped														

SMMC310 A	Chasing The Rainbow: The Entrepreneurial Streak	L	T	P	C
Version 2.0		4	0	0	4
Pre-requisites/Exposure					
Co-requisites	--				

Course Objectives

The purpose of the course is that the students acquire necessary knowledge and skills required for organizing and carrying out entrepreneurial activities, to develop the ability of analysing and understanding business situations in which entrepreneurs act and to master the knowledge necessary to plan entrepreneurial activities. The objective of the course is, further on, that the students develop the ability of analysing various aspects of entrepreneurship – especially of taking over the risk, and the specificities as well as the pattern of entrepreneurship development and, finally, to contribute to their entrepreneurial and managerial potentials.

Course Outcomes

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

CO1. Develop idea generation, creative and innovative skills

CO2. Aware of different opportunities and successful growth stories

CO3. Learn how to start an enterprise and design business plans those are suitable for funding by considering all dimensions of business.

CO4. Understand entrepreneurial process by way of studying different case studies and find exceptions to the process model of entrepreneurship.

Catalog Description

A fundamental outcome of entrepreneurship is the creation of new value, usually through the creation of new products and services which may lead to the creation of a new business entity. The objective of this course is to demonstrate and understand that exploiting a new opportunity is a process that can be planned, resourced, and managed. To start a successful business, an entrepreneur must exercise motivation as well as enterprising and managerial skills. He or she requires access to resources to grow the business; not just investment but social resources as well. Overall success is not just related to the nature of market opportunities but to the entrepreneurial and managerial motivations and skills of the entrepreneur..

Course Content

UNIT-I**10 lecture hours**

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**8 lecture hours**

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**12 lecture hours**

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**10 lecture hours**

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

References:

1. Tendon ,C: Environment and Entrepreneur; Clough Publications, Allahabad.
2. Siner A David: EntrepreneurialMegabooks; 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: Protect 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

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:

Components	Quiz I/ Assignment I	Mid Term Exam	Attendance	Presentation/ Assignment/ etc.	End Term Exam
Weightage (%)	10	20	10	10	50

SMMC501A	ANALYSING COST FOR MANAGERIAL DECISION MAKING	L	T	P	C
Version 2.0		4	1	0	5
Pre-requisites/Exposure					
Co-requisites	--				

Course Objectives

- Discuss the importance of Costing and management accounting in decision making
- Analyse profitability liquidity, solvency position of a business using various analytical tools like Ratio Analysis, FFS,CFS
- Appreciate the importance of budgetary control and different types of budgets as well as understand the relevance of standard costing in managerial decision making.
- Understand the basics of marginal costing and cost volume profit analysis

Course Outcomes

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

CO1. Understand the difference between management, cost and financial accounting and role of management accounting in business

CO2. Analyze the financial Statements using various tools such as ratio analysis, Fund flow statement and cash Flow Statements

CO3. Gain clarity about different types of budgets and learn budgetary and standard costing as a tool of managerial decision making.

CO4. Take business decisions using Marginal costing and Cost-Volume-Profit analysis

Catalog Description

This course focuses on the importance of Costing and management accounting in managerial decision making. It provides an overview of important analytical tools such as Ratios, CFS, FFS for analyzing profitability liquidity, solvency position of a business. In addition, some of the major issues associated with Management Accounting – Budgetary control, standard Costing, Marginal Costing will be discussed. Student will be exposed to Real life Managerial decision-Making skill.

Course Content

UNIT I**8 hours**

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**12hours**

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**12 hours**

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

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

UNIT IV**08 hours**

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

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

Text book

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

Reference book

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

**Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination
Examination Scheme:**

Components	Quiz I/ Assignment I	Mid Term Exam	Attendance	Presentation/ Assignment/ etc.	End Term Exam
Weightage (%)	10	20	10	10	50

Programme and Course Mapping														
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
C01	1	3									3			
C02		3	3			3	3							
C03		3				3	3					3		3
C04							3	2						
C05														
1=lightly mapped 2=moderately mapped 3=strongly mapped														

SMMC218A	Research Methodology for Business	L	T	P	C
Version 2.0		3	1	0	4
Pre-requisites/Exposure	Knowledge of Statistics				
Co-requisites	Basics of Marketing Management				

Course Objectives

- To develop a research orientation among the students and to acquaint them with fundamentals of research methods
- To impart education in the foundational methods and techniques of academic research in social sciences and business management context.
- To develop critical thinking in students, avoiding biasness way.
- To examine and be practically exposed with the main components of research framework i.e., problem identification, research design, data collection, ethical issues in research, report writing, and presentation.

Course Outcomes

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

CO1. Understanding of the concept of business research, process and its significance, which in result will help in taking on the entrepreneurial skills

CO2: Familiarize with hands on learning with the methods of data collection as per the requirement of the research problem in with proper consideration of research ethics.

CO3. Gaining the clarity about fundamentals of sampling design and sampling methods, in accordance with modern statistical tools and methods.

CO4. Understanding the concept of research hypothesis – formulation –test of significance and report writing. It will facilitate to be a successful person in routine life as well as to pursue career in research and analytics section of an organization.

Catalog Description

“Either change the business model with time, or get ruined”, this statement provides base for the content delivery of the given course. Thus, the purpose of this course is to enhance students’ abilities to think critically and apply and apply the learning in their real life situations, business development as well as in jobs. This would pave the way for gaining competitive edge over others in the concern field. In organizations/businesses when managers have to integrate the different functional areas of business(e.g. accounting, finance, human resources, information systems, marketing, operations management, etc.) with the organizational policy and strategy into a cohesive whole. The main task here is, keep on doing best to be and keep being the market leader in the across the industries. *Kizen* philosophy is basic – continuous improvement to meet the contingencies in profitable way and be the boss – a market leader in the field.

Course Content

UNIT I 10lecture hours

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 10lecture hours

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 10lecture hours

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 10lecture hours

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

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

Text Books

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

Reference Books/Materials

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

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:

Components	Quiz I	Attendance	Mid Term Exam	Presentation/ Assignment/ etc.	End Term Exam
Weightage (%)	10	10	20	10	50

Programme and Course Mapping														
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CO1		3			2						3			
CO2										2		2		
CO3			2			2								2
CO4	2						3	2						
CO5														
1=lightly mapped 2=moderately mapped 3=strongly mapped														

SMMC224A	Financial Decision Making	L	T	P	C
Version 2.0		4	0	0	4
Pre-requisites/Exposure					
Co-requisites					

Course Objectives

- To provide knowledge on the financial management. ·
- To discuss various sources of financing available to corporates along with knowledge about cost computation and capital structuring
- To acquaint students with financial decisions, investment decisions and dividend decisions. ·
- To help students analyse the financial statements of the company and to make financial decisions.

Course Outcomes

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

CO1.Explain various concepts relating to financial management and financial decisions. Analyze financial statements of a company and make appropriate recommendations for financial planning.

CO2:Design the appropriate capital structure by applying leverage principles and techniques of cost of capital so as to maximize earnings per share.

CO3: Apply the techniques of time value of money in all investment decisions - personal or professional and evaluate long-term investment proposals and select the best alternative for the Organisation.

CO4: Ascertain the working capital required for an organization. Devise ideal dividend payout policy understanding its impact on firm value.

Catalog Description

This course develops an understanding among the students towards corporate financial activities. It helps to study the role and responsibilities of finance manager, finance function, management of finance, accounting and financial information to management for decision making and will cover management of capital, working capital management and dividend policy. As a prerequisite, the students should be having basic knowledge about elementary concepts of finance

Course Syllabus:

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.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Quiz I	Attendance	Mid Term Exam	Presentation/ Assignment/ etc.	End Term Exam
10	10	20	10	50

Programme and Course Mapping														
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
C01	1	3									3			
C02		3					3							
C03		3	3			2	3							
C04							3							3
C05														
1=lightly mapped 2=moderately mapped 3=strongly mapped														

SEMESTER V

SMMC315A	Taxation for Managers	L	T	P	C
Version 1.0		4	0	0	4
Pre-requisites/Exposure	--				
Co-requisites	--				

Course Objectives

- To acquaint the students with the legal regime governing the direct taxes.
- To gain knowledge and understanding of the provisions of the direct tax laws.
- To acquire the ability to apply the knowledge of the provisions of the direct tax laws to the various situation in actual practice.
- To develop the skill of independent thinking and creativity in the field of direct tax laws.
- To acquaint the students with basic principles underlying the provisions of indirect tax laws and to develop a broad understanding of the tax laws and accepted tax practices.
- Students will learn to define various aspect of indirect taxes (GST) like, Registration, Concept of Supply etc.
- Students will learn to analyse and evaluate the effect of an indirect tax on consumers, producers and the government.

Course Outcomes

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

CO1- Collect the basic concepts and definitions of Income Tax Act 1961

CO2- Know the residential status of assessee and incomes exempted from tax

CO3- Familiar with the computation of income from salary, income from house property, income from business and profession and Capital Gain.

CO4- Know about the aggregation of income and deduction u/s 80C to 80U.

CO5- Understand the importance of indirect taxes (GST) in the Indian and global economy and its contribution to the economic development.

CO6- Comprehend the principles of taxations, objectives of taxes and its impact, shifting and incidence process of indirect taxes in the market orientated economy.

Catalog Description

This course deals primarily with the two major forms of taxes in India, i.e. income tax and the Goods and Services Tax (GST). A conceptual framework is developed in the first lecture that serves as a link across various topics in the course and to present the tax laws and practices as a meaningful, integrated and coherent whole rather than as a fragmented set of compartmentalized rules. The broad concepts raised in the framework explicitly outline fundamental issues that need to be addressed whenever any type of tax is to be imposed in any State by any level of government. This conceptual approach is intended to facilitate students to consciously think about the underlying considerations that drive the enactment/implementation of specific tax laws/practices.

Course Content

UNIT I

8 hours

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

UNIT II

12 hours

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

UNIT III

10 hours

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

10 hours

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

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination
Examination Scheme:

Components	Quiz I	Attendance	Mid Term Exam	Presentation/ Assignment/ etc.	End Term Exam
Weightage (%)	10	10	20	10	50

Programme and Course Mapping														
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
C01		3					3	2			3			
C02						3	3							
C03		3				3								
C04		3			2									
C05		3			2		3					3		
C06		3	2							3		3		3
1=lightly mapped 2=moderately mapped 3=strongly mapped														

SMCS 313A	Management Information System	L	T	P	C
Version 2.0		3	0	0	3
Pre-requisites/Exposure					
Co-requisites	--				

Course Objectives

The aim of this course is:

1. To describe the role of information technology and decision support systems in business and record the current issues with those of the firm to solve business problems.
2. To introduce the fundamental principles of computer-based information systems analysis and design and develop an understanding of the principles and techniques used.
3. To enable students understand the various knowledge representation methods and different expert system structures as strategic weapons to counter the threats to business and make business more competitive.
4. To enable the students to use information to assess the impact of the Internet and Internet technology on electronic commerce and electronic business and understand the specific threats and vulnerabilities of computer systems.

Course Outcomes

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

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

- CO1. Relate the basic concepts and technologies used in the field of management information systems;
- CO2. Compare the processes of developing and implementing information systems.
- CO3. Outline the role of the ethical, social, and security issues of information systems.
- CO4. Translate the role of information systems in organizations, the strategic management processes, with the implications for the management.

Catalog Description

This course focuses on providing students with essential knowledge to ensure that the company manages information systems with the highest level of efficiency. Informational systems have become a pivotal feature in contemporary business. Understanding the management practices associated with informational technology can make you an instant commodity for innovative companies. In today's world, it is essential to manage the storage, transmission and analysis of information. Studying the management of informational systems allows you to understand the demands put on employees and practical ethical challenges that may arise in the future.

Course Content

Course Syllabus:**UNIT I****8 hours**

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

UNIT II**8 hours**

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

UNIT III**7 hours**

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

UNIT IV**7 hours**

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

TEXT BOOK:

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

REFERENCE BOOKS:

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

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination
Examination Scheme:

Components	Quiz I	Attendance	Mid Term Exam	Presentation/ Assignment/ etc.	End Term Exam

Weightage (%)	10	10	20	10	50
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Programme and Course Mapping														
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
C01		3										2		2
C02							2	3				2		2
C03	2			3								2		2
C04				3	3							2		2
C05														
1=lightly mapped 2=moderately mapped 3=strongly mapped														

SEMESTER VI

SMMC302A	Strategic Business Orientation	L	T	P	C
Version 1.0		4	0	0	4
Pre-requisites/Exposure	Basics of Management Studies				
Co-requisites					

Course Objectives

- 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.
- To develop the ability to identify strategic issues and design appropriate courses of action.

Course Outcomes

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

CO1. Understanding of the principles of business policy strategic management and the concept that decisions made today have implications on results in the future

CO2: Familiarize with the nature of environment analysis and its factors affecting business. Demonstrate and develop conceptual its framework generate interest in international business to sustainable competitive advantage and formulate strategies that leverage a firm's core competencies.

CO3. Understanding of the concept of competitive advantage and its sources and the ability to recognize it in real-world scenarios. Analyze the main structural features of an industry and develop strategies that position the firm most favorably in relation to competition and influence industry structure to enhance industry attractiveness.

CO4. Formulate strategies for exploiting international business opportunities including foreign entry strategies and international location of production. Recognize strategic decisions that present ethical challenges and make appropriate recommendations for ethical decision-making.

Catalog Description

The purpose of this course is to enhance students' abilities to do the job of higher level which makes them responsible for strategic performance. Specifically, when managers have to integrate the different functional areas of business (e.g. accounting, finance, human resources, information systems, marketing, operations management, etc.) with the organizational policy and strategy into a cohesive whole. The challenge is not only in identifying weaknesses and

threats but to appreciate the strengths of the firm and anticipate opportunities in the external environment.

Course Content

UNIT I **10 hours**

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 **08 hours**

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 **10 hours**

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 **12 hours**

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

1. Ghosh, P. K.; Strategic Planning and Management, Sultan Chand & Sons, New Delhi.

Reference Books/Materials

1. C.B. Gupta ;S.Chand; Strategic Management Publisher & Distributor
2. Jauch and Glueck; Business Policy and Strategic Management, McGraw-Hill
3. Kazmi, Azhar;StrategicManagement,Tata McGraw-Hill, New Delhi

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:

Components	Quiz I	Attendance	Mid Term	Presentation/ Assignment/ etc.	End Term Exam
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			Exam		
Weightage (%)	10	10	20	10	50

Programme and Course Mapping														
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CO1		3	1	1							3			
CO2	1	3	1	2		2	2		2	1	3	3		1
CO3		2	1	2		1	2			2	3	3		1
CO4		2				2	2				3			1
CO5														
1=lightly mapped 2=moderately mapped 3=strongly mapped														

SMMC304	PROJECT PLANNING AND EVALUATION	L	T	P	C
Version 2.0		3	1	0	4
Pre-requisites/Exposure	Basics of all the major fields of management				
Co-requisites	--				

Course Objectives

- This course Project Planning and Evaluation would encourage the action-oriented business learners to appreciate the post economic liberalization era.
- Project planning involves a series of steps that determine how to achieve a particular community or organizational goal or set of related goals. Students learn to assess the project from different facets and pick the right one to meet the objectives of the business.
- Students will learn to assess the project from society's benefit point of view through social cost benefit analysis.
- Students will be able to evaluate the project risk through risk analysis techniques.

Course Outcomes

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

CO1. To appreciate and understand the overview of Capital Investments and Strategy and Resource Allocations

CO2. To appreciate market and demand analysis, market planning, technical analysis and project charts and project implementation

CO3. Understanding financial analysis, project financing, institutional finance, and working capital management

CO4. Appreciating risk analysis, portfolio related risk measures.

Catalog Description

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

Course Content

Unit I: 8 lecture hours

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: 12 lecture hours

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: 12 lecture hours

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: 8 lecture hours

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/Materials

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.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Quiz I	Attendance	Mid Term	Presentation/	End Term
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			Exam	Assignment/ etc.	Exam
Weightage (%)	10	10	20	10	50

Programme and Course Mapping														
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CO1	3			3							3			
CO2	3									2				
CO3				3	3						3	3		
CO4				3	3							3		
CO5														
1=lightly mapped 2=moderately mapped 3=strongly mapped														

SMEL217A	Personality Development and Communication Skills	L	T	P	C
Version 2.0		4	0	0	4
Pre-requisites/Exposure					
Co-requisites	--				

Course Objectives

1. To foster soft skills and Leadership traits
2. To develop analytical and critical thinking
3. To build awareness about the various dynamics of personality development.
4. To foster self-confidence, positive attitude, emotional intelligence and social sensitivity.
5. To augment linguistic proficiency for both personal and professional communication

Course Outcomes

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

CO1: Be able to manage and encourage constructive collaboration

CO2: Develop awareness of appropriate communication strategies.

CO3: Improve student's personality and enhance their self-confidence

CO4 Create a basic awareness about the significance of soft skills in professional and inter-personal communications

CO5 Facilitate an all-round development of personality

Catalog Description

This course makes the students groom their personality and prove themselves as good Samaritans of the Society. This course consists of individual or in-group class presentations pertaining to the applications of concepts, Theories or issues in human development.

Course Content

Course Syllabus:

UNIT I

10 hours

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 **10 hours**

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 **10 hours**

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 **10 hours**

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

Text book [TB]:

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

Reference Books/Materials

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

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Quiz I	Attendance	Mid Term Exam	Presentation/ Assignment/ etc.	End Term Exam
Weightage (%)	10	10	20	10	50

Programme and Course Mapping														
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
C01			3											3
C02							3					3		
C03		3												3
C04									3		3			
C05									3					3
1=lightly mapped 2=moderately mapped 3=strongly mapped														

Specialization Electives: Human Resource Management

Elective	Code	Human Resource Management	Credit
Elective 1	SMMC601A	Training and Development	4
Elective 2	SMMC602A	Organisational Behaviour	4
Elective 3	SMMC603A	Talent Management	4
Elective 4	SMMC604A	Performance Reward Management	4
Elective 5	SMMC605A	Leadership, Influence & Power	4
Elective 6	SMMC606A	Emotional Intelligence	4

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.

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.

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

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.

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.

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.

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 Prices, John Wiley and Sons
5. Shields, John, Managing Employees Performance and Reward, Cambridge University, NODA
6. Aguinis, Herman, Performance Management, Pearson Education

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.

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*

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.

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

Specialization Electives: International Business

		International Business	Credit
Elective 1	SMMC613A	International Trade Operations	4
Elective 2	SMMC614A	International Supply Chain & Logistics Management	4
Elective 3	SMMC615A	International Buyer Behaviour	4
Elective 4	SMMC616A	International Banking & Business Laws	4
Elective 5	SMMC617A	Managing Export and Logistics	4
Elective 6	SMMC618A	Management of Technology & Innovation	4

SMMC613A	INTERNATIONAL TRADE OPERATIONS	L	T	P	C
		4	-	-	4

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

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.

SMMC614A	INTERNATIONAL SUPPLY CHAIN & LOGISTICS MANAGEMENT	L	T	P	C
		4	-	-	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.

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.

TEXTBOOKS:

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.

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.

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. Kassatjar : 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

SMMC616A	INTERNATIONAL BANKING & BUSINESS LAWS	L	T	P	C
		4	-	-	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.

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).

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.

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" (TIFA C) Telecommunication: 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. Butterwork-Heinemann, New Delhi, India.

Specialization Electives: Finance

Elective	Code	Finance	Credit
Elective 1	SMMC318A	Investment Management	4
Elective 2	SMMC608A	International Financial Management	4
Elective 3	SMMC317A	Management of Financial Institutions and Services	4
Elective 4	SMMC610A	Entrepreneurial Finance	4
Elective 5	SMMC325A	Banking and Insurance Management	4
Elective 6	SMMC612A	Behavioural Finance	4

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.

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

SMMC608A	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.

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.

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.

SMMC610A	ENTREPRENEURIAL FINANCE	C
		3

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:

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.

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.

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:

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.

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.

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

Group Behaviour-Conformism, herding, fatal attractions

Text Book:

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

Reference Books:

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

Specialization Electives: Marketing

Elective	Code	Marketing	Credit
Elective 1	SMMC619A	Consumer Behaviour	4
Elective 2	SMMC620A	Advertising & Brand Management	4
Elective 3	SMMC621A	Digital Marketing	4
Elective 4	SMMC622A	Service Marketing	4
Elective 5	SMMC623A	Retail Management	4
Elective 6	SMMC624A	Product Strategy & Management	4

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.

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.

SMMC620A	Advertising & Brand Management	C 4
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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.

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.

SMMC621A	DIGITAL MARKETING	C
		4

Overview:

It's a paradigm shift in the corporate culture with IT revolution. Again the evolution of 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.

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

SMMC622A	SERVICE MARKETING	C
		4

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 the basics 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).

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.

SMMC623A	RETAIL MANAGEMENT	C
		4

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.

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.
- Berman, Barry & Evans, Joel R (2010). “Retail Management –A Strategic Approach” New Delhi; Pearson Edu. Inc.

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.

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	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

SMMC625A	FUNDAMENTALS OF TOURISM	C
		4

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:

Walker, R., & Harding, K. (2010). *Tourism*. Oxford: Oxford University Press.

Robinson, P., Lück, M., & Smith, S. L. (2013). *Tourism*. Wallingford, Oxfordshire: CABI.

Reference Books:

Tan, E. S., Yeoh, B. S., & Wang, J. (2010). *Tourism management and policy: Perspectives from Singapore*. Singapore: World Scientific Pub.

Barwick, J., & Barwick, J. (2011). *Tourism*. Abbotsford, Vic.: Echidna.

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

SMMC626A	TOURISM INDUSTRY	C
		4

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:

Tan, E. S., Yeoh, B. S., & Wang, J. (2010). *Tourism management and policy: Perspectives from Singapore*. Singapore: World Scientific Pub.

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.

SMMC627A	FUNDAMENTALS IN HOTEL MANAGEMENT	C
		4

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:

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

Reference Books:

Andrews, S. (2003). *Hotel housekeeping – training manual*. (6 ed.).

Bhatanagar, A. K. (2001). *F.o. management* . (4 ed.). Hyderabad:

Dix, C., & Baird, C. (2005). *Hotel f.o. operations*. (6 ed.).

Wagen, L. V., & Goonetilleke, A. (2007). *Hospitality management: Strategy and operations*.

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 Scriptsfor 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:

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

Reference Books:

Agarwal, VirBala and V. S. Gupta Handbook of Journalism and Mass Communication. Concept Pub. Co. New Delhi. 2001.

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

Bitner, R. (1989). Mass Communication: An Introduction. New Jersey: Prentice Hall.

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.

Baran, Stanley J and Dennis K Davis (1999). Mass Communication and Man – Mass Communication Theory (2nd Edition). Thomson/Wadsworth, USA.

Defleur, M.L. & Dennis E (1994).Understanding Mass Communication. Boston: Houghton Mifflin.

Garrison, B. (2004). Professional feature writing (4th ed.). Mahwah NJ: Erlbaum.

Parthasarathy, Rangaswami. Here is the News! Reporting for the Media. Sterling Publications. New Delhi. 1994

Saxena, Ambrish. Fundamentals of reporting and Editing, Kanishka publishers, New Delhi, 2007

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:

Bhatia, A.K. (2009). *Tourism Development: Principles & Practices*. Sterling Publishers.

Burkart, A. J, & Medlik, S. (1994). *Tourism Past, Present and Future*. London: William Heinemann Ltd.

Cooper, C. Fletcher, J. Gilbert, D. & Wanhill, S. (2000). *Tourism Principles and Practices*. London: Pitman Publishing.

Christie, R. M. & Morrison. A.M (2006). *The Tourism System*. 5th Edn. New York: Kendall/ Hunt Publishing Company

Swain, K.S & Mishra, M.M. (2012). *Tourism Principles and Practices*. Delhi: Oxford University Press

Reference Books:

Douglas, F. (1995). *Travel & Tourism Management*. London: Macmillan

Edward, I. (1991). *Tourism Planning – An integrated and sustainable Development Approach*. New York: John Wiley & Sons Inc.

Gartner, W. C. (1996). *Tourism Development Principles, Process and Policies*. New York: John Wiley & Sons.

Mill, R. C., & Morrison, A. M. (2006). *The Tourism System*. Kendall-Hunt Publishing Company.

Seth, P. (1997). *Successful Tourism Planning and Management*. Cross Section Publications.

SMMC630A	INTERNATIONAL TOURISM	C
		4

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:

Burton, Rosemary, Travel Geography, Longman Edn. 2010.

Cooper, Chris and Bonifare, Worldwide Destinations, the Geography of Travel and Tourism, Butterworth

Reference Books:

Hudman, Lloyd and Jackson Richard, Geography of Travel and Tourism, Delmar Publishers, Edn: 2011

Perlitz, Lee and Elliot, Steven, International Destinations, Prentice Hall, Edn. 2012.

IATA/UFTAA Foundation Course Study Materials